

Appendix 2 Overview of Performance

1. Our local communities are strong and supportive

- The Early Help and Community Grant Scheme saw 45 grants being awarded in 2018/19 totalling £78,344, and contributing to over £1.2 million worth of projects.
- Over 100 volunteers have been – or continued to be – inspired to be involved in community projects during 2018/19.
- The launch of Cheshire East £2million allocated New Homes Bonus has been a great success. In 2018/19, over £1million was allocated to 43 projects across the Borough as part of the New Homes Bonus Community Fund.
- 27 community venues have celebrated becoming Connected Communities Centres to date; 21 of these opening in 2018/19.
- The Communities Team have supported a total of a further 86 volunteers in setting up new projects including event support, dementia training, provision for young people, information and advice around sexual health, mental health provision and a project to tackle social isolation.
- There are now 18 active neighbourhood partnerships across the Borough with working action plans that set out local priorities.
- The Anti-Social Behaviour (ASB) Team has implemented an anti-social behaviour alert system which enables the Council to better collaborate with Cheshire Police, and worked closely with partner agencies to reduce levels of ASB.
- There were 1,443,113 visitors to our libraries in 2018/19, slightly below the 2017/18 number (1,472,235). However, Cheshire East libraries were reported as the #1 authority in the North West for issues per 1,000 population in the 2018 CIPFA Public Library statistics.
- The annual Summer Reading Challenge reached 15% of the 5 to 12 year old population in Cheshire East - the highest rate of participation for all North West authorities.
- The Communities team has worked successfully with 78 volunteers to enable several projects and events including the Poynton health walk, Weston family fun event, self-care champions and at the Green in the Corner community café on the Hurdsfield estate in Macclesfield.
- £20,000 of funding has been allocated by Safer Cheshire East Partnership to invest in computer/digital equipment that will enable 'Get Safer Online' community training sessions, tackling digital inclusion and online safety.
- £123,000 of funding was secured from Ministry of Housing, Communities and Local Government to support schools in Crewe to accommodate children who don't speak English as their first language.
- Following a number of incidents in Crewe and Macclesfield for anti-social behaviour (ASB), a street safe event took place in Crewe to gather local intelligence from residents and form an action plan to reduce incidents.

2. Cheshire East has a strong and resilient economy

- Cheshire East has an annual economic output (GVA - Gross Value Added) of £13.5bn (latest data, as of 2017), and over the 2012-17 period, the growth rate averaged 3.3% a year, which is substantially greater than the rates achieved by the North West (1.9%) or England (2.3%).
- As of 2018, 77.5% of the Borough's working-age residents were in employment. This employment rate is higher than the North West (73.8%) and England (75.4%) averages.
- The value of the visitor economy in Cheshire East is on track to hit £1bn by 2020. Latest figures (August 2018, relating to 2017), show a 69.3% increase since the Borough came into being in 2009.
- There are 11,557 people employed in the Cheshire East visitor economy; an increase of over 34% since 2009.
- Overnight stays in 2017 injected £200m into the hotel industry – an increase of 3.9% on the previous year, and figures show more people are staying overnight than ever before.
- A Strategic Regeneration Framework for Macclesfield has been drafted and consulted on, to map out a new vision, objectives and route map forward for the town centre.
- Through Connecting Cheshire, 13,046 premises have access to superfast broadband against a final contract target of 13,706
- The Carriageway Improvements Programme saw 533,606m² of carriageway resurfaced by 2018/19 year-end.
- A borough-wide Transport Strategy has been developed, including public consultation leading to a final strategy for adoption in 2019.
- The Highways Service was awarded with the Chartered Institution of Highways & Transportation (CIHT) North West Best Practice Safety Award for its challenging safety barrier work on the notoriously steep and winding A54 Congleton to Buxton road in the Peak District National Park.
- The highways growth programme and Crewe Green roundabout was a finalist in the national Municipal Journal Awards and the Crewe Green Roundabout project also won the Institute of Highway Engineers (North West) Project of the Year.
- The average level of customer satisfaction with Highway service was 46% in 2018 (NHT survey).
- There was a 94% repudiation rate on highways insurance claims in 2018/19.
- 96.6% of potholes were repaired within code of practice timeframes in 2018/19, slightly below target of 98.3%.
- Parking Services have undertaken several 'Safer Parking in and around Schools' presentations – delivered to the school children by Civil Enforcement Officers in class assemblies.
- Only 1.09% of Civil Enforcement Officer Penalty Charge Notices were cancelled due to issuance errors, below our 1.5% target (where a lower result is better).
- The Council continues to work collaboratively with Government, Network Rail and HS2 to develop proposals for enhanced hub station options that support the Council's growth and regeneration ambitions for Crewe.
- 2018/19 saw the successful launch of the ground-breaking 'Field to Fork' project at Tatton Park's Farm attraction, following £1.3m investment in partnership with the Heritage Lottery Fund. The project generated national TV and press coverage, achieved a highly commended award at the 2018 North West Regional Construction Awards, and won the Marketing Cheshire 2018 'Best Tourism Event/Experience' award.

