

Ambition for All

Cheshire East's Sustainable
Community Strategy
2010 to 2025





This information is available in other formats on request

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Foreword

Wesley Fitzgerald, Chairman of PACE

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

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

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

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

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



The purpose of the Sustainable Community Strategy

The purpose of this strategy is to set out how, over the next 15 years, we will ensure that Cheshire East continues to prosper.

The activities outlined in this strategy are intended to improve the quality of life of all the people of Cheshire East and to contribute to the achievement of sustainable development through action to improve economic, social and environmental well-being across the area. More specifically this strategy has been developed to:

- Articulate the aspirations, needs and priorities of the people of Cheshire East
- Help co-ordinate the actions of the Council, the Police, the Primary Care Trust (PCT), the Fire & Rescue Service and the numerous other public, private, voluntary and community organisations across the area;
- Focus and shape the activities of those organisations so that they effectively meet the needs and aspirations of the people of Cheshire East; and
- Contribute to the achievement of sustainable development locally, regionally, nationally and even globally.

The document has three components:

➤ Cheshire East in 2010

A description of the current reality for Cheshire East which highlights some of the key strengths of the area and also some of the key challenges which we face which must be addressed if we are to achieve our vision for Cheshire East

➤ Cheshire East in 2025

A long-term vision for the area in 2025. This section focuses on the outcomes that are to be achieved; what will the area be like if we all pull together to make sure that Cheshire East has continued prosperity

➤ Priorities for action

An overview of the priorities and activities that will contribute to the achievement of the long-term vision including some of the key actions that we are committed to delivering over the next 15 years.

This Strategy is primarily intended for use by those organisations that make up our Local Strategic Partnership. In addition, it should influence policy makers at both a local and regional level. It is supported by a range of evidence – which is referenced throughout the document.



What is Partnerships for Action in Cheshire East?

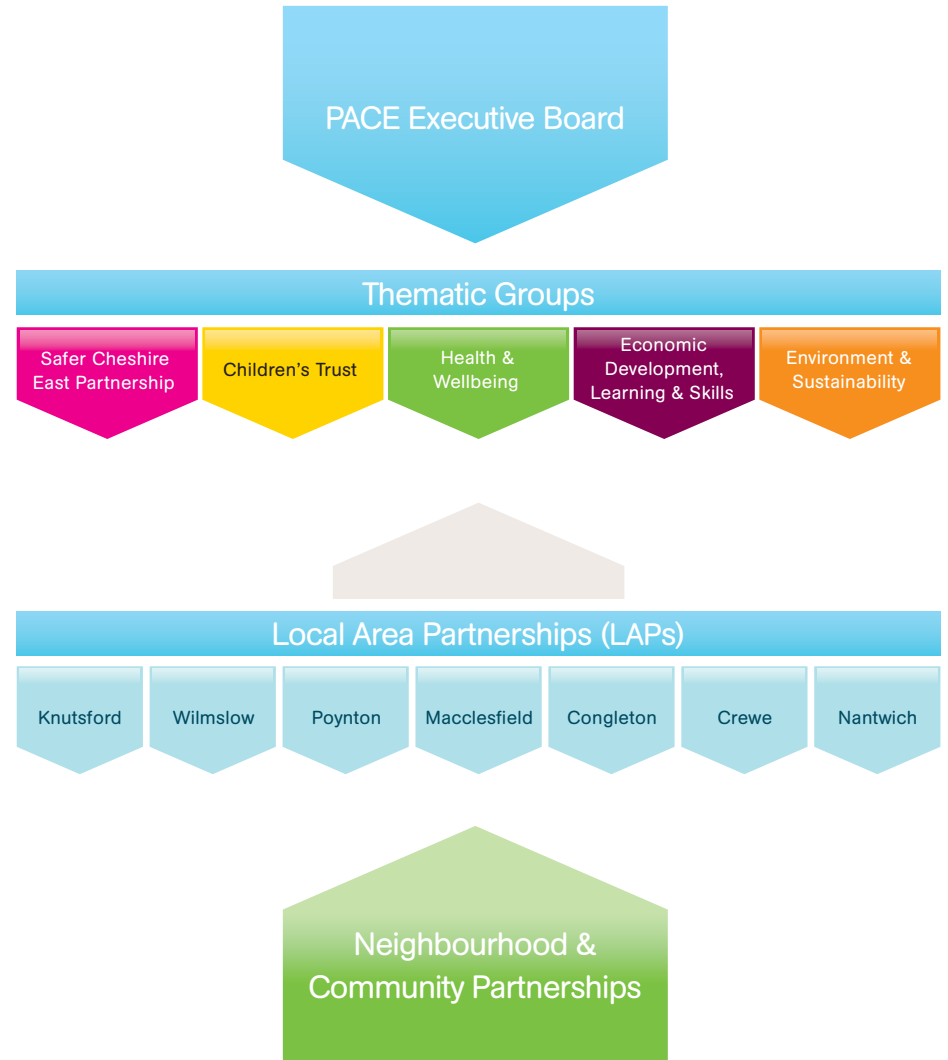
Partnerships for Action in Cheshire East (PACE) is the local strategic partnership responsible for improving outcomes for all people in Cheshire East.

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

PACE has a small Executive Board which has the role of giving overall leadership and direction. The Board is supported by five thematic partnerships and seven geographical partnerships (the Local Area Partnerships). The structure of PACE is shown in the diagram (right):

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

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



Implementation and monitoring arrangements – Bringing the vision to life



This document sets out in broad terms our vision for Cheshire East and our broad priorities for action. No strategy developed over a few months can hope to be complete or remain relevant and up to date and no document in itself can bring about change. For that reason *Ambition for All* is intended to be the starting point for a process as much as a document. It is not intended to direct but rather to inspire people to get involved. It is not intended to be a detailed plan but to be a starting point for planning throughout Cheshire East.

A number of processes will be put into place to ensure that the vision is alive and that it continues to influence the way in which people work and continues to be influenced by the people of Cheshire East. The main processes for bringing the vision to life are:

Action planning through PACE

The actions set out in this Strategy will be taken forward by the PACE through the formulation of delivery plans by the five thematic partnerships and also by the individual agencies which sit on these partnerships through their annual business planning processes. Each partner will seek to align its services and activities with the vision and to identify the ways in which their own work will change in order to deliver the vision. In addition, the Executive Board will commission new activity and seek opportunities for joint funding or pooled budgeting to ensure the most effective forms of delivery are in place. All of this activity will be supported by robust performance management arrangements.





