

Your Council, Your Services, Your Plan
Cheshire East Council
Corporate Plan 2010-2013



Welcome from Wesley Fitzgerald, Leader, and Erika Wenzel, Chief Executive.

Welcome to our Corporate Plan for 2010 to 2013

This plan sets how we will achieve our vision of:

“ Working together to improve community life ”

We are very aware of the many issues that are affecting people's lives at the moment. These are tough financial times, and this can have devastating effects on individuals and communities alike. Our priorities and plans for the coming year's are based firmly on what our communities want and what matters most to them. We will make sure that every penny of taxpayers' money that is spent contributes to these priorities and plans so that the benefits are clear to see.

We will also have to do more with less. Central Government has just announced significant cuts to funding available to councils and further cuts are anticipated. In order to meet these financial challenges, we have budgeted for savings of over £40 million over the next three years from April 2010 to March 2013. The creation of a new unitary council with leaner management systems has already made a significant contribution to achieving these savings.



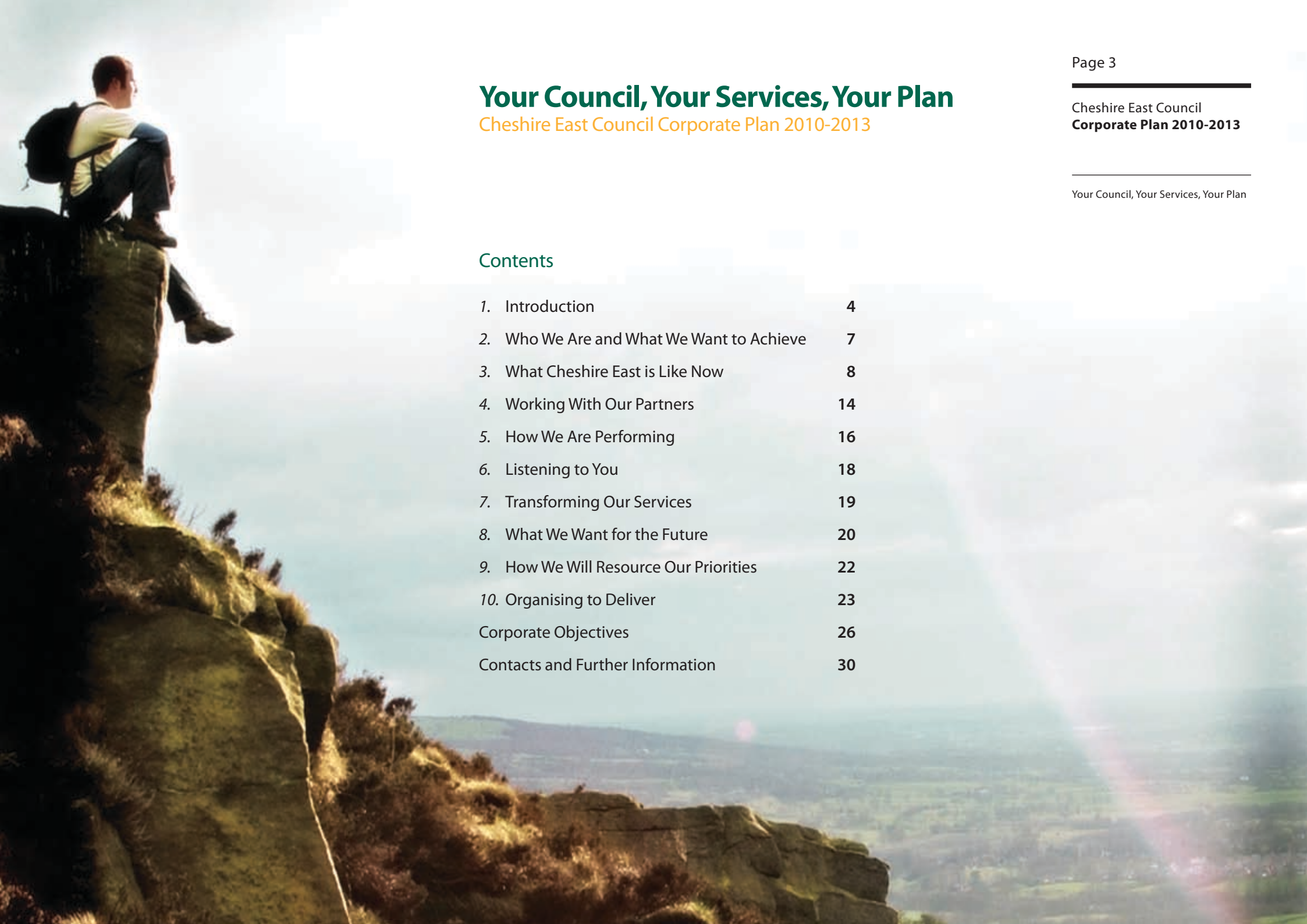
Wesley Fitzgerald
Leader



Erika Wenzel
Chief Executive

There are many other challenges that face us over the coming years. These include a significant change in the make-up of our population, more people are living beyond their 80th birthday, with many requiring services from the council; fewer babies being born; an increase in referrals in children's social care and the effects of climate change to name just a few.

We know that the wide range of services we deliver has a huge impact on a lot of people, and you have our commitment that we will be working closely with many of you to make sure that we are delivering first-class services at the right time and in the right place so that Cheshire East is a great place to live, work and visit.



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Cheshire East Council Corporate Plan 2010-2013

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Contents

1. Introduction	4
2. Who We Are and What We Want to Achieve	7
3. What Cheshire East is Like Now	8
4. Working With Our Partners	14
5. How We Are Performing	16
6. Listening to You	18
7. Transforming Our Services	19
8. What We Want for the Future	20
9. How We Will Resource Our Priorities	22
10. Organising to Deliver	23
Corporate Objectives	26
Contacts and Further Information	30



1. Introduction

Cheshire East – the place