3. People have the life skills & education they need in order to thrive

- The Council has worked with local primary schools to offer 98.4% of Cheshire East residents a place at a school of their choice for September 2019, with nearly 93% being offered their first preference.
- The majority of parents of Cheshire East school children will get their first choice of secondary school, offering preference places to 96.5% of Cheshire East residents with 90% offered their first preference.
- Cheshire East is top of the North West league table for the take-up of the 30 hours' free childcare scheme.
- As of March 2019, 88% of Cheshire East schools are Good or Outstanding. This represents 136 out of 155 schools.
- 2018 validated GCSE figures show 71% of pupils achieved a 'standard pass' or better in English and maths (9-4 grades) with 48% achieving the 'strong pass' (9-5 grades). Compared to all local authorities (155 in total), this places Cheshire East in the top 30 and rated 'A' for both of these indicators.
- The three-year trend for Progress 8 (the measure of added value between the end of Key Stage 2 to the end of Key Stage 4) has seen a positive improvement to now being above the national figure.
- Cheshire East achieved A-Level results above the national average. Overall pass rates (A*-E grades) resulted in a pass rate of 99%, which is above the national rate and places Cheshire East 20th compared to all authorities.
- Cheshire East's Annual SENCO (Special Educational Needs Coordinator) Conference, open to all Cheshire East schools and colleges, was held on 1 March 2019.
- In quarter 4, further progress was made in the development of four Children's Homes in Cheshire East.
- A range of capital work programmes continue to progress which will create an additional 140 special educational need (SEN) school places across Cheshire East.
- Other school expansion programmes continue to be developed to meet the sufficiency of school places across the Borough for mainstream provision.
- Key visual documents have been developed which support schools to provide careers and employment advice to young people.
- We finalised TOGETHER, our shared definition of coproduction in Cheshire East, which sets out how we will work together as equal partners to improve, develop and deliver services towards a common goal for all of our children, young people, families and adults.
- We held our first 'SEND Ignition' workshop at Macclesfield Town Football Club
- Star Celebrations took place in November 2018, an annual event to recognise the achievements of all our cared for children and care leavers.
- Our new Corporate Parenting Strategy, 2018-21 set out our ambition to improve outcomes for our cared for children and care leavers. Full Council signed up to these pledges in December 2018.
- Ofsted carried out a 'focused visit' (October 2018) around how well we assess and plan to meet the needs of cared for children. Ofsted praised the progress the Council had made in planning for care for children and that the wishes of children and young people were reflected very well in their plans.
- Annual November Children's Rights Month was dedicated to raising awareness of children's rights.

4. Cheshire East is a green and sustainable place

- Performance on turnaround of Major planning applications stood at 94% (against a target of 90%), and our turnaround of 'Non-major' applications stood at 91% (against a target of 90%).
- A continued high level of applications were received across 2018/19 – 195 Major applications, and 3,372 'Non-major'.
- There were 17 Air Quality Management Areas in Cheshire East at the end of 2018/19, 54% of which had an associated Air Quality Action Plan. A draft Action Plan has been produced for all AQMA's to bring performance to 100%, and is currently moving through the approval process with Defra.
- We ensured the ease of use of 86% of our Public Rights of Way (ahead of our target of above 80%).
- Work has begun on the new composting plant that will enable residents to recycle food waste in the garden waste bin.
- Recycling through the silver and green bin schemes and from our Household Waste Recycling Centres continues to ensure we exceed national targets for recycling.
- The authority has now switched away from landfill to 'energy from waste' as the main means of disposing of our black bin residual waste.
- We successfully worked with the digital transformation team to introduce two key projects – digitising the additional garden bin scheme and then the household waste and recycling bins supply charging scheme.
- Cheshire East Council has provided funding to Crewe Town Council to ensure the recruitment of two members of staff responsible for reducing the levels of fly tipping in Crewe.
- 95% of respondents rated our countryside events as Excellent or Good in 2018/19.
- All Green Flag and Green Heritage awards were retained this year, including the Green Heritage Awards for Queens Park Crewe.
- Over £800,000 of improvements have been made to parks, play areas and other public open spaces across the Borough this year with the help of grant and Section 106 funding.
- The Council has now adopted its Cemeteries Strategy and Regulations (2019), and have published these on our website.
- The Council's programme to support low carbon investment, through European Local Energy Assistance from the European Investment Bank, has passed a funding milestone allowing it to secure a further tranche of capital by leveraging investment across the public and private sector.
- The Council continues to reduce tonnage of CO2 emissions (electricity and gas) from its buildings – 8,306 tonnes at quarter 4 2018/19 is below the target of 8,322 tonnes and a reduction on 9,247 at quarter 4 2017/18.