Cheshire East in 2010

This section summarises the situation for Cheshire East in 2010. This summary does not attempt to be a comprehensive overview of everything about Cheshire East but highlights the key features of the area, the main opportunities and strengths which we can build on, the main challenges we face and the major changes on the horizon over the next 15 years which will affect the people and places of Cheshire East.

Our People

Most people in Cheshire East enjoy a good quality of life

Cheshire East is a good place to live. In 2008, 85% of Cheshire East residents said they were satisfied with their local area. This was 5% above the national average.¹ Our residents have a longer life expectancy than the national average: employment rates are high (76.2% in 2008/9, compared to Great Britain figure of 73.3%),² residents' average (median) gross weekly earnings (£522.60 in 2009) are around 9% higher than the UK average (£480.90),³ school exam results are above the national average (see next paragraph), and the crime rate is relatively low.

We have high achieving children and young people

Our young people perform well – in the 2008/09 academic year, 57.3% of Cheshire East's Year 11 pupils achieved five or more GCSE A*-C grades including

Maths and English. This exceeded the average for maintained (Local Authority) schools in England (50.7%). And in terms of average point score for A Levels, Cheshire East (724.2 in 2008/09) also fared better than England (721.3).⁴ We have many schools which are good or outstanding in terms of Ofsted assessment. Those results are rightly a cause for pride. The great majority of our young people make a successful transition from school into college, work or training: for example, of those who completed their Year 11 studies in the summer of 2009, 88.7% were still in full-time education by October of that year and a further 6.6% were employed.⁵ Local people say that they are proud of the young people of Cheshire East but are concerned about the lack of facilities available to them.

Our young people perform well – in the 2008/09 academic year, 57.3% of Cheshire East's Year 11 pupils achieved five or more GCSE A*-C grades including Maths and English.

Young people themselves are concerned about lack of access to facilities, partly through poor public transport. They are also concerned about the negative way in which young people are portrayed in the media and do not feel that this gives an accurate representation of the reality for most young people.

There are inequalities in health, educational attainment and household incomes

Despite good overall quality of life, there are some parts of Cheshire East where the experience is different. Around 6% of our population live in neighbourhoods classified as being in the 20% most deprived nationally, based on the 2007 Index of Multiple Deprivation. The majority (9 out of 14) of these neighbourhoods are in Crewe town, with the rest in Macclesfield and Congleton towns and the Wilmslow-Handforth conurbation.⁶ This means that 22,700 people in Cheshire East live in neighbourhoods which rank among the England's worst 20% for overall deprivation.⁷

There are some significant health inequalities between parts of Cheshire East. For example, life expectancy ranges from 71 years for men in parts of Crewe to 85 years in parts of Wilmslow. Life expectancy is as low as 78 years for women in some parts of Crewe but is very nearly 90 years in Congleton and Holmes Chapel.

There is a difference between the educational attainment of children on free school meals and those who are not. At the end of key stage 4, the gap in performance was the widest in the North West.

5.8% of young people aged 16-18 are not in education, employment or training (NEET). National studies have shown that young people who have offended or who have been in care are up to 10 times more likely to become NEET.

There are wide gaps in economic prosperity in the area, with average household income in the most affluent neighbourhood (Lower Layer Super Output Area⁸) being around three times that of households in the least affluent neighbourhood⁹ and over a quarter of people out of work and claiming benefits in our poorest neighbourhoods.¹⁰

“????????????????????”

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



We have active and engaged communities

We have active and vibrant communities – a strong town and parish councils network, pro-active town partnerships such as Middlewich, Congleton, Alsager and Sandbach, neighbourhood action groups from Macclesfield to Crewe, and a strong volunteer force consisting of many large and small voluntary groups at work throughout our communities. In 2008, nearly a quarter (24%) of residents said they had given unpaid help, at least once a month, during the previous 12 months.¹¹ This is similar to the proportion at national level (23%). Residents of Cheshire East are proud of the levels of community activity and see this as one of the greatest strengths of the area.

We have an increasing older population

We have an older age profile than the UK as a whole. Approximately 17.2% (62,000) of our population is over 65 compared to only 15.2% of UK residents.¹²

Over the next 20 years we will experience a significant increase in the older population and reduction in number of children and young people. In detail:¹³

- Our population is expected to rise by 6% over the next 20 years, from 360,700 in 2007 to 383,600 in 2027
- Those aged 65-84 will increase by 49%, from 56,100 in 2007 to 83,700 in 2027

- The 85 plus age group will increase by 103%, from 8,700 in 2007 to 17,600 in 2027
- The population aged 16-64 is expected to fall by 4% between 2006 and 2026 (from 229,100 to 218,800)
- The number of young people of school age will fall slightly, with the 5-10 year-old population declining by 3% between 2007 and 2027 (from 24,600 to 24,000) and the 11-15 year-old population decreasing by 7% (from 22,600 to 21,000).

More generally, there will be an increasing number of older people being supported by a decreasing number of working-age people, which implies a greater demand for public sector services, but less tax revenue to finance this increased demand. More specifically, there will be particular pressures on the sort of public services which older people are more likely to use, such as hospitals, care services, public transport and leisure/cultural facilities.

Cheshire East's high life expectancy and ageing community is something to celebrate and planning services to keep this population relatively fit and active is important for our residents to enjoy a healthy older age and lower the risk of long term illness. More input will be required from both social and health services to support the over 85 age group, in particular in the planning of services and care pathways for falls prevention, stroke and dementia services.

Alcohol consumption causes significant harm

Out of 324 local authorities in England, Cheshire East currently ranks 156th for binge drinking, 309th for hazardous drinking, and 216th for harmful drinking (where a rank of 1 is the best). There are 112,000 'increasing and high risk' drinkers across the Central and Eastern Cheshire PCT area, approximately 30% of the population. This issue cuts across socio-economic boundaries and is an

issue for our whole community. Alcohol harm is a significant issue for Cheshire East costing the PCT £31.5 million per annum and is expected to increase in the future.

One consequence of high alcohol consumption is higher than average admissions to hospital for alcohol related illness and accidents. In the area of children's social care, alcohol was an issue in almost 25% of all cases. In 55% of incidents where domestic abuse is reported alcohol is involved.