Cheshire East is the third largest unitary authority in the North West and has around 360,000 residents. Our neighbours include North Staffordshire, Manchester, Cheshire West and Chester, Stockport and Warrington. First impressions of Cheshire East are often of leafy lanes and wealthy households. Indeed as an area we host 5% of the North West workforce and 7.5% of North West businesses are based here. This can hide the reality that it is a diverse area with many differences in income, employment and health. Figures that really show this include the life expectancy across the area. In parts of Knutsford the average life expectancy for a woman is 86, but in areas of Crewe it is 73 – a huge difference of 13 years. Household income also differs, ranging from an average of £60,000 parts of in Wilmslow to £20,000 in parts of Crewe.

Cheshire East Council has a responsibility to ensure that all its services meet these different needs and that the way services are delivered across the area are

developed and shaped to ensure that all who need them benefit from them. Our plan sets out how we will do this, who will be involved and how we will know if we have improved services for local people.

The Corporate Plan in the community context

Whilst the Council has statutory obligations to fulfil, regional priorities to consider, and National initiatives to participate in, this plan is based on what our communities have told us they want and need. Through this community-focused approach and working with our partners, we have developed a number of key targets and priorities. The Corporate Plan focuses specifically on what we as a council will do to improve your services and get better outcomes for local residents, businesses and visitors. It keeps a clear focus on what Cheshire East will deliver for local people and how we will play our part to create strong and prosperous communities.

Other local organisations, such as the Police, Fire and Rescue and the Primary Care Trusts, have their own Corporate Plans that relate to outcomes for Cheshire East people. In addition, many local organisations work together with us to develop joint strategies and improvement plans, for example the Children and Young People's Plan.

To turn our priorities into reality, we have developed departmental and service plans that provide fuller detail about how the Corporate Plan will be delivered.

Our staff play a vital role in the successful delivery of these priorities and they, along with other key partners, have been asked for their contribution to setting out how we as a council will work to improve local services.

We believe that excellent services can only be provided through fully engaged, satisfied and capable staff. We will work with staff to raise awareness of the priorities and to gain their input on outcomes and actions, including how services will contribute towards the achievement of the priorities. We will also consult with key partners.

The Corporate Plan will be updated each year to ensure that new priorities and objectives are included. This will mean that the Council will be able to respond to emerging issues and community views. Our Annual Performance Plan will clearly show how the Council performed against its priorities and how improvements for the future will be made.

