

Section 2

Our Council

How will we measure, as a Council, how we are contributing to the priorities agreed by ourselves and our partners, for the benefit of the communities of Cheshire East?

Which Strategic Directorates will have ownership of each of the community themes?

How will we measure whether we are a high performing Council that delivers high quality services, provides value for money and uses all of our resources effectively?

People

Portfolio Holders: Councillor ???

Strategic Director: ???

Service Directors: ???

This block encompasses those services and activities which contribute directly to improving quality of life, health and well-being; developing services with people and designing them to address community and individual need; and protecting vulnerable people of all ages.

The two themes of *Children and Young People* and *Adult Health and Well-being* are cross-cutting across all of our activities but will be largely delivered through this block, within three strategic directorates. These are:

Services for children, young people and families

This service provides 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. Services will be integrated with other public sector agencies wherever possible, and delivered in partnership through a range of different agencies. The individual needs of vulnerable children and their families will be assessed through the Common Assessment Framework.

We will develop Children's Services (articulated in Every Child Matters) to enable children, young people and their families to: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being.

Social care and support for adults (people aged over 18 with particular needs)

This service provides assessment and care management for adults over 18 years who have particular needs due to age, disability, sensory impairment, learning disabilities, mental health and other specialised needs, together with their carers. Individual needs will be assessed through a single assessment process with other key partners and services will be integrated with other public sector agencies wherever possible.

We will develop the social care support and services (articulated in Our Health, Our Care, Our Say and in the White Paper "Health, Well Being and Choice") setting out the agenda in relation to empowering the individual, and promoting independence and choice.

Public health, including health improvement and health inequalities

This Service will be provided jointly with Our Primary Care Trust partner and comprise responsibility for the Health Equalities Strategy, Drugs, Alcohol and Sexual Health Strategies and specialised services.

We will develop health improvement services (articulated in Choosing Health) to reduce health inequalities, target national priorities and enabling people to make healthy choices in their lives.

Theme

1. Children and Young People

Our community priority is...

...To address the priority services for children and young people

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

1.1 Helping all children and young people to be healthy

1.2 Helping all children and young people to stay safe

1.3 Helping all children and young people to enjoy and achieve

1.4 Helping all children and young people to make a positive contribution

1.5 Helping all children and young people to achieve economic well-being

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

1.1 Helping all children and young people to be healthy






Performance Measures		Baseline	Target (2009-010)	Lead partner
NI 52	Take up of school lunches To increase the percentage of pupils who eat a school lunch provided by the school or the County Council.			
NI 55	Obesity among primary school age children in Reception Year To reduce the percentage of primary school age children in Reception Year who are obese.			
NI 56 ★	Obesity among primary school age children in Year 6 To reduce the percentage of primary school age children in Year 6 who are obese.			
NI 113	Prevalence of Chlamydia in under 20 year olds To reduce the prevalence of Chlamydia - the commonest sexually transmitted infection in England. We will focus this on those who are under 20.			
NI 112 ★	Under 18 conception rate To reduce the number of conceptions of under 18 year olds, as a percentage			
NI 50	Emotional health of children To increase the percentage of children whose emotional health is good, based on responses to individual questions, drawn from the 'TellUs' Survey.			
NI 51	Effectiveness of Child and Adolescent Mental Health Services (CAMHS) To identify and ensure that the County Council and Cheshire's Primary Care Trusts are together delivering comprehensive CAMHS for the county.			







1.2 Helping all children and young people to stay safe

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 58 Emotional and behavioural health of children in care To improve the emotional and behavioural health of children and young people in care through the use of a Strengths and Difficulties Questionnaire (SDQ)			
NI 61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption To increase the speed that children are placed with an approved prospective adopter following the decision that they should be placed for adoption.			
NI 62 Stability of placements of looked after children: number of moves. To decrease the percentage of children looked after at 31 March with three or more placements during the year.			
NI 63 Stability of placements of looked after children: length of placement. To increase the percentage of looked after children aged under 16 (at 31 March) who live or have lived in the same placement for at least 2 years, this includes children placed for adoption.			
NI 66 Looked after children cases which were reviewed within required timescales To increase the percentage of children looked after cases which have been reviewed during the year.			
NI 67 Child protection cases which were reviewed within required timescales To increase the percentage of child protection review conferences that have taken place during the year.			
NI 68 Referrals to children's social care going on to initial assessment To assess the number of requests for services to be provided by children's social care services that go on to initial assessment.			
NI 64 Child Protection Plans lasting 2 years or more To reduce the percentage of children who have been the subject of a Child Protection Plan for 2 yrs or longer.			


NI 65	Children becoming the subject of Child Protection Plan for a second or subsequent time			
	To reduce the number of children who have ever had a Child Protection Plan becoming the subject of a Child Protection Plan for a second or subsequent time.			
NI 69	Children who have experienced bullying			
	To reduce the number of children who have experienced bullying.			
NI 115 ★	Substance misuse by young people To measure progress in reducing the proportion of young people frequently misusing substances including all illicit drugs, consumption of alcohol and volatile substances such as solvents, glue or gas.			