5. People live well and for longer

- 727 affordable homes were delivered in 2018/19, significantly ahead of our 355 annual target.
- The Council maintained the number of long-term empty homes in Cheshire East below 1% (at 0.97%).
- We delivered 528 major adaptations to homes in 2018/19 to enable people to continue to live in their own homes.
- 311 households were helped to achieve affordable warmth.
- 651 preventative actions were taken in order to reduce levels of homelessness in Cheshire East.
- The most recent Sport England Active Lives Survey has reported that Cheshire East is the most active Borough in North West (out of 39 authorities).
- There were 3.6 million visits to our leisure centres in 2018/19, a 7% increase in participation year-on-year.
- 6,497 young people were given 'Bikeability' bike proficiency training in 2018/19 against a target of 6,080.
- 8,014 hours of volunteer support were given to local sports clubs and events against the target of 7,065 hours.
- In January, the learning disability team recruited 4 transition workers to the service to work with young people aged 16-25 to ensure a successful transition into adult services.
- Social workers in the community mental health team began to work to a different model of social work enabling them to introduce full implementation of the Care Act.
- In October 2018, the Continuing Health Care social work team was established.
- Sexual Health services have been recommissioned.
- National Child Measurement Programme letters have been sent to all children in reception and year 6. Children whose parents have not opted out will be weighed and measured and parents will be informed.
- The new commissioning framework for adults is beginning to attract new and innovative providers into the Borough, providing more choice for service users.
- The Council has been selected as a Pilot Site for the implementation of the new National Practice Framework for Strengths Based Practice in Adult Social Care. There are five pilot sites nationally.
- Live Well continues to be an important resource and usage has increased since its first release in May 2017.
- Recommissioning activity on the Infection Prevention Control contract has been taking place and extensive work conducted.
- Our new Adult Safeguarding Trainer delivered training to 571 Care Staff working in a Care Home or Domiciliary setting in quarter 4.
- Cheshire East Council's adoption performance has been praised by the Department for Education. In a letter, marking the publication of 2015-18 adoption scorecards, the Department recognised the strong performance on adoption 'timeliness' in Cheshire East.
- The Department for Education's threshold for both time taken to place children with their adoptive families, and for the average time to match an adoptive family for children, was met in 2015-18.
- Cheshire East held a ceremony to recognise the dedication and commitment to caring for children shown by our foster parents, including some of our longest serving foster carers.
- A Cheshire East Member of Youth Parliament has recently joined the national youth advisory panel (YAP).
- 100% of Food Safety A-D inspections were completed against the annual programme, and 76% of Food Safety E rated premises received intervention activity.

6. A Responsible, Effective and Efficient Organisation

- The Council retained CIPFA Platinum accreditation.
- New digital services have been implemented to provide improved customer access 24/7 to a range of services including council tax, benefits, waste and recycling, blue badges and pest control.
- A new online customer account has been implemented providing customers with up to date information on their council tax balance, payments, bills and benefits entitlement
- The implementation of our new digital waste permit was awarded the Best Small Scale Project at the 2018 Public Sector Paperless Awards.
- 99.2% of Local Taxation collected within 2 years (Combined Council Tax and Business Rates) was collected in 2018/19, achieving our target of 99%.
- We have significantly improved the response time to Freedom of Information requests from 80% in March 2017 to 97% in March 2018.
- We successfully implemented GDPR project across the Council to ensure compliance by 25th May 2018.
- In 2018, the Council had a 92% compliance rate in terms of response times, a vast improvement on the 82% compliance rate in 2017, and above the 90% required by the ICO.
- The average number of working days lost to staff sickness has reduced in 2018/19 to 10.31 days (from 11.18 days in 2017/18). Training launched in November for managers focusing on shared good practice in attendance management will continue into 2019.
- 87 apprenticeships were in place at the end of 2018/19, ahead of our Cheshire East Council target of 82.
- Staff turnover stood at 11% at the end of 2018/19, below our target of 12%.
- Our registration service received a bronze award for 'reinventing local services' at the annual iESE (the public sector transformation partner) national awards.
- At the 2018 North West Weddings Awards the Service was voted the best ceremony provider.
- The former Asset Management and Facilities Management services have been restructured to create a new Estates Service which will enable a more streamlined corporate landlord function.
- The Council's land and property brought in over £1.681m rental income for the Council, with the service reducing average monthly debt down to £86,000, its lowest in recent years.
- Within the Assets teams, 359 property cases were closed throughout the year, with the property information team supporting with 2,754 internal and external enquiries.
- During the year the Council has been developing and work towards delivering planned phases of its Brighter Future Together Programme.
- We recruited and trained over 100 Brighter Future Together Champions to support the embedding of culture across the organisation.
- The Democratic Services team worked to prepare for the largest scale local elections in four years on 2 May 2019, supporting the election of 82 Borough Councillors and over 1,000 Town and Parish Councillors.
- We launched a Member/Officer Protocol, and piloted a dedicated member advice and enquiry service.
- We appointed a full time Equality, Diversity and Inclusion Officer and recruited 38 Equality Champions.
- We trained 53 Mental Health First Aiders to offer support to officers across the Council.