This diagram shows how the long-term vision for Cheshire East, set out in the Sustainable Community Strategy (SCS), links to the priorities contained in the Local Area Agreement, through our Corporate Plan objectives, and then through to the specific strategies and action plans right down to team and individual objectives. Each member of staff and each service area should be able to identify how their work contributes to the achievement of the Council's corporate objectives and to the overall vision for Cheshire East in 2025.

**Key Strategies and Plans**

consists of:

Local Development Framework, Local Transport Plan, Housing Strategy, Economic Development Strategy, Visitor Economy Strategy, Climate Change Strategy, Health Inequalities Strategy and Children and Young People's Plan.

2. Who We Are and What We Want to Achieve

Cheshire East Council provides services which are important to everyone in their daily lives. The Council maintains the roads, provides transport services, commissions school places and specialist support services for vulnerable children and their families, educates children, provides social care to elderly and vulnerable people, and looks after waste and recycling, to mention but a few.

We are proud of our local area and feel a strong sense of responsibility towards its care. The beautiful diversity of the countryside, the rich cultural heritage and the character of the towns of Cheshire East provide a wonderful environment within which to live. From the dramatic scenery of the Peak District in the east to the open farmland and green spaces around the towns, people are never far from an area of natural beauty.

Macclesfield and Crewe are our largest towns, with Wilmslow and Congleton also providing substantial town centres. Our smaller towns of Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager historically provided market centres for local people and continue to play an important role in local life. The strong communities that exist within these towns and in our rural areas provide Cheshire East with vibrancy and give people a sense of belonging.

The Council wants to focus on the things that matter most to local people. We aim to make Cheshire East a thriving and vibrant place where people can enjoy a good quality of life and good health. This includes being able to learn and develop their skills and put them to good use in our local communities and further afield, with opportunities for everyone to fulfil their potential. Our thriving community should provide everyone with greater wealth to share, aiming for greater equality amongst its members in a range of ways.

A flourishing business community is essential to sustaining this success. In addition, the Council aims to make our communities safer and stronger, and develop good local involvement in decision-making about local services, providing personal choice where appropriate. In short, we want:

'Cheshire East to be a great place to live, work, visit and enjoy.'

As a council we work closely with a range of partner organisations to help us achieve our ambitions, within the private, public, community and voluntary sectors. We believe this is important to ensure people receive integrated services that are good value for money.

Cheshire East Council is governed and guided by 81 councillors, with a Conservative majority. Together with talented and committed employees, our Council wants to deliver excellent services for, and with, the people of Cheshire East. This Corporate Plan sets out our ambitious plans for the next three years.

3. What Cheshire East is Like Now

Cheshire East is already a great place in a range of ways:

- Our communities are generally well-off, with most people reporting a good quality of life
 - Our children tend to do well at school, with levels of achievement above the national average
 - The crime rate is one of the lowest in the country
 - Residents tend to enjoy better health than elsewhere in the region and nationally
 - Our strong economy contributes a large amount to the North West's economic output, relative to our population size
- of people in the area who experience a poorer quality of life in many respects, and they tend to be clustered within certain urban locations, many of which are in Crewe. The differences that exist between certain groups of our society presents a challenge for the Council – one that we aim to address in this Plan. The challenges are described within five themes.

We want to celebrate these good stories, while recognising that the Council still has much work to do.

The population of Cheshire East is largely rural, with nearly 40% living in a rural location. There are a number



Health and Wellbeing

Cheshire East's population profile is ageing dramatically. We have a population that is slightly older in make-up than that of England and Wales as a whole.

The number of people aged over 65 has increased by 20% since 1991, and a much greater increase is predicted for the coming years (a 56% increase by 2027). By contrast, the number of children in Cheshire East is decreasing, with a 5% decline predicted over the same time.

This ageing of our population will result in a smaller working population combined with an increasing population of older people, many of whom will be frail and dependent. Our social care workforce is rising to the challenge of redesigning services to deal with this change.

While overall health is good within Cheshire East, people have different experiences. Life expectancy varies from 71.6 years (for men in Coppenhall East) to 93.3 years (for women in Wilmslow Town South East). In particular, we need to improve the

prevention and care of coronary heart disease, lung cancer, chronic lung conditions and alcohol-related liver cirrhosis.