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

Young people's alcohol consumption has a strong association with offending, violence and anti-social behaviour. The Youth Offending Team reports that alcohol is more significant than drugs in causing offending behaviour. Young people are most likely to be victims of violence as a result of alcohol.

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

Our place

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

We have a diverse mixture of urban and rural areas with approximately 39% of the population living in rural areas and 61% in our towns.¹⁴ We have two major towns in Crewe and Macclesfield and a number of smaller towns including Wilmslow, Congleton, Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager. The unique and diverse character of the towns of Cheshire East is seen as a major asset of the area and something which local people highly value.

93% of the area of Cheshire East is classed as at least 'more rural than

urban',¹⁵ while 88% of the area of Cheshire East is classified as greenspace.¹⁶ The area has a wide variety of green spaces including parts of the Peak District National Park, the Cheshire plain, mosses, meres and heaths. The area has relatively low tree cover at 4%, compared to the national average of 11%. Cheshire East has a large farming community and is a major dairy-producing area. The wide variety of natural landscape, biodiversity habitats, green spaces and rural areas is seen as one of the reasons why Cheshire East is such an attractive place to live by local people. There are concerns amongst local people about potential loss of green spaces and other places important for

outdoor recreation and natural beauty and biodiversity. There are also major concerns about the potential for isolation and disadvantage in rural areas as many village shops, post offices and pubs continue to close.

Cheshire East has good connections

Our location means we have excellent national and international transport links via the motorway network, rail connections, and proximity to Manchester and Liverpool airports. This connectivity to major centres for employment, shopping, education and culture, combined with its distinctive rural nature, is seen as a major attraction of the area. The good standard of

connectivity also means that the area is easily accessed by visitors from the adjacent urban areas.

Travel within Cheshire East is hampered by some poor road links, for example, between Macclesfield and the motorways. Our existing road network is in a state of decline due to under investment nationally. For example, the number of recorded defects on our highway network has risen from approximately 12,000 in 2002/03 to over 20,000 in 2009/10. Meanwhile, over the period 2004/05 to 2009/10 the level of investment has fallen from £11m to £4m.





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

Based on current funding levels our roads can be expected to be renewed every 122 years and our footpaths every 277 years. The current maintenance backlog is put at £88m for our roads and £22m for our footways. There are also examples of poor integration between different forms of transport and infrequent or non-existent public transport connections, particularly in rural areas, which are all areas of concern. These produce a drag on the economy, reduce accessibility to jobs, education and services and reduce the quality of people's

lives. Another real concern is that we are a very car dominated area and more emphasis is needed to develop other forms of transport especially cycling and public transport.

Whilst the Government's overall target for road safety has consistently been exceeded since 2001, the presence of two major motorways and the number of rural roads mean that the numbers of people killed or seriously injured on the road network of Cheshire East remains unacceptably high.

We have a wealth of heritage and history

Cheshire East has a rich and varied heritage and many unique environmental and cultural assets. Many of the region's finest historic assets are found in Cheshire East, and their effective conservation is central to maintaining strong local distinctiveness, driving the economy, supporting educational targets and promoting community cohesion.

These boost tourism and include Macclesfield industrial heritage, Little Moreton Hall, Crewe railway heritage, Tatton Park, Tegg's Nose, the canal network, historic towns such as Nantwich, parts of the Peak District National Park and 2,637 listed buildings, of which 47 are grade 1 listed. In addition we have other unique attractions such as Jodrell Bank Radio Telescope and the many fine houses and gardens open to the public. The wealth of heritage and history is seen as one of Cheshire East's most distinctive and valuable assets by local people.

However, there are currently 27 assets of national historical significance on English Heritage's Heritage at risk register and 15 conservation areas at risk across Cheshire East. The loss of heritage in town centres is a significant concern to the public.

We have a strong economy

Cheshire East has a strong economy. The claimant unemployment rate (3.1% in March 2010) is below the UK average (4.2%).¹⁷ Whilst Cheshire East contains only 5.1% of the North West's working-age population,¹⁸ it contributes 5.5% of the region's workforce¹⁹ and 6.9% of its economic output.²⁰ It also accounts for 7.4% of its businesses, the highest share of any North West authority area.²¹ Cheshire East has a strong economic relationship with surrounding economies, particularly Greater Manchester and Stoke-on-Trent.

In recent years the economy of Cheshire East has become less dependent on traditional manufacturing and more dependent on service sector jobs. By 2008, the manufacturing sector accounted for only 13.5% of Cheshire East employees, down from 23.5% in 1998 (and from 17.4% in 2006). Financial services activity accounts for a relatively high share of the employment total (higher than its share in Great Britain as a whole) and the sector grew substantially in the years leading up to the latest recession. We are also seeing the emergence of new sectors especially in high value, highly skilled trades, including the digital, creative and media sectors and (as with financial services) Cheshire East has a relatively high concentration of computing services employment. High-value added manufacturing also remains a major force and includes Cheshire East's two largest private sector employers (pharmaceuticals giant AstraZeneca and the car manufacturer Bentley), although both have shed jobs in recent years.²² Given recent trends we can also expect the importance of high value added manufacturing to continue.

Cheshire East's visitor economy is worth over £650m each year (37% of the visitor economy volume for Cheshire & Warrington) and supports 10,000 jobs.²³

Entrepreneurial activity thrives in Cheshire East. Its business density (the stock of active businesses per 10,000

residents aged 16+) has remained consistently above the UK and North West averages, being 588 in 2008, compared to 466 for the UK and 422 for the North West.²⁴ Local people are proud of the strong entrepreneurial culture in the area and the wide range of job opportunities on offer. However, there are concerns amongst local people about the lack of job opportunities for young people, particularly those without a degree or other higher qualifications.