1.3 Helping all children and young people to enjoy and achieve

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 109	Number of Sure Start Children Centres To measure progress and achievement against the national target to deliver 2500 Sure Start Children Centres by 2008, and 3500 by 2010.			
 NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy To increased children's achievement in learning and development and welfare from birth to the end of the academic year in which they turn 5.			
 NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) To increase the number of pupils achieving level 4 or above in English and Maths, taken by 11 year olds at the end of Key Stage 2.			
 NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) To increase the number of pupils achieving level 5 or above in English and Maths, taken by 14 year olds at the end of Key Stage 3.			
 NI 75	Achievement of 5 or more A* to C grades at GCSE or equivalent including English and Maths (Threshold) To increase the number of pupils achieving 5 or more A* to C grades GCSE (General Certificate of Secondary Education), or equivalent, taken by 16 year olds at the end of compulsory secondary education.			
NI 79	Achievement of a Level 2 qualification by the age of 19 To increase the number of young people attaining level 2 qualifications at the age of 19, providing an important platform for employability, further learning and adulthood.			
NI 80	Achievement of a Level 3 qualification by the age of 19 To increase the number of young people attaining level 3 qualifications at the age of 19.			
 NI 83	Achievement at Level 5 or above in Science at Key Stage 3 To increase the proportion of young people achieving at least Level 5 in science at the end of Key Stage 3.			

NI 84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent To increase the proportion of young people gaining two or more science GCSEs at grades A*-C.			
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) To increase the number of A level entries in physics, chemistry and mathematics, while maintaining the number of young people taking biology A level.			
NI 86	Secondary schools judged as having good or outstanding standards of behaviour To provide a general indicator of standards of behaviour in secondary schools as a result of a school inspection.			
NI 89	Number of schools in special measures To decrease the number of schools judged by Ofsted (Office for Standards in Education) to be failing.			
 NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2 To increase the number of pupils making 2 levels progress in English between Key Stage 1 and Key Stage 2.			
 NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 To increase the number of pupils making 2 levels progress in Maths between Key Stage 1 and Key Stage 2.			
 NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3 To increase the number of pupils making 2 levels progress in English between Key Stage 2 and Key Stage 3.			
 NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 To increase the number of pupils making 2 levels progress in Maths between Key Stage 2 and Key Stage 3.			
 NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4 To increase the number of pupils making 2 levels progress in English between Key Stage 3 and Key Stage 4.			
 NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 To increase the number of pupils making 2 levels progress in Maths between Key Stage 3 and Key Stage 4.			

NI 76	Reduction in the number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at Key Stage 2 To increase the number of schools where at least 65% of pupils achieve level 4 or above in English and Maths, taken by 11 year olds at the end of Key Stage 2.			
NI 77	Reduction in the number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at Key Stage 3 To increase the number of schools where at least 50% of pupils achieve level 5 or above in English and Maths, taken by 14 year olds at the end of Key Stage 3.			
NI 78	Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more A* to C grades at GCSE and equivalent including English and Maths To increase the number of schools where at least 30% of pupils achieve 5 or more A* to C grades at GCSE (General Certificate of Secondary Education), or equivalent, taken by 16 year olds at the end of compulsory secondary education.			
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19 To close the gap between the achievement of a Level 3 qualification by the age of 19 by those who are eligible for free school meals and those that aren't.			
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19 To close the gap between the achievement of a Level 2 qualification by the age of 19 by those who are eligible for free school meals and those that aren't.			
NI 92 ★	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest To close the gap between the lowest achieving children in Early Years and the rest to ensure that all children, regardless of background, are able to reach their potential.			
NI 99 ★	Children in care reaching level 4 in English at Key Stage 2 To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least level 4 in English at Key Stage 2. This is expressed as a percentage of the total number of looked after children in the same school year.			
NI 100 ★	Children in care reaching level 4 in Maths at Key Stage 2 To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least level 4 in Maths at Key Stage 2. This is expressed as a percentage of the total number of looked after children in the same school year.			
NI 101 ★	Children in care achieving 5 A* C GCSEs or equivalent at Key Stage 4 (including English and Maths) To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least 5 A* to C grades at GCSE (General Certificate of Secondary Education), or equivalent, (including English and Maths). This is expressed as a percentage of the total number of looked after children in the same school year.			

NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 To narrow the gap in achievement between children from disadvantaged backgrounds and their peers by improving the performance of pupils eligible for free school meals at Key Stages 2 and 4.			
NI 104	The Special Educational Needs (SEN)/non SEN gap achieving Key Stage 2 English and Maths threshold To improve the attainment of children with Special Educational Needs (SEN) at Key Stage 2 in English and Maths when compared to pupils who have not been identified as having special educational needs.			
NI 105	The Special Educational Needs (SEN)/non SEN gap achieving 5 A* C GCSE or equivalent (including English and Maths) To improve the attainment of children with Special Educational Needs (SEN) achieving 5 A* to C GCSEs, or equivalent, (including English and Maths) when compared to pupils who have not been identified as having special educational needs.			
NI 106	Young people from low income backgrounds progressing to higher education To increase the proportion of young people from low income backgrounds progressing to higher education.			
NI 107	Key Stage 2 attainment for Black and minority ethnic groups To increase the percentage of Black and minority ethnic groups who achieve Level 4+ in English and Maths at Key Stage 2.			
NI 108	Key Stage 4 attainment for Black and minority ethnic groups To increase the percentage of Black and minority ethnic groups who achieve 5 A* - C grades at GCSE.			
NI 87 	Secondary school persistent absence rate To reduce the percentage of persistent absentee secondary pupils (those missing 20% or more of the school year).			
NI 114	Rate of permanent exclusions from school To reduce the percentage of pupils who are permanently excluded from school in the year.			

1.4 Helping all children and young people to make a positive contribution

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 110 ★	Young people's participation in positive activities To support the increased participation of young people in a wide range of sporting, cultural and recreational activities and experiences, including opportunities for volunteering.			
NI 88	Number of extended schools To progress and support the development of extended schools to provide services such as parenting and family support, swift and easy referral to specialist services and community use of facilities when needed.			
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody To reduce the number of young people (10 to 17 year olds) sentenced to custody when compared with all those receiving a conviction in court (total of first-tier disposal, community service, and custodial sentence).			
NI 45	Young offenders' engagement in suitable education, training and employment To increase the proportion of young offenders who are actively engaged in education, training or employment. Active engagement is counted as at least 25 hours, (16 hours for those above statutory school age), of Education, Training and Employment (ETE) in the last full working week of the disposal.			
NI 111 ★	First time entrants to the Youth Justice System aged 10-17 To reduce the number of first-time entrants to the youth justice system, aged 10 to 17.			

1.5 Helping all children and young people to achieve economic well-being

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 91	Participation of 17 year-olds in education or training To increase the participation of 17 year olds, focussing on education and training as opposed to employment.			
NI 117 ★	16 to 18 year olds who are not in education, training or employment (NEET) To reduce the number of non-participants in education, employment or training after compulsory education. This aims to reduce later unemployment, low income, depression, involvement in crime and poor mental health.			
NI 148	Care leavers in employment, education or training To increase the number of young people, aged 19, who were looked after under any legal status who are in employment, education or training, on either a full or part-time basis.			
NI 90	Take up of 14-19 Learning Diplomas To make improvements in offering and promoting Diplomas to young people.			

Theme

2. Adult Health and Well-being

Our community priorities are...

...Addressing the key issues surrounding our ageing population

...Tackling the adverse impact of alcohol for adults and older people

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into seven categories:

2.1 Promoting and facilitating the health and emotional well-being of adults and older people

2.2 Promoting independence and support people to live a fulfilled life, making the most of their capacity and potential

2.3 Ensuring that adults and older people are encouraged to participate fully in their community and that their contribution is valued equally with other people

2.4 Ensuring that adults and older people, and their carers, have access to choice and control of good quality services which are responsive to individual needs and preferences

2.5 Ensuring that those in need of social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm

2.6 Ensuring that adults and older people are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this

2.7 Providing confidential and secure services which respects the individual and preserves people's dignity

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by ★

Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by ☆

2.1 Promoting and facilitating the health and emotional well-being of adults and older people

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 39	Alcohol-harm related hospital admission rates Reducing the percentage of alcohol related admissions per 100,000 of the population, when compared to the previous year.			
NI 40	Drug users in effective treatment An increase in the number of successful discharges of drug users in treatment. Expressed as the percentage difference from the previous year.			
NI 119	Self- reported measure of people's overall health and wellbeing Increasing the number of people who believe that they have good overall health and wellbeing. This information is collected through a Place Survey.			
NI 120	All-age, all cause mortality rate To increase the average life expectancy and reduce health inequalities.			
NI 121	Mortality rate from all circulatory diseases at ages under 75 To reduce mortality rates from circulatory diseases per 100,000 population aged under 75.			
NI 122	Mortality rate from all cancers at ages under 75 To reduce mortality rates from cancer per 100,000 population under 75.			
NI 123 ★	16+ current smoking rate prevalence Increasing the number of people who give up smoking, per 100,000 of the over 16 population.			
NI 126	Early access for women to maternity services To increase the percentage of women receiving maternity services by 12 completed weeks of pregnancy.			
NI 137 ★	Healthy life expectancy at age 65 Increasing the healthy life expectancy of people aged 65, assessed using a self-reported health assessment within a Place Survey of residents.			