Alcohol poses a significant health issue for Cheshire East, with levels of alcohol-specific hospital admissions for males, females and under-18's significantly worse than the England average. Hazardous and binge drinking rates are also significantly worse. With such a strong link existing between alcohol and liver disease, a range of cancers and anti-social behaviour, reducing alcohol consumption is a significant challenge for the next few years.

Finally, while teen conceptions in Cheshire East are the third lowest in the North West, there are parts of the area where there are particularly high rates.



Children and Young People

One of our most important responsibilities is to ensure that children in Cheshire East are protected from abuse and neglect.

It is a key challenge for us to ensure we respond well when children are referred to our services, completing assessments when appropriate and in a timely way, and providing good-quality care when needed. The number of children coming into the care of the Council has increased over recent months.

Cheshire East's children generally tend to do well at school, and go on to Further/Higher Education, employment, or training. However, children who are 'cared for' tend to do significantly less well, in education and in other important areas. Another challenge is to ensure that children with special education needs, as well as children from a less advantaged background, have the opportunity to achieve at school.



Economy, Transport and Housing

In order to reduce carbon emissions and levels of traffic on our roads, we will focus on localising and integrating our systems of public transport.

We will also encourage cycling and walking by developing infrastructure for these healthy and carbon-free methods of travel. With 79% of people travelling to work using their car, only 4% using public transport, and 14% walking or riding a bicycle, transport is an important area of work for the Council in the future.

The effects of the national and global economic recession have been felt strongly in Cheshire East. We have experienced a greater increase in unemployment than either the North West or the UK as a whole, with the number of claimants of Jobseeker's Allowance in Cheshire East rising by 118% between March 2009 and the same month in 2010.

Although the number of claimants has fallen from its 2009 peak, it is still more than 6,500. We need to do more to help our unemployed residents find work and safeguard the jobs of those already in employment. We also need to support key industries and service sectors in Cheshire East that show a commitment to sustainable and responsible business growth.

We will continue to work to make life experiences, for people of Cheshire East, the same no matter where they live. This covers aspects of life such as income, health, crime and unemployment. While we generally perform well in supporting people on this, pockets of deprivation exist mainly in the Crewe area, along with other areas including Handforth, Macclesfield and Congleton.

House prices in Cheshire East have not been affected by the economic recession as greatly as elsewhere in the North West. While they declined in 2008, this was at a lesser rate than for the region as a whole, and within the last year, house prices have begun to rise again, more quickly in Cheshire East than for the North West. With the average house costing £155,000 in Cheshire East (compared to £119,000 in the region overall), maintaining affordability of housing is therefore a key issue for the Council.



Environment and Climate Change

The relationship between climate change and carbon emissions (from electricity production, the use of gas and vehicle use) is now quite widely accepted, and the people of Cheshire East are concerned about this issue. Collectively we do not perform well in this area – the average person's domestic emissions of carbon dioxide being 2.8 tonnes per year, higher than both the North West and the UK.

There is a lot of work to be done in improving energy efficiency, encouraging the use of renewable sources of power, promoting small-scale electricity generation within local communities, and improving non-car transport options. This will not only assist us to reduce our carbon footprint, but also to improve our resilience for a lower-energy future in which less carbon based fuels are available for power production.

In addition to working with residents and businesses to reduce carbon emissions, we have also signed up to the 10:10 challenge – we have committed to 'pulling out all the stops' to reduce by 10% the carbon

footprint caused by our organisation during 2010. We have much work to do to meet this challenge.

Cheshire East residents are excellent at recycling domestic waste with rates of recycling continuing to rise to as high as 50%. There is a limit, however, to how much of our waste can be recycled, and the challenge for the future relates to reducing the amount of waste produced overall, for example by using less packaging and reducing food waste.

Another important environmental challenge is the ability for residents to produce their own food locally. Cheshire East is currently struggling

to meet the demand for allotments, with substantial numbers of people on waiting lists. Providing people with space to grow their own food, and the development of local markets in the area will both be important as we rely less on internationally-traded, out-of-season-food.



Safer Communities

Our communities are relatively safe places to live, with significantly lower rates of crime than in the North-West or England and Wales.

While a relatively low proportion of people in Cheshire East perceive anti-social behaviour to be a problem, the main issue identified in this area relates to teenagers hanging around on the streets. Our young people have expressed their concerns over a lack of facilities, with 67% of respondents to the Young People's Leisure Survey 2008/09 stating that they do not feel there is enough for them to do where they live. Providing activities and informing young people of what is available is a key area of work for the Council.