People in Cheshire East are well qualified with 35% of the population having a first degree equivalent or better in 2008 (whereas the Great Britain average is 29%). Only 9% of residents of working age have no qualifications.²⁵ However, we face a difficult economic climate. Clearly the current recession is a significant factor shaping our planning for the next 15 years and we can expect significant reductions in public sector spending. In addition there are economic variations in the area with the average household income in the most affluent neighbourhood (Lower Layer Super Output Area) being around three times that of households in the least affluent neighbourhood.²⁶

The affordability of housing is a significant issue in Cheshire East as prices are high, making buying a home out of the reach of many people. By 2009, house prices in Cheshire East were nearly seven (6.9) times average earnings, compared to ratios of 5.2 for

North West England and 6.3 for England as a whole.²⁷ In January 2010, Cheshire East average house prices were £154,400, or 31% above the North West average (£117,900).²⁸

We have a high impact on the environment

Responding to climate change is widely regarded as the single biggest challenge facing the world over the next 20 years. One consequence of our strong economy is that we have a higher than average impact on the environment. At present in Cheshire East the level of CO₂ emissions per capita (10.3 tonnes in 2007) is higher than the averages for the North West and the UK (both 8.4 tonnes).²⁹

In the shorter term there are real concerns about resource use, energy and food security and the amount of waste we produce. While we achieve a relatively high waste recycling rate approaching 50%, we perform poorly on residual waste and are 220th out of 396 authorities for the quantity of waste produced per household.

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

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





Cheshire East in 2025

Cheshire East is already a great place but we want to make it even better. Our vision for Cheshire East in 2025 is:

Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful productive countryside, unique towns with individual character and a wealth of history and culture. The people of Cheshire East live active and healthy lives and get involved in making their communities safe and sustainable places to live.

In practice this means:

All our people fulfil their potential

- There will be significantly fewer people living in poverty
- The gap in health inequalities will be substantially reduced and fewer people will be disadvantaged as a result of where they live or their household income
- Our young people will be ambitious, happy, confident, entrepreneurial and have a strong voice in shaping the future of Cheshire East
- Our schools and colleges will be of a consistently high standard and will ensure that every child and young person reaches their full potential.

People live independent, active and healthy lives

- Older people will live longer, healthier, more active lives and will be supported to remain independent
- Those who are vulnerable or need extra support will receive an excellent standard of care and protection
- Our shops, public services and other buildings will be easier for people to access so that people can remain independent into their old age

- We will have a wide range of accessible and excellent leisure, sporting and cultural facilities and activities for all people to enjoy.

People are involved in local decisions

- People will be actively involved in shaping the future of where they live and will be able to influence the decisions that affect them
- The people who deliver local services will listen to local people and work together for the good of the local community
- All our town & parish councils and community & voluntary groups will be able to promote local views to ensure that Cheshire East serves the wishes of local areas.

We have a strong, sustainable economy

- Our economy will be vibrant, broad-based and supportive of businesses in key growth sectors
- We will have an entrepreneurial mindset and excellent skills base that makes Cheshire East an attractive place for existing and new businesses
- We will have very high levels of employment so that everyone who wants to will have the opportunity for meaningful work, whatever their age
- We will have improved access to employment and training opportunities for those living in areas of deprivation
- Cheshire East's visitor economy will

maximise its contribution to economic wellbeing, employment and quality of life

- Income inequalities will be substantially reduced.

Cheshire East is well connected and accessible

- We will have greater integration between different forms of transport so that it is easier and more attractive to leave the car behind
- Traffic in our towns and countryside will be well managed and there will be better connections to the places people want to travel to
- Our highways, bus stations, train stations, footpaths and cycle ways will be well maintained
- We will have a leading, reliable, high-speed broadband infrastructure serving businesses and residents in all parts of Cheshire East.



All our towns are thriving

- Our towns, villages and rural areas will be well designed and well managed places. They will be clean and the amount of litter, graffiti and derelict buildings will have reduced.
- Crewe will be a model of successful regeneration with a vibrant, attractive town centre
- We will have a good choice of appropriate, affordable and decent housing to meet different incomes, needs and stages of life.

Rural communities are thriving

- Use of technology will ensure that the public services will be more accessible so that people can access services where they want and when they want
- We will be in the forefront of providing innovative transport solutions for our rural communities
- Use of broadband and other technology will make it easy to do business anywhere in Cheshire East.

Cheshire East is clean, safe and more beautiful than ever

- Our towns, villages and rural areas will be clean and the amount of litter, graffiti and derelict buildings will have reduced
- Our towns, villages and rural areas will be places where people feel safe and welcome
- We will continue to have an outstanding range of historic buildings, leisure

facilities, nature conservation habitats, country parks, accessible countryside and green spaces for people to enjoy.

We will protect and enhance the environment

- We will have a lower than average impact on the environment, through waste and carbon emissions, for an area of our population and will be making progress towards reducing carbon emissions and waste production to a sustainable level
- Through the use of technology and better planning it will be easier for people to live, work and shop within walking or cycling distance of where they live. We will invest in our walking and cycling network, so that active travel becomes an attractive option for many shorter journeys
- As far as possible, we will have improved access to our major towns and facilities by public transport
- We will be less reliant on oil and gas for our energy and will have made a step change in local production of energy from renewable sources.





Priorities for action

In considering the vision for Cheshire East we have identified seven priorities for action where we want to focus extra resources over the coming years.

This does not mean that these are the only areas we will work on. This is not meant to be a comprehensive list of every service or activity that is important. There are hundreds of services where we need to maintain our current standards. Our priorities for action represent the areas where we need to do significantly more than we are doing already or where we need to make a breakthrough in our performance if we are to have any reasonable chance of realising the vision set out above. Nor does it mean that these will remain the priorities over the whole of the next 15 years. We expect to identify new priorities for action as we make progress in the areas below.

The seven priorities for action are:

1. Nurture strong communities
2. Create conditions for business growth
3. Unlock the potential of our towns
4. Support our children and young people
5. Ensure a sustainable future
6. Prepare for an increasingly older population
7. Drive out the causes of poor health



1. Nurture strong communities

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1

Nurture strong communities

Our communities in the towns, villages and rural areas of Cheshire East are our greatest resource.

We want to ensure that our communities have a strong voice in determining decisions that are made, and to nurture the capacity of local communities to help themselves, and that public services respond to local needs.

Our priorities are:

Let local voices take the lead

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

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

town plans are at the heart of local decision making

- Develop a single partnership engagement and consultation plan.

Support the community to support itself

Cheshire East has strong and engaged communities with many excellent examples of individuals and groups volunteering their skills and experience to make a real difference to the people around them and to the area in which they live. This is particularly important in rural areas where access to mainstream services is more difficult.

Connecting people in rural communities with key services such as employment, healthcare and education is an activity which faces both challenges and opportunities. The many challenges include greater distance to travel, less concentrated levels of demand for public transport and the loss of some local services, such as Post Offices and village shops. However, rural accessibility is also presented with various opportunities,



including new technologies (ie. internet) and new business practices (ie. flexible and mobile working). In rural areas, village halls and community centres often provide the only focal point and hub for the village – they can also host numerous other services, such as leisure, cultural and educational activities.

