CHESHIRE EAST COUNCIL
THREE YEAR PLAN

2013
2016

OUTCOME 1
Our local communities are strong and supportive

Individuals and families are self-reliant and take personal responsibility for their quality of life. Communities are cohesive, with a strong sense of neighbourliness. There is genuine civic pride and mutual respect.

OUTCOME 2
Cheshire East has a strong and resilient economy

Cheshire East is known as a good place to do business – we attract inward investment, there is access to a high quality workforce and our businesses and visitor economy grow, to create prosperity for all.

Our Purpose

To serve the people of Cheshire East through:

> Fulfilling our community leadership role well
> Ensuring quality and value in public services
> Safeguarding the most vulnerable in society

What sort of a Council do we want to be?

> A Council which enables and supports communities, families and individuals to flourish and be self-reliant
> A Council that works in partnership with others to ensure the best outcomes for local people
> A Council that ensures services are delivered in the way which gives the best value for local people
> A responsible Council which uses its enforcement powers to deter and prevent behaviour which does not benefit our local communities

Our Values

> We strive to get it right first time
> We act with integrity, we deliver on our promises
> We are open, honest and accountable

OUTCOME 6
Cheshire East is a good place to live and work

Across rural and urban communities, there is decent housing, clean and safe neighbourhoods, vibrant town centres, good access to services, and employment opportunities which provide a sufficient income for everyone.

OUTCOME 3
People have the life skills and education they need to thrive

Children and young people get a good start in life, and are prepared for the world of work. Everyone is equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities.

OUTCOME 5
People live well and for longer

Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing.

OUTCOME 4
Cheshire East is a green and sustainable place

Cheshire East's rural and urban character is protected and enhanced through sensitive development, environmental management, transport and waste disposal policies.

Cheshire East Council

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Our principles to underpin budget decisions

- We will be policy-led and stick to our decisions
- We will make decisions based on evidence of need and of what works
- We are planning for at least three years
- We must be a more productive and affordable organisation
- We will stop doing some things to focus on those that matter most to local people
- We will invest in innovative new ways of providing services
- We will ensure that those who provide services, whether in-house or externally, give real value-for-money
- We will promote self-reliance and capacity in local communities to reduce demand on public services
- We will focus our limited resources on prevention and early intervention
- We will invest in infrastructure to promote local economic growth and access to job opportunities

Priorities

Change Projects

Priorities	Change Projects
1. Local economic development	1.1 Investment in existing and new road infrastructure 1.2 Investment in high speed broadband network for Cheshire East 1.3 Investment to support business growth and delivery of Macclesfield and Crewe regeneration, and the Sustainable Towns programme
2. Developing affordable and sustainable local models of care for vulnerable children and adults	2.1 Improve the local market of care providers, including fostering and adoption 2.2 Next phase of development of Care4CE service 2.3 Improve local provision for learning disabilities 2.4 Create new integrated health and care models
3. Focusing services on early intervention and prevention	3.1 Reducing unnecessary demand in adult and children services through promoting self-sufficiency 3.2 Create new service delivery models to prevent recourse to acute and costly services later 3.3 Better information/signposting for care users and carers 3.4 Maximise the impact of the Health and Wellbeing Board for local residents
4. Responding to the changing education and learning environment	4.1 Develop self-sustaining schools 4.2 Improve adult skills for work 4.3 Improve the range of special school provision 4.4 Pursue the development of a new University Technical College
5. Securing housing that is locally-led, community-based and that meets local needs	5.1 Develop a new delivery model for the housing service 5.2 Better integrate housing across all Council services 5.3 Ensure housing services support independent living and health improvement
6. Redefining the Council's role in core place-based services	6.1 Develop new delivery models for frontline place-based services 6.2 Total Transport change project 6.3 Develop a new model for sustainable library services and community hubs 6.4 Determine future delivery model for waste management services
7. Service efficiencies and redefining the corporate core	7.1 Develop a more affordable model of corporate services with key subject expertise, to enable better strategic commissioning and delivery of frontline services 7.2 Implement a modern business architecture, including ICT systems, which supports innovative and affordable frontline delivery 7.3 Continue targeted business improvement reviews to find efficiency savings from all services 7.4 Maximise the benefits from the Corporate Landlord model to best utilise our asset base to support delivery of the Council's wider objectives
8. Workforce planning	8.1 Further develop employment and working practices to enable flexible and agile working 8.2 Identify changing skills requirements over medium term and equipping the organisation with these skills 8.3 Manage workforce turnover so that vacant posts are used to provide efficiency savings, whilst retaining staff with essential skills

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