Road safety is also an important issue. There were 1,288 traffic collisions involving casualties on our roads in 2006, which is less than in previous years. Unfortunately, though, the number of resulting fatalities and serious injuries is rising, reaching 26 and 252 respectively in 2006. There is much to be done in improving the safety of our roads in a range of ways.



4. Working With Our Partners

Partners work together through the Cheshire East Local Strategic Partnership which aims to improve quality of life for residents, to support business and to enhance Cheshire East as a visitor destination.

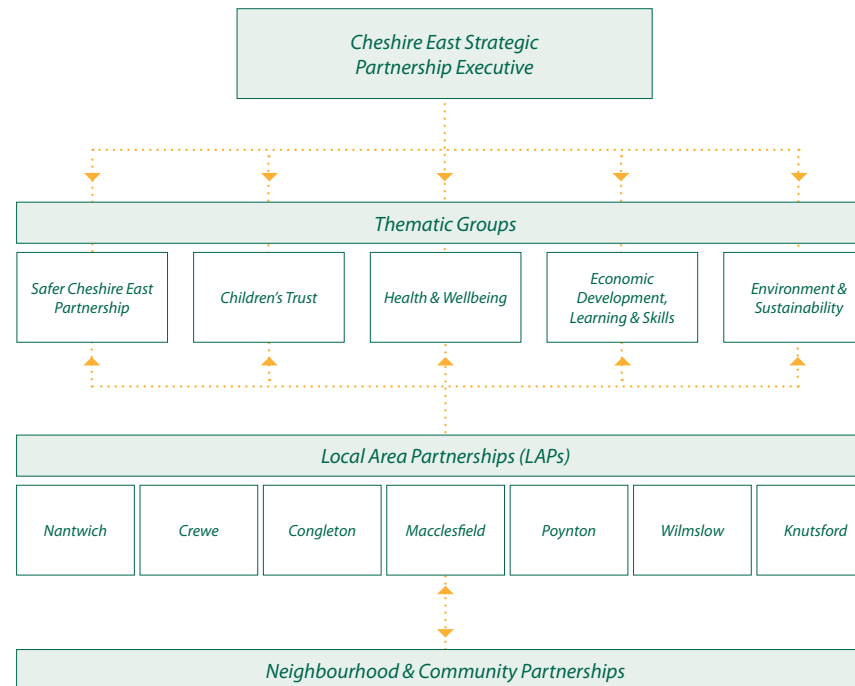
Working in partnership enables more effective use of public money through a shared understanding of the needs and issues in Cheshire East and co-ordinated provision of services. This joint approach has never been more important than in the current economic climate where public funds are reducing but expectations on services are quite rightly not.

The aims and ambitions of our Corporate Plan cannot become a reality without the support of our partners. They play a vital part in shaping, developing and, in many cases, helping us to deliver first-class local services. This partnership sets the vision and priorities for the area, ensuring that different initiatives and services support each other and work together across Cheshire East. The structure of the Local Strategic Partnership is shown in the diagram (right):

Partners on the Local Strategic Partnership (LSP) Executive Board include Cheshire Constabulary, Cheshire Fire and Rescue Service,

Central and Eastern Cheshire Primary Care Trust, the South Cheshire Chamber, the Cheshire East Housing Delivery Partnership, MMU Cheshire (Manchester Metropolitan University) and the Cheshire East voluntary sector. LSP delivery is organised through five thematic partnerships:

- The Safer Cheshire East Partnership
- The Children's Trust
- The Health and Well-being Partnership
- The Economic Development, Learning and Skills Partnership
- The Environment and Sustainability Partnership.



The Local Strategic Partnership has also established seven Local Area Partnerships (LAPs) covering the areas of Congleton, Crewe, Knutsford, Macclesfield, Nantwich, Poynton and Wilmslow. Their role is to improve services, ensure local people influence decision-making and to actively engage and empower communities. LAPs bring together a wider range of people from the statutory, voluntary and community sectors. By working together at a local level, they focus collective action on what really matters, delivering improved outcomes for local people and places.