Actions will include:

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

Deliver services as locally as possible

The seven Local Area Partnerships will build on their early work to improve outcomes on the ground through engagement, local governance and improved service delivery. Adopting a local approach means that services get better information about local issues and

priorities, and those services can then be tailored to meet local needs and deliver an integrated service. Actions will include:

- Devolve service delivery to a local level through town and parish councils and community groups wherever possible and consider the local management of local facilities such as civic & community halls, allotments and playing pitches
- Ensure public services join up delivery of services at a local level through local delivery partnerships
- Pilot local service delivery hubs for all local service providers in a number of locations to test the impact on the accessibility and effectiveness.

Ensure communities feel safe

Although Cheshire East is a safe place, there are some crime hotspots and areas where public confidence in community safety needs to be improved. In particular, tackling anti-social behaviour is a priority for residents in Cheshire East. Actions will include:

- Use neighbourhood forums to ensure that local concerns are understood and dealt with promptly
- Development of Preventing Offending Panels across Cheshire East
- Implementation of the Anti Social Behaviour (ASB) Minimum Standards Pledge so that victims of ASB receive a standard service across the agencies
- Work closely together to tackle business crime through the continued

effective use of Pub/Shop Watch and SCOOT (Stamp Crime Out Of Town)

- Domestic abuse risk-assessment training and improving referral pathways for clients
- Improve and sustain integrated local services which keep adults and children safe from domestic abuse.



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2

Create conditions for business growth

Business and industry are the foundation of our prosperity in Cheshire East.

We have a wide variety of successful industries in the area but we need to stay ahead of the game in ensuring that we exploit new opportunities, build on our current successes and create a climate which is attractive for business investment and growth, not just in our larger towns but also in our smaller market towns and rural communities.

Our priorities are:

Harness emerging growth opportunities

We want to ensure that our economy is based on industries which can be sustained and grow in the future and makes the most of our proximity to Greater Manchester and the Potteries. We want to ensure that we have competitive businesses, that we attract and retain high quality jobs and people, and provide improved employment and training opportunities for those that need them. Actions will include:

- Ensure that Cheshire East has a strong voice in influencing regional plans for Greater Manchester, North Staffordshire and the Cheshire & Warrington sub-region
- Identify and target support at key growth industries, providing the infrastructure for them to succeed.

Provide a leading broadband infrastructure

Much of Cheshire East enjoys a relatively vibrant economy. We want to ensure that the whole of Cheshire East, and in particular our rural communities, are well connected making best use of information and communication technologies to achieve this. People need to be able to work from home and we must attract business in those key sectors that require the fastest, most reliable broadband services, particularly in the digital and creative industries. Actions will include:



- Promote the implementation of next generation broadband throughout all parts of the area so that it is easy to do business anywhere in Cheshire East.

Make the most of our tourism, heritage and natural assets

Cheshire East is endowed with a unique range of heritage including the many stately homes and gardens, the enviable canal network and Crewe's rail industry. We want to make the most of these and our natural assets to develop the visitor economy and create jobs for the future. Actions will include:

- Make the most of our heritage and history by supporting tourism and the visitor economy through the implementation of a visitor economy strategy relevant to the priorities of Cheshire East
- Develop and exploit the potential of heritage assets and themes, including rail & engineering, silk & textiles, food & produce, canals, historic estates & gardens and the salt industry, to benefit the economy directly or in generating a positive image of Cheshire East, its towns and rural areas
- Create a tourism partnership approach for Cheshire East that encourages and facilitates development of the area's visitor economy
- Support the development of websites that promote the tourism assets of Cheshire East's towns and their surrounding areas.

Create a climate attractive to business investment

We want businesses in Cheshire East to say it's that easy to do business here and that we have all the things they need to make their business successful. This means that we need people with the right skills, land and premises for growing businesses, transport networks to allow a business to thrive and a council with a positive and supportive attitude towards new and growing businesses of all sizes. Having this infrastructure will be key to retaining businesses and jobs and attracting new ones. Actions will include:

- Maintain and improve the condition of our highways to enable efficient and safe transport by producing a Transport Asset Management Plan
- Reduce the level of delay on our transport networks by targeting congestion 'hotspots'
- Create an enabling environment for business with a can-do attitude, so that we can win, keep and grow new businesses in accessible locations
- Ensure that there is a good range of available employment sites and premises in all parts of Cheshire East with good transport links to attract new and expanding businesses
- Make the most of our successful schools, Further Educating and Higher Education institutions in supporting the development of skills in our current and future workforce.



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Unlock the potential of our towns

The diverse character and role of our towns are seen as one of our greatest assets, and these need to be supported and enhanced to ensure that this remains the case.

We also want to ensure that Crewe and Macclesfield, our largest towns, are developed and revitalised so that we can benefit from their unique heritage in creating the jobs of the future and reducing the inequalities that exist in the area.

Our priorities are:

Regenerate Crewe

Crewe is the town which, overall, has the highest levels of deprivation in Cheshire East. Of those fourteen Cheshire East neighbourhoods which fall within the bottom fifth of the 2007 England-wide Index of Multiple Deprivation, nine are in Crewe.³⁰ Crewe is an important gateway between the West Midlands and the North West. It represents a significant growth opportunity for the sub-region. We want to make a breakthrough in Crewe so that we create more, higher quality jobs for local people to lift communities out of poverty and ensure

that we make the most of Crewe's unique assets. Actions will include:

- Complete and implement the Crewe Vision to ensure that the town develops as a distinctive, successful location for new businesses and homes, and becomes a location of choice for both public and private investment. A key component of this vision will be the completion of the Crewe Green Link Road and the redevelopment of the bus station and railway station
- Improve the quality and choice of shops and services in Crewe town centre and improve accessibility by improving connections between the railway and bus stations, cycling and pedestrian links
- Make the most of Crewe's unique industrial heritage in developing the economy for the future, for example, through the Crewe Rail Academy.