2.2 Promoting independence and support people to live a fulfilled life, making the most of their capacity and potential

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 124	People with a long term condition supported to be independent and in control of their condition Increasing the percentage of people with a long-term condition who feel that they are supported by people providing health and social care services to be independent and in control of their condition. This will be sourced from the Healthcare Commission Primary Care Trust patient survey.			
NI 125 ★	Achieving independence for older people through rehabilitation/intermediate care Increasing the percentage of older people who are at home, in extra care housing or an adult placement scheme within three months of being discharged from hospital.			
NI 136	People supported to live independently through social services (all ages) Increasing the number of adults and older people that are assisted directly, through social services, to live independently. Measured per 1,000 of the population.			
NI 139	The extent to which older people receive the support they need to live independently at home To increase the extent to which older people feel that they receive the support and services they need to live independently at home. Assessed through a Place Survey.			
NI 141	Percentage of vulnerable people achieving independent living Increasing the percentage of service users who have moved on from supported accommodation in a planned way, as a percentage of total service users who have left the service.			
Ni 142	Percentage of vulnerable people who are supported to maintain independent living To increase the percentage of service users who have established or are maintaining independent living, as a percentage of the total number of service users who had been in receipt of Supporting People services.			

2.3 Ensuring that adults and older people are encouraged to participate fully in their community and that their contribution is valued equally with other people

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 3	Civic participation in the local area Increasing the number of residents who participate in civic activities. This is based on residents own views and is assessed by a place Survey.			
NI 4 ★	% of people who feel they can influence decisions in their locality Increasing the percentage of people who feel that they can influence decisions in their area. This is assessed by a Place Survey.			
NI 138	Satisfaction of people over 65 with both home and neighbourhood Increasing the number of people, over 65, who are satisfied with both home and neighbourhood. This is assessed by a Place Survey.			

2.4 Ensuring that adults and older people, and their carers, have access to choice and control of good quality services which are responsive to individual needs and preferences

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) Increasing the number of adults, older people and carers receiving social care through a Direct Payment (and/or an individual budget). Measured per 100,000 of the population aged 18 or over.			
NI 131	Delayed transfers of care from hospitals Reducing the rate of delayed transfers of care from all NHS hospitals per 100,000 of the population aged 18+.			
NI 132	Timeliness of social care assessment Increasing the percentage of clients whose social care assessment was completed within 28 days as a proportion of all clients who received an assessment.			
NI 133	Timeliness of social care packages Increasing the percentage of clients who receive social care packages within 28 days of their assessment as a proportion of all clients who received an assessment.			

NI 134	The number of emergency bed days per head of weighted population Reducing the number of emergency bed days per head of population in order to measure the improved pro-active care of patients, particularly those with chronic conditions.			
NI 135 ★	Carers receiving needs assessment or review and a specific carer's service, or advice and information Increasing the number of carers whose needs were assessed or reviewed by the Council in the year who received a specific carer's service or advice and information. This is expressed as a percentage of all people receiving a community based service in the same year.			
NI 145	Adults with learning disabilities in settled accommodation Increasing the percentage of adults with learning disabilities, who are known to the Council, who live in settled accommodation.			
NI 149	Adults in contact with secondary mental health services in settled accommodation Increasing the percentage of adults in contact with secondary mental health services (SMHS) who live in settled accommodation.			

2.5 Ensuring that those in need of social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 183	Impact of local authority regulatory services on the fair trading environment Decreasing the number of incidences of unfair trading to determine the impact of Council activities to ensure a fair trading environment.			

2.6 Ensuring that adults and older people are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 146	Adults with learning disabilities in employment Increasing the percentage of adults (18-69) with learning disabilities, that are known to the Council, who are in employment.			
NI 150	Adults in contact with secondary mental health services in employment Increasing the percentage of adults (aged 18-69) in contact with secondary mental health services (SMHS) who are in employment.			

2.7 Providing confidential and secure services which respects the individual and preserves people's dignity

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 127	Self-reported experience of social care users To increase user satisfaction, assessed by a survey of social care users.			
NI 128	User reported measure of respect and dignity in their treatment To increase the number of services users who feel that the care they receive does not diminish their dignity or affect their modesty.			
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home The percentage of all deaths that occur at home.			

Places

Portfolio Holders: Councillor ???

Strategic Director: ???

Service Directors: ???

This block encompasses those services and activities which contribute directly to place shaping by promoting economic growth, improving essential infrastructure, sustaining environmental quality and securing community safety.

The five themes of *Stronger Communities*, *Safer Communities*, *Tackling Exclusion and Promoting Equality*, *Local Economy* and *Environmental Sustainability* are cross-cutting across all of our activities but will be largely delivered through this block, within four strategic directorates. These are:

Place Making

The services within this operational directorate bring together all those functions which contribute to the development of place. This provides an opportunity to integrate housing, transport, planning and economic regeneration to ensure that investment delivers improvements in the physical environment and promote prosperity and growth. The joining up of services which are currently split between two tiers will provide greater clarity to the public, avoid unnecessary duplication and enable the creation of multi-disciplinary teams to develop comprehensive strategy, oversee complex developments and deliver major regeneration projects.

Place Management

As well as securing continued prosperity through investment and development, it is essential that places continue to be cared for through effective and accountable long-term management and maintenance. At the neighbourhood level, community safety, traffic management and environmental quality are the most important issues for residents of Cheshire East. The drive for improved local community safety and environmental outcomes will involve local people, individually and collectively, in shaping local neighbourhoods and services. This will be achieved by building on a neighbourhood management approach to multi-agency service delivery.