Over recent months the Local Strategic Partnership has developed the first Cheshire East Sustainable Community Strategy which sets out a clear vision for the next 15 years which is:

All partners have a collective responsibility to deliver the Sustainable Community Strategy, to overcome many of the challenges described earlier in this document. The strategy identifies seven priorities for immediate action which will enable us to achieve our vision. These are:

- Nurture strong communities
- Create conditions for business growth
- Unlock the potential of our towns
- Support our children and young people
- Ensure a sustainable future
- Prepare for an increasingly older population
- Drive out causes of poor health

We have also developed a Local Area Agreement with our partners which identifies specific improvement targets for local priorities. A lead partner has been identified for each priority and they take responsibility for co-ordinating relevant actions and progress in achieving targets.

By bringing a range of public, private and voluntary partners together to plan programmes and services, prioritise needs and manage delivery, we are ensuring that important connections are made and services are properly integrated. We are also ensuring that we minimise duplication and are able to put our collective resources to best effect.

Some key examples of what partnership working means in practice can be seen in the next section, where we discuss our performance.

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Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful 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.

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5. How We Are Performing

It is important that we have a realistic view of how council services are being delivered; for instance what we are doing well and want to continue to do well, and where we are not fully addressing particular challenges and need to do further work.

We are committed to ensuring that the Council does its job well, and responds to local people and the evidence we collect about the performance of our services. We are also committed to our performance plans and the current state of our performance being transparent and open to the public and other interested parties.

Given the newness of the Council and also how the Government inspects and rates councils, we have not yet had an independent view of our performance. Following the recent announcement from Government to end the Comprehensive Area Assessment (CAA), we are waiting to hear what form this takes.. As a council, we are committed to improving and have gathered our own evidence so that we can look at our performance since April 2009 and make any necessary changes for improvement. From this we know what is going well and what we need to improve. Some key examples are shown in the next section.

What's going well?

The following are just a few examples of our recent achievements:

- During our first year, we have made £25 million of savings that have been reinvested in priority areas across the Council, such as children's services.
- Improving parks and green spaces – the refurbishment of Queen's Park in Crewe is progressing well, with new bridges installed, a bandstand restored and lake works completed. This £6.5 million project is now set to transform the park, with a £2.78 million contribution from the Heritage Lottery Fund.
- Improving schools – Significant increase over the past 12 months in the number of schools and early years settings judged good or better in OFSTED inspections.
- Successfully conducted a pilot of a scheme to provide 10 hours of free childcare per week to most disadvantaged two-year-olds.
- Supporting independence – our Services for Adults are using a new model for supporting people, in particular those who are elderly, to live independently in their homes, and providing support for carers. A new approach is being made to providing equipment, information, advice and support, including providing people with personal choice of the services they want.
- Reducing offending – the Safer Cheshire East Partnership has set up the Priority and other Prolific Offender (PPO) team, resulting in a massive reduction in offending rates. The team involves a number of partner agencies, reducing duplication and improving risk management.
- Tackling domestic abuse – the Cheshire Domestic Abuse Partnership has implemented a best-practice model to tackle domestic abuse, termed the Coordinated Community Response. This provides support for survivors,



increased accountability for perpetrators and voluntary change programmes. Again, many partner organisations are involved.

- Transformation of Building Control Services – electronically-based systems now allow the customer to view drawings and submit applications online, as well as providing big efficiencies in departmental working.
- Supporting businesses and local people through the recession – we have supported town centres through dressing empty shop windows with vibrant displays; increased the take-up of benefits available from Government by £1.2m; and supported businesses through clinics and seminars on local procurement.

- Providing choice in housing – we have launched Cheshire Homechoice, a new choice-based lettings system that allows new and existing customers to apply for housing vacancies which are advertised widely across Cheshire East. This is a new way of allocating housing, avoiding the traditional waiting list approach
- Improving community safety – our team of Community Wardens has achieved the Community Safety Accredited Person's Certificate from Cheshire Constabulary. This means that they are now accredited with a range of new powers to tackle crime and anti-social behaviour.

Some key areas we need to improve on

- We need to improve our planning service to make it more efficient and customer-friendly. We are radically changing how we do business in this key area to ensure value for money and simplify our systems.
- We are working hard to harmonise the way in which we collect and manage household waste across Cheshire East to move away from three approaches inherited from

the previous Councils into a simplified, cost-effective service.