Revitalise Macclesfield

The north of the Cheshire East economy is closely intertwined with that of Greater Manchester, and enjoys the highest levels of Gross Value Added per head and household incomes in the sub-region. We want to ensure that the economy of Macclesfield remains strong, that we maximise the opportunities available through connectivity with the Greater Manchester economy, and make best use of key development sites. Actions will include:

- Improve the quality and choice of shops and services in Macclesfield town centre, whilst respecting the town's distinctive architectural heritage and setting
- Progress appropriate development of the South Macclesfield employment area
- Capture the skills of those that live or work in Macclesfield, to increase the number of small businesses in key sectors such as the digital and creative industries
- Make the most of Macclesfield's heritage in developing its future economy and helping it to project its image and profile.

Deliver sustainable growth for our towns

We need to focus on the key development priorities for each town that reflect the unique local character of each place. There is a need to ensure that the economies of our market towns, other

towns and large villages are sustainable and can continue to deliver essential services, retail, leisure and employment opportunities. Actions will include:

- Harness the experience of the market towns partnerships to support the unique development of each of our market towns based upon their distinctive character and strengths
- Be responsive to opportunities identified in our towns, and make the most of the voluntary capacity and expertise of local people
- Create and deliver plans for how each town will be developed and how its heritage will be protected and enhanced to help maintain and develop the value of each town's distinctive character
- Improve links into towns to provide access to key services for nearby villages and rural areas, balancing access and parking provision against the environmental impact of traffic.



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Support our children and young people

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

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

Giving our children and young people the best support we can afford and ensuring that they have a voice in shaping their own and our future is one of the best investments we can make in the future prosperity of Cheshire East.

Our priorities are:

Ensure good transitions and skills for the future

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

regardless of where they live. Actions will include:

- Continue the pursuit of excellence and improve and encourage innovation in all schools and post-16 education establishments
 - Work with our schools and post-16 education establishments to ensure young people have the right skills to move into employment, particularly in the growth industries we expect to see in the future
 - Commission and deliver a diverse set of education opportunities for children and young people in schools, post-16 education establishments and other settings
 - Work with employers to identify skills, needs and develop different routes for young people into employment including apprenticeships.
- Improve the level of support available for young people not in education, employment and training (NEET).



Improve support and facilities for children and young people

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

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

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

Strengthen the voice of children and young people

Children and young people in Cheshire East are best placed to present their needs and concerns. We want to ensure they have a say in shaping the services and facilities that affect them and that we all see and hear about the many positive achievements that they and we can be proud of. Actions will include:

- Listen to young people and involve them in developing new services, for example, through our Youth Parliament and Youth Mayor – concentrating resources and efforts particularly on improving opportunities for disabled and cared for children
- Provide a mechanism for feeding back how their involvement/contribution has made a difference
- Ensure that we gather and tell positive stories about the achievements of our children and young people to give a balanced view and raise aspirations.

Improve the health of children and young people

We want to give our children and young people the best possible start in life. There are a number of specific health issues that we need to tackle if our children are to grow into healthy young adults. This is evidenced through the Joint Strategic Needs Assessment.³¹

Actions will include:

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



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Ensure a sustainable future

Cheshire East is a beautiful place with a high quality of life for most people.



We want to protect our many assets such as the beautiful countryside, biodiversity habitats and our historic buildings for the benefit of future generations. However, nothing stands still and we also want to ensure that our plans help to meet the needs of future generations and are able to respond to unforeseen changes in the future. This means that we will need to deliver sufficient new, well designed homes to meet the needs of local people, ensuring there is enough affordable housing and accessible community services, and that we are actively contributing to reducing carbon emissions and making sure that our transport infrastructure is fit for purpose.

Many of the actions for a sustainable future will be included within the Local Development Framework and Local Transport Plan which are being developed alongside this Strategy.

Our priorities are:

Provide affordable and appropriate housing

Housing plays a significant role in creating sustainable communities, we want to create places where people want to live, improve the quality of our housing stock and make sure that no group of people are disadvantaged because of the housing they have available to them.

We want to ensure that sufficient affordable housing is provided across Cheshire East, especially in the northern part of the area where the gap between house prices and average earnings is the greatest. We want to ensure that we have appropriate housing for our changing population, particularly our increasing older population and our increasing number of single person households.

Actions will include:

- Plan for a range of housing to meet the needs of older people, families and young people. Developing suitable types of housing and tenures to ensure that residents have a choice of accommodation to meet their current and future needs and that we are able to retain young people
- Invest in private sector housing to bring properties up to the decent homes standard and to ensure that our existing stock does not deteriorate, recognising the importance of good quality homes to the wider well being of our community
- Develop the private rented sector by working with private sector landlords to increase the provision of accommodation available to residents
- Increase the provision of affordable housing, through innovative approaches including loans to first time buyers and working in partnership with Registered Social Landlords, Developers and the Homes and Communities Agency
- Investigate the possibility of the Local Authority providing land at nil value for development and identify land for affordable housing within the Local Development Framework
- Work with owners of empty housing stock to create more affordable housing
- Work in partnership to provide specialist accommodation and housing support for those residents who have complex needs and requirements
- Work in partnership with Registered Social Landlords to improve the

neighbourhoods in which they operate

- Develop Choice Based Lettings to increase the housing options available to our residents
- Ensure that all new housing is located with good access to employment, healthcare, schools, retailing and other facilities, so enabling low car use/sustainable travel and greater quality of life.

Encourage environmentally sustainable living

Given the global concerns about carbon emissions the whole community will be expected to play its part in responding to climate change. Our levels of CO₂ emissions need to be reduced and the rate at which we use resources needs to be more sustainable in the long term.

Actions will include:

- Promote energy efficiency and renewable energy measures to households, public, private and community buildings
- Develop a charter promoting environmentally sustainable behaviour addressing transport, energy and resource use
- Work with local communities to promote waste reduction and reuse through raising awareness and working with voluntary networks such as the Cheshire Furniture Reuse Forum



- Work to recover value from all materials contained within our household wastes by reusing, recycling or producing refuse derived fuel for energy production as appropriate. The production of energy from refuse derived fuel is expected to be achieved in partnership with Cheshire West and Chester Council via a Private Finance Initiative waste treatment project. This provides an affordable and sustainable solution for our residual household waste with the benefits, risks and costs being shared by the authorities working in partnership to ensure value for money their communities.
- Plan for an economy where people need to travel less and can travel by cycle or walking for many short journeys by ensuring all major developments are located with good access to local amenities, cycle and walking routes
- Protect our green spaces and develop these as carbon sinks where practical and suitable
- Help to increase food security by encouraging the use of allotments and other community food schemes
- Ensure that our key infrastructure can adapt to withstand more extreme climatic conditions
- Encourage major employers and condition new developments to have Travel Plans – and the local authority to monitor and enforce them effectively.