Place Marketing

The quality and distinctiveness of Cheshire East, and the way in which it is promoted and used will increasingly be used to secure sustained investment and, therefore, help drive economic prosperity. This strategic directorate will bring together those functions which promote places to businesses, visitors, investors and residents and create a high quality experience for all.

Culture

Services within this strategic directorate include the provision of leisure, sports, play facilities and the libraries, museums and archive services. It includes responsibility for the arts, adult education and life-long learning.

Theme

3. Stronger Communities

Our community priority is...

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

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

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

3.1 Sport, leisure and culture

3.2 Developing the third sector

3.3 Community cohesion and empowerment

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

3.1 Sport, leisure and cultural services

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 8	Adult participation in sport ★ Increasing the percentage of the adult (aged 16+) population who participate in sport for at least 30 minutes, 3 or more times per week.			
NI 9	Use of public libraries Increasing the percentage of the adult (aged 16 plus) population who say they have used their public library service during the previous 12 months.			
NI 10	Visits to museums and galleries Increasing the percentage of adults (aged 16+) who say they have attended a museum or art gallery in the local area at least once in the preceding 12 months.			
NI 11	Engagement in the Arts Increasing the percentage of the adult (aged 16 plus) population that have either attended an arts event or participated in arts activity at least three times in the past 12 months.			

3.2 Developing the Third Sector

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 7	Environment for a thriving third sector Increasing the percentage of third sector organisations giving a high rating of the local environment for a thriving third sector. This is assessed every two years using a survey sent to third sector organisations.			

3.3 Community cohesion and empowerment

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 1	% of people who believe people from different backgrounds get on well together in their local area Increasing the percentage of people who believe people from different backgrounds get on well, as assessed by a Place Survey of residents.			
NI 2	% of people who feel that they belong to their neighbourhood Increasing the percentage of people who feel that they belong to their neighbourhood, as assessed by a Place Survey of residents.			
NI 5	Overall/general satisfaction with local area Increasing the overall satisfaction of residents with their local area. This is assessed by a Place Survey.			
NI 6	Participation in regular volunteering Increasing the participation in formal volunteering. This is defined as giving unpaid help through groups, clubs or organisations which support social, environmental, cultural or sporting objectives. This is assessed through a Place Survey of residents.			

Theme

4. Safer Communities

Our community priorities are...

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

...Reducing re-offending

...Tackling the adverse impact of alcohol

...Reducing the risk of industrial and commercial emergencies

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

4.1 Crime, anti-social behaviour and fear of crime

4.2 Adult and youth re-offending

4.3 Domestic violence

4.4 Road safety

4.5 Industrial, commercial and other major emergencies

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

4.1 Crime, anti-social behaviour and fear of crime

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 15	Serious violent crime rate Reducing the number of most serious violent crimes per 1,000 of the population			
NI 16	Serious acquisitive crime rate Reducing the number of serious acquisitive crimes per 1,000 of the population			
NI 17	Perceptions of anti social behaviour Reducing the perceptions of anti-social behaviour. This information will be collected from residents through a Place Survey.			
NI 20 ★	Assault with injury crime rate Reducing the number of Actual Bodily Harm (assault with injury) crimes per 1,000 of the population			
NI 21 ★	Dealing with local concerns about anti-social behaviour and crime by the local council and police Increasing the overall satisfaction of residents with the way that Police and the Council deal with their concerns about anti-social behaviour. This is assessed by a Place Survey.			
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area Increasing the number of people who feel that parents take responsibility for the behaviour of their children in their area. This is assessed via a Place Survey of residents.			
NI 23	Perceptions that people in the area treat one another with respect and consideration Increasing the number of people who feel that people treat each other with respect and consideration in their area. This is assessed by a Place Survey of residents.			
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour To increase satisfaction with the overall service provided by police/local agencies/local councils in dealing with anti-social behaviour.			
NI 25	Satisfaction of different groups with the way that the police and local council dealt with anti-social behaviour To increase satisfaction of BME and white respondents with the overall service provided by police/local agencies/local councils in dealing with anti-social behaviour.			

NI 26 Specialist support to victims of a serious sexual offence To increase the provision of support services to victims			
NI 27 Understanding of local concerns about anti social behaviour and crime by the local council and police Increasing the overall satisfaction of residents with the way that Police and the Council understand their concerns about anti-social behaviour. This is assessed by a Place Survey.			
NI 28 Knife crime rate Decreasing the number of serious violent knife crimes per 1,000 population			
NI 29 Gun crime rate Decreasing the number of gun crimes per 1,000 population			
NI 33 Arson incidents Decreasing the number of deliberate primary and secondary fires per 10,000 population			
NI 38 Drug related (Class A) offending rate Decreasing the drug related offending rate			
NI 41 Perceptions of drunk or rowdy behaviour as a problem Reducing the perceptions of drunk or rowdy problem behaviour in communities through licensing decisions, local alcohol strategies and awareness campaigns. This information will be collected from residents through a Place Survey.			
NI 42 Perceptions of drug use or drug dealing as a problem Reducing the perceptions of drug use and drug dealing in local communities through enforcement action in partnership with the Crime and Disorder Reduction Partnerships (CDRPs) and Drug Action Teams (DATs).			
NI 49 Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks) Reducing the number of primary fires, fatalities and non-fatal casualties per 100,000 population.			

4.2 Adult and youth re-offending

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 18	Adult re-offending rates for those under probation supervision ★ Reducing the percentage of adult offenders (aged 18 and over) on the probation caseload who are proven to have re-offended within three months, compared with the predicted re-offending rate.			
NI 19	Rate of proven re-offending by young offenders Reducing the percentage of young offenders (under 18) who re-offend within 12 months.			
NI 30	Re-offending rate of prolific and priority offenders ★ Reducing the number of convictions recorded against Prolific and other Priority Offenders (PPO).			

4.3 Domestic violence

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 32	Repeat incidents of domestic violence ★ Reducing the percentage of repeat victimisation for those domestic violence cases being managed by Multi-Agency Risk Assessment Conferencing (MARAC)			
NI 34	Domestic violence murder Reducing the number of domestic homicide offences per 1,000 of the population			

4.4 Road safety

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 47	People killed or seriously injured in road traffic accidents ★ Reducing the number of people killed and seriously injured (KSI) on the roads, contributing to the national casualty reduction target of 40% by 2010, compared with the average for 1994-1998.			
NI 48	Children killed or seriously injured in road traffic accidents Reducing the number of children killed and seriously injured (KSI) on the roads, including those that are not the authority's direct responsibility.			

4.5 Industrial, commercial and other major emergencies

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 37	Awareness of civil protection arrangements in the local area Increasing awareness of the civil protection arrangements in the area, by measuring how informed citizens feel about what they should do in the event of a large-scale emergency.			
NI 35	Building resilience to violent extremism Ensuring progress in preventing violent extremism. Assessed against a Government Framework on a scale of 1 to 5.			
NI 36	Protection against terrorist attack Decreasing vulnerability against potential terrorist attacks, assessed on a five point scale by local Counter-Terrorism Security Advisors (CTSAs).			

Theme

5. Tackling exclusion and promoting equality

Our community priority is...

...Reducing inequalities between the most disadvantaged and successful areas of Cheshire East

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into two categories:

5.1 Reducing inequalities between the most disadvantaged and successful areas of Cheshire East

5.2 Hard to reach groups

5.1 Reducing inequalities between the most disadvantaged and successful areas of Cheshire East

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 13	Migrants' English language skills and knowledge Increasing the percentage of non-English speaking third country nationals applying for and successfully completing ESOL courses (English for Speakers of Other Languages).			
NI 44	Ethnic composition of offenders on Youth Justice System disposals Reducing the proportion of each Black and Minority Ethnic (BME) group of young people on youth justice disposals as a proportion of each BME group. This is expressed as a percentage.			
NI 116	Proportion of children in poverty Reducing the proportion of dependent children who live in households where the income is below 60% of the contemporary national median.			
NI 140	Fair treatment by local services Increasing the perceptions amongst residents that they have been treated fairly by the Council. This is a critical component of removing inequalities of process, and will be assessed through a Place Survey.			

5.2 Hard to reach groups

Performance Measures		Baseline	Target (2009-10)	Lead partner

Theme

6. Local Economy

Our community priorities are...

- ...Improving access to, and availability of, affordable and appropriate housing*
- ...Reducing worklessness and improved skills*
- ...Maintaining an efficient transport network*
- ...Improving business and enterprise*

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into six categories:

- 6.1 Planning and transport infrastructure*
- 6.2 Strategic housing and housing benefit*
- 6.3 Reducing worklessness, improving skills and promoting lifelong learning*
- 6.4 Economic regeneration*
- 6.5 Tourism and visitor economy*
- 6.6 Countryside, conservation and heritage sites*
- 6.7 Rural economy and prosperity*

6.1 Planning and transport infrastructure

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 157	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types Increasing the percentage of planning applications dealt with in a timely manner. This is 13 weeks for major applications and eight weeks for minor and other applications.			
NI 167	Congestion – Average journey time per mile during the morning peak Decreasing the average journey time per mile during the morning peak on major routes.			
NI 168 ★	Principal roads where maintenance should be considered Decreasing the percentage of the principal road network where maintenance should be considered.			
NI 169 ★	Non-principal roads where maintenance should be considered Decreasing the percentage of the B-road and C-road network where maintenance should be considered.			
NI 170	Previously developed land that has been vacant or derelict for more than 5 years To decrease the proportion of developed land that is vacant or derelict for more than 5 years.			
NI 175	Access to services and facilities by public transport, walking and cycling Increasing the percentage of journeys to and from services and facilities using non-private modes of transport.			
NI 176	Working age people with access to employment by public transport (and other specified modes) Increasing the percentage of people of working age (aged 16 to 74 years) living within the catchment area of a location (as defined by the Department for Transport) with access to jobs by public transport and/or walking.			
NI 177	Local bus and light rail passenger journeys originating in the authority area Increasing the total number of local bus passenger journeys each year.			

NI 178	Bus services – running on time Increasing the percentage of non-frequent bus services running on time and decreasing the waiting time of frequent services (number of minutes).			
NI 198	Children travelling to school – mode of travel usually used This indicator measures the proportion of school aged children, in full time education, travelling to school by the mode of travel that they usually use.			

6.2 Strategic housing and housing benefit

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 12	Refused and deferred Houses in Multiple Occupation (HMOs) licence applications leading to immigration enforcement activity			
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence Increasing the percentage of offenders under probation supervision who are living in either permanent independent housing, a bail/probation hostel or supported housing.			
NI 160	Local authority tenants' satisfaction with landlord services To increase the percentage of local authority/ALMO tenants who are 'very satisfied' or 'fairly satisfied' with the overall service provided by their landlord			
NI 155	Number of affordable homes delivered (gross) To increase the supply of social rent housing and intermediate housing			
NI 156	Number of households living in temporary accommodation To decrease the number of households living in temporary accommodation provided under the homelessness legislation.			
NI 158	% of non-decent council homes To decrease the number of non-decent council homes as a percentage of the total council house stock			

NI 159	Supply of ready to develop housing sites To increase the number of net additional dwellings provided as a percentage of the planned housing provision			
NI 180	The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year To increase the number of changes of circumstance that are identified and processes, per 1,000 caseload			
NI 181	Time taken to process Housing Benefit / Council Tax Benefit new claims and change events To decrease the length of time taken to process new claims and change events			

6.3 Reducing worklessness, improving skills and promoting lifelong learning

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 144	Offenders under probation supervision in employment at the end of their order or licence To increase the percentage of offenders under probation supervision in employment.			
NI 151	Overall employment rate (working age) Increasing the proportion of the working age population (16-59 females and 16-64 males) who are in employment			
NI 152	Working age people on out of work benefits To decrease the percentage of the working age population who are claiming out of work benefits			
NI 153 ★	Working age people claiming out of work benefits in the worst performing neighbourhoods Reducing the number of working age people claiming out of work benefits in those neighbourhoods where there is an out of work claim rate of 25% or more.			
NI 161	Learners achieving a Level 1 qualification in Literacy Increasing the number of learners achieving a Level 1 qualification in literacy, from 2008/09 to 2010/11.			

NI 162	Learners achieving an Entry Level 3 qualification in Numeracy Increasing the number of learners achieving an Entry Level 3 qualification in numeracy, from 2008/09 to 2010/11.			
NI 163 ★	Working age population qualified to at least Level 2 or higher Increasing the percentage of working age (19years to retirement age) population qualified to at least level 2 or higher.			
NI 164 ★	Working age population qualified to at least Level 3 or higher Increasing the percentage of working age (19 years to retirement age) population qualified to at least level 3 or higher.			
NI 165	Working age population qualified to at least Level 4 or higher Increasing the percentage of working age (19 years to retirement age) population qualified to at least level 4 or higher.			
NI 166	Average earnings of employees in the area Increasing the average weekly earnings of full-time employees.			
NI 173	Flows on to incapacity benefits from employment To decrease the percentage of people who move directly from employment to incapacity benefits			
NI 174	Skills gaps in the current workforce reported by employers To decrease the percentage of employers who report having any skills gaps in their existing workforce. Assessed via the National Employer Skills Survey (NESS)			

6.4 Economic regeneration

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 171	New business generation rate To increase the number of business registrations per 10,000 resident population aged 16 and above			
NI 172	Percentage of small businesses in an area showing employment growth To increase the percentage of small registered businesses showing year-on-year employment growth			

6.5 Tourism and visitor economy

Performance Measures		Baseline	Target (2000-10)	Lead partner

6.6 Countryside, conservation and heritage sites

Performance Measures		Baseline	Target (2000-10)	Lead partner

6.7 Rural economy and prosperity

Performance Measures		Baseline	Target (2009-10)	Lead partner

Theme

7. Environmental Sustainability

Our community priorities are...

...Achieving sustainable management of waste resources

...Responding to the challenge of climate change

...Environmental cleanliness

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

7.1 Waste management – minimisation, recycling, collection, treatment, disposal and education

7.2 Climate change

7.3 Environmental protection and enforcement

7.4 Streetscene

7.5 Parks and open spaces

7.1 Waste management – minimisation, recycling, collection, treatment, disposal and education

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 191 ★	Residual household waste per head Reducing the average number of kilograms of household waste per household.			
NI 192 ★	Household waste recycled and composted Increasing the percentage of waste that has been sent for reuse, recycling, composting or anaerobic digestion.			
NI 193	Municipal waste landfilled Reducing the percentage of municipal waste which is sent to landfill.			

7.2 Climate change

Performance Measures		Baseline	Target (2000-10)	Lead partner
NI 185	CO₂ reduction for Local Authority operations Reduction in the percentage of CO ₂ emissions from the Council's operations, assessed against a 2008/09 baseline.			
NI 186 ★	Per capita reduction in CO₂ emissions in the LA area Reduction in the percentage of per capita CO ₂ emissions across the sectors of housing, road transport and businesses. This is assessed against a 2005 baseline.			
NI 187	Tackling fuel poverty The percentage of people receiving income based benefits living in homes with a low energy efficiency rating			
NI 188	Planning to adapt to climate change Increase the level of performance (on a scale of 1 to 5) in the preparedness of the Council to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate.			

NI 194	Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations To reduce the percentage of oxides of nitrogen (NO _x) emissions and particles emitted into the atmosphere (PM ₁₀) from the Council's operations.			
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7.3 Environmental protection and enforcement

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 184	Food establishments in the area which are broadly compliant with food hygiene law To increase the percentage of food establishments within the local authority area which are 'broadly compliant' with food law			
NI 189	Flood and coastal erosion risk management To increase the percentage of agreed actions to implement long term flood and coastal erosion risk management plans that are being undertaken satisfactorily			
NI 190	Achievement in meeting standards for the control system for animal health To increase the degree to which the standards of performance agreed in the Animal Health and Welfare Framework Agreement are being met			
NI 197	Improved local biodiversity – active management of local sites Increasing the proportion of local sites where active conservation management has taken place up to five years prior to the reporting date. This means maintaining, restoring or enhancing biodiversity on that site.			

7.4 Streetscene

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 195	Improved street and environmental cleanliness To decrease the percentage of relevant land and highways that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level			
NI 196	Improved street and environmental cleanliness – fly tipping To decrease the number of incidents of fly tipping and an increase in enforcement action			

7.5 Parks and open spaces

Performance Measures		Baseline	Target (2009-10)	Lead partner

Performance and Capacity

Portfolio Holders: Councillor ???

Strategic Directors: ???

Service Directors: ???

The performance and capacity of our Council will not just be measured by the size of the budget or the number of staff. Fundamentally, it will be measured by the way in which we work with our partners and key stakeholders (including communities and neighbourhoods), to deliver the priorities set out in the sustainable community strategy. We will be customer driven, providing services for:

- Residents and other users whose immediate contact and service delivery needs will be met by corporate customer services staff working through a range of neighbourhood based contact centres and other access channels such as telephone and internet.
- People and Place Directorates who require capacity and support from services such as HR, finance and project management to function efficiently and effectively.
- Leader and Members who require information and advice to set the strategic direction of the council to meet community needs and monitor performance.

To deliver the community themes that have been identified in this Corporate Plan we will *build a Council that provides excellent services, is responsive to our customers, works closely with our partners and provides value for money*. Corporately, this will be largely delivered and measured through the Performance and Capacity block, within three service directorates. These are:

Resources

To ensure that services are delivered in a cost-effective way, providing value for money we will need to manage our financial resources and assets effectively. We will also provide the democratic and corporate support services necessary to ensure the council operates effectively, always within its authority and to the highest ethical standards and will support our Councillors to be locally responsive to community needs.

Customer Services

We will ensure that we focus our services on the customer and create a single view of the Council where effective communication ensures that our communities understand what is done, how and why. Contact with all will be simple and easy, reflecting how people live their lives, now and in the future. Our corporate and service planning will be intelligence led with impact and needs assessments carried out on all activities. We will create capacity to use both qualitative and quantitative research and consultation to continually test our plans against needs and our outcomes against satisfaction. We will do this in our own right but also through our partnership working.

We will also ensure continuity of service and engagement to ensure that no one is excluded due to failure to coordinate planning, or information and data and our business process support and ICT development will provide better and more efficient ways of doing things.

Partnerships and Programmes

Through our partnership framework we will deliver our Local Area Agreement and deliver services together with the voluntary and community sector and Parish Councils, focussing on the priorities identified in the Sustainable Community Strategy. Working with partner colleagues and organisations we will create economies of scale and we will not be constrained by historical administrative boundaries.

Our performance and audit teams will ensure that a culture of continuous performance improvement exists throughout the organisation and that there is effective challenge to delivering results in a more effective way with due regard to risk management and business continuity.

Theme

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

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into three categories:

- 8.1 Putting customers first*
- 8.2 Providing value for money*
- 8.3 Enhancing partnership working*
- 8.4 Developing our workforce*
- 8.5 Being locally responsive*

8.1 Putting customers first

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 14	Avoidable contact : The average number of customer contacts per resolved request Increasing the average number of customer contacts with the Council that are resolved as a proportion of the total number of customer contacts.			
NI 182	Satisfaction of businesses with local authority regulation services Increasing the percentage of satisfied customers with regulatory services. This is based on a monthly survey to relevant local businesses.			

8.2 Providing value for money

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year Increasing the total net value of ongoing cash-releasing value for money gains			

8.3 Enhancing partnership working

Performance Measures		Baseline	Target (2009-10)	Lead partner

8.4 Developing our workforce

Performance Measures		Baseline	Target (2009-10)	Lead partner

8.5 Being locally responsive

Performance Measures	Baseline	Target (2009-10)	Lead partner