- We will place more emphasis on the assessment of carers and provision of information, advice and support where this will help them to maintain their support for their loved one and achieve a good quality of life for themselves.
- We will place more emphasis on linking people with social care needs and their carers to resources and opportunities in their local communities, to support their ability to access the same resources and facilities as others.
- Improving our ability to respond earlier to the identified needs of vulnerable children, young people and their families.
- Address underachievement in our High Schools, where it exists.
- Improve outcomes for children cared for by the Local Authority.
- Continue to strengthen our arrangements for safeguarding children.



6. Listening to You

As we have said, fundamental to setting our priorities and improving our services is listening to you, acting on what you say, and regularly checking your feedback about outcomes.

We will work hard to improve our methods of communicating and consulting with local people and our partners. We are keen to ensure that everyone who lives or works in our community has a voice and is able to make their thoughts, aspirations and concerns heard.

Examples of key projects currently underway as a result of what the people of Cheshire East have told us include:

Rural Housing Needs surveys

Cheshire East and previously Cheshire County Council, conducted a number of Rural Housing Needs Surveys over the past two years. These surveys have highlighted the need for affordable housing in almost all of the locations included. The

information gathered during this consultation also identified sites around Cheshire East that were suitable for development.

These are the Audlem area, the Plumley area, and the Congleton and Macclesfield border parishes. Plans for these sites are now proceeding through the planning application process. The 2010 Southern Parishes Survey is underway and we are already able to identify some potential development sites.

Budget consultation

We consulted widely across the Borough when setting the budget for 2010/11. We held meetings in Nantwich, Congleton and Knutsford, receiving over 100 responses. As a result, we were able to identify where respondents felt more money should be spent, where less money should be spent, and where spending levels should not change, providing useful clarification on where the priorities of our communities lay and where our resources should be focused.

Most people were prepared to pay an increase of 1% to 2% in their Council Tax rate, in order to fund services. Taking account of the views of the

people of Cheshire East, the increase for 2010/11 was set at 1.7%.

We do know that as a relatively new organisation, the task of consulting, listening, responding and checking is work in progress. We are committed to getting this right and the Local Area Partnerships that have been set up are vital in helping us with this task at a local level.





7. Transforming Our Services

Key to driving the improvement of our services and doing more with less will be our transformational approach to service delivery. Our Corporate Plan discusses how we will provide better value for money, focus on core services, and work well with partners. It also explores how we will ensure services are more responsive to individual and local needs, eradicate waste and inefficiency, and ultimately improve overall performance. We recognise the need to radically review our approach, in partnership with other organisations, to achieve these things.

Our plans as to how we can achieve this are laid out in our corporate Transformation Programme. Traditional approaches no longer meet user needs effectively, and demand for services is changing and rising rapidly which means significant financial challenges. It is clear to the Council that in rethinking our approach in these areas, much more can be done to achieve our priorities, often for less cost.

The current programme includes a major redesign of services for children, adults, health and well-being and transport, and a huge

amount has been achieved so far. For example, in Adult Services we have achieved significant savings by eliminating duplicated efforts, and providing integrated services with health partners. We have already invested and made improvements in safeguarding, preventative and re-ablement services – keeping people safe, independent and well for as long as possible.

The Transformation Programme is dynamic and is regularly reviewed, taking into account our performance, local needs and views, budget constraints and national guidance. It plays a key role in helping to shape and deliver the objectives within this Corporate Plan and individual service plans, working within the Council's emerging financial scenario. For the future, we will focus on improving services at a local level and examining which services might be better delivered by other agencies and partners.

8. What We Want for the Future

We want to make Cheshire East a place that people choose to live in, work in and visit. We want it to be a place that people say good things about, which has a great range of things to do, is a great place to live, a place where people feel happy and successful with fantastic open spaces and that is run by an excellent council.

We are committed to making this happen and are carefully planning our priorities to make sure it does and have set ourselves rightly ambitious corporate objectives. These objectives will be the basis upon which departmental and service plans are written and will form a fundamental part of every day life for all staff working within the Council. We will make sure that everything that we do as a council contributes towards making Cheshire East 'the' place.

A summary of the