Improve transport connections and accessible services

Good transport links are crucial for a successful economy, thriving towns and rural areas and a good quality of life for all our residents. We want to ensure that our public transport system enables people to get to the places they want to, when they want to, that people can walk and cycle as a real alternative to the car and that our transport system is integrated across all modes of transport.

Given the diverse nature of Cheshire East and the mixture of urban and rural areas, the ease with which people can access services such as work, healthcare, education and shopping is an important and challenging issue. It is also recognised that access to services depends on more than improvements to transport – it also considers where key services are located and how they are planned and delivered. This may involve looking at ways to take ‘services to the people’, as well as transport solutions to take ‘people to the services’. Actions will include:

- Work with public transport operators in Cheshire East to move towards delivering a more integrated public transport system
- Improve the ‘quality’ of the public transport offered
- Encourage technological development in public transport services in partnership with operators

- Improve the safety and condition of our roads
- Explore and pilot opportunities for innovative transport solutions in our rural communities
- Create better integration between different modes of transport through a targeted infrastructure fund and programme of work to implement infrastructure improvements including broadband, safe routes to schools, cycle routes, roads improvements, road maintenance, park and ride, consideration of visitor economy needs, and other modes of transport
- Improve facilities for cycling and walking so that it is attractive to cycle or walk for shorter journeys
- Influence the location and delivery of key services to enable access by non car modes
- Improve access to information and accessibility to services for residents and visitors through contact points or by using other media or the internet.

Protect and enhance our heritage and countryside

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

- Develop a green infrastructure plan to identify our green assets and how we will safeguard, manage and enhance them, including nature conservation assets and wildlife habitats and corridors, country parks, urban parks and open spaces
- Give priority to redevelopment of vacant brownfield sites, wherever possible. Work with local communities to identify the need for improvement to community infrastructure and encourage local action. Ensure that developments take into account local views and the effects on local infrastructure through mechanisms such as village design statements and town and parish plans
- Recognise the importance of minerals extraction to the local economy, but also work to reduce the amount of minerals extracted by encouraging the reuse of waste materials from construction. Ensure that minerals extraction sites are carefully managed so as not to detract from the appearance of the local area and that they are restored to enhance the environment.



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Prepare for an increasingly older population

We know with some certainty that the number of people aged over 65 will increase dramatically over the next 15 years.



Our high life expectancy and ageing community is certainly something to celebrate, but we must also recognise that the 85+ age group in particular is a potentially vulnerable group who will require more from both social and health services particularly in areas of higher deprivation. To meet this demand there is a need to develop skills in our workforce that can be used to support our ageing population. There are also implications for housing, transport and how we plan and develop our towns and villages. We need to ensure that we are prepared for the challenges this brings as more people require care and support into old age. But we also want to reap the great benefits this brings as many older people offer their experience and knowledge to others.

Our priorities are:

Help people stay fit and active for longer

Our older people represent an enormous resource in terms of talent, experience and knowledge. We also know that older people want to contribute and definitely don't just want to be seen as a burden on health care budgets. We want to maximise the opportunities for older people to stay fit for longer and to continue to contribute to the generations following them. Actions will include:

- Support the existing voluntary and community sector to ensure that there are a range of activities for older people

- Encourage older people to volunteer by ensuring that a whole system approach is taken with partners to increase the opportunities and attractiveness of volunteering
- Work with the 50+ population to understand their needs, expectations and demands on a number of Cheshire East organisations in the next 15 years through a major conference on the needs of an ageing population
- Promote regular NHS health checks.

Improve care and support for those who need it

We want to plan and deliver services which maximise people's opportunity to live independent lives and to ensure that all the care we provide is of a high standard. Actions will include:

- Investigate greater integration between the PCT and social care to ensure joined up services
- Ensure that we have an adequate supply of suitable extra care housing and hospice facilities for older people
- Develop ??? dementia support team to improve services for people with dementia
- Pursue the personalisation programme to ensure people get the individual support they need
- Improve coordination of agencies information and support to better enable carers and older people to navigate the system
- Investigate innovative ways of improving access to services and

affordability for older people

- Set up Local Independent Living Teams with an emphasis on the reablement of people to get them back on their own feet as soon as possible
- Establish reablement services in collaboration with the NHS and other partners, which improve outcomes for disabled and older people and reduce overall demand for care
- Support for carers is vital to a sustainable system of care for older people. Carers contribution needs to be valued fully and they need help to live their own lives fully, including good access to services and opportunities for leisure, education and employment.



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Drive out the causes of poor health

Whilst overall health is good within Cheshire East, this masks some differences within the area.



Life expectancy at town level reveals huge inequalities or differences in health outcomes, which are considered to be unfair. In addition to individual's lifestyle and health choices, we must consider the "social determinants of health". For example the quality of someone's housing can affect their health; the amount of income of a family has an impact on their ability to enjoy a healthy standard of living; access to good transport may influence someone's ability to see their doctor or attend a local service. Our challenge is to enable everyone to have the same opportunities as their neighbours and for no-one to be disadvantaged because of where they live or any other factor such as their age, gender, physical ability, ethnicity and so on. Only by focusing actions in this way will we make health fairer for everyone.

Our priorities are:

Target actions to reduce heart disease and cancer

The Joint Strategic Needs Assessment has identified the two biggest causes of early death as cancer and cardiovascular disease. Cancer predominantly affects older people and is a priority for our ageing population. Cardiovascular disease is the biggest killer in Cheshire East, accounting for nearly 40% of all deaths, particularly in the most deprived neighbourhoods where rates are significantly higher. Cancer is the second biggest cause of premature mortality in Cheshire East, causing 26% of all deaths, with breast, colorectal and lung cancers being the most significant causes. We know that the main contributors to cardiovascular disease

and cancer are smoking, lack of exercise, obesity, diet and alcohol consumption. Actions will include:

- Give a greater focus on prevention through support for targeted health campaigns around smoking cessation, healthy eating and promoting cycling, walking and other healthy activities as part of everyone's lives
- Make the most of the opportunities from the London 2012 Olympics for supporting and encouraging people into sport and increased physical activity
- Create a movement for community food schemes in Cheshire East

Tackle the impact of alcohol misuse on individuals and society

The care needs of people who are classed as 'increasing and high risk drinkers' is increasing by £1million per annum. We want to reduce alcohol misuse which leads to many health problems as well as to anti-social behaviour and to reduce the number of high risk drinkers in the area. Actions will include:

- Deliver an alcohol harm reduction strategy through multi agency working
- Consider the use of local by-laws to reduce the sale of cheap alcohol and binge drinking
- Ensure that people are aware of the harm caused by alcohol misuse through targeted, public information campaigns

- Enhance screening for alcohol misuse in a range of clinical and non clinical settings
- Continued use of social marketing to target messages and services to at risk groups.

Focus local actions on the wider determinants of health

Give greater emphasis to the wider determinants of health using the "Marmot Review"³² as an evidence base for action. Partner contributions will be identified and included as part of a Cheshire East Reducing Health Inequalities Strategy and action plan post-2010. Actions will include:

- Introduce Health Impact Assessments (HIA) of all major strategies, programmes and policies including regeneration plans. Ensure that key stakeholders are trained in HIA and a Cheshire East HIA Steering Group established through PACE to support this activity
- Provide support to the PACE through a role which supports partners to apply for and draw down Government/ European funding to fund health and wellbeing projects
- Focus on "settings for health" with a strong emphasis on workplace well-being that tackles the roots of ill health, particularly in relation to stress and mental health problems
- Focus on areas of low life expectancy by concentrating preventive health services in our deprived neighbourhoods

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







Glossary

Anti-social behaviour (ASB)

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

Cheshire East Assembly

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

Community & Voluntary Sector

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

Decent Homes Standard

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

GCSE

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

Gross Value Added (GVA)

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

Index of Multiple Deprivation (IMD)

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

Joint Strategic Needs Assessment

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

Key Stage

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

➤ Primary school

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

➤ Secondary school

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

Life Expectancy

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

Local Area Agreement (LAA)

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

Local Area Partnerships (LAPs)

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

Local Development Framework (LDF)

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

Local Strategic Partnership (LSP)

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

Local Transport Plan (LTP)

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

NEET

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

Office for National Statistics (ONS)

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

Contacts

Primary Care Trust (PCT)

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

Registered Social Landlords (RSLs)

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

SCOOT (Stamp Crime Out Of Town)

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

Sustainable Community Strategy (SCS)

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

Thematic Partnerships

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

Transport Asset Management Plan (TAMP)

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

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Sources of Information

- ¹ Place Survey 2008. Policy and Performance, Cheshire East Council.
- ² Source: Annual Population Survey Jul 2008 – Jun 2009, ONS, NOMIS. Crown Copyright.
- ³ Source is ASHE (Annual Survey of Hours and Earnings) 2009, ONS. The figures include overtime.
- ⁴ Source: DCSF. A Level point score for England excludes independent schools.
- ⁵ Source: Connexions Cheshire & Warrington.
- ⁶ Source: English Indices of Deprivation 2007, DCLG, December 2007.
- ⁷ Sources: [1] English Indices of Deprivation 2007, DCLG, December 2007. [2] Small Area Population Estimates for 2008. Produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council.
- ⁸ Lower Layer Super Output Areas (LLSOAs) are sub-ward level geographical areas (each containing around 1,500 residents). LLSOAs were developed by the Office for National Statistics for statistical purposes.
- ⁹ Source: Paycheck data, CACI Ltd. Information relates to 2008.
- ¹⁰ Sources: [1] DWP administrative data on out of work benefits. [2] Small Area Population Estimates (produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council).
- ¹¹ Place Survey 2008. Policy and Performance, Cheshire East Council.
- ¹² Source: 2008 mid-year population estimates. ONS Crown Copyright 2009.
- ¹³ Source: 2007-based Unitary Population Forecasts (produced by Cheshire West and Chester Council on behalf of Cheshire East Council).
- ¹⁴ Sources: [1] Rural Classification, Cheshire County Council. Statistics based on classification of Lower Layer Super Output Areas (LLSOAs) developed by a County Council cross-departmental working group. The “rural” figure of 39% is based on the population of LLSOA s that fall within the three most rural categories (More Rural Than Urban, Predominantly Rural and Rural). [2] Small Area Population Estimates for 2008. Produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council.
- ¹⁵ Source: Cheshire County Council rural/urban classification 2007. (LiLAC).
- ¹⁶ ONS, Land Use statistics, 2005.
- ¹⁷ Source: Claimant Count, ONS, NOMIS. Crown Copyright.
- ¹⁸ Source: 2008 mid-year population estimates, ONS. Crown Copyright 2009.
- ¹⁹ Source: Annual Business Inquiry 2008 – Workplace Analysis, ONS, NOMIS. Crown Copyright.
- ²⁰ Sources: [1] NUTS3 GVA (1995-2007) Data, ONS, December 2009. [2] Baseline projections from the Cheshire & Warrington Econometric Model (CWEM). These data were obtained using Cambridge Econometrics/IER LEFM software and are consistent with Regional Economic Prospects, February 2009.
- ²¹ Source: Business Demography - 2008: Enterprise Births, Deaths and Survivals, ONS, November 2009.
- ²² Apart from the comments on the two large individual employers, the source of this information is the Annual Business Inquiry 1998-2008, ONS, NOMIS. Crown Copyright.
- ²³ STEAM 2008.
- ²⁴ Sources: [1] Business Demography - 2008: Enterprise Births, Deaths and Survivals, ONS, November 2009. [2] 2008 mid-year population estimates, ONS. Crown Copyright 2009.
- ²⁵ Source: Annual Population Survey Jan-Dec 2008, ONS, NOMIS. Crown Copyright.
- ²⁶ Source: Paycheck data, CACI Ltd. Information relates to 2008.
- ²⁷ Source: DCLG. Underlying data are from HM Land Registry and ASHE (ONS).
- ²⁸ Source: HM Land Registry website, 4/3/10.
- ²⁹ Sources: [1] “Local and Regional CO2 Emissions Estimates for 2005-2007”, produced by AEA Energy & Environment for DECC, 2009. Revised (November 2009) version. [2] ONS mid-year population estimates for 2007. Crown Copyright.
- ³⁰ Source: English Indices of Deprivation 2007, DCLG, December 2007.
- ³¹ Cheshire East Joint Strategic Needs Assessment 2009/10.
- ³² “Fair Society, Healthy Lives” – Marmot Review 2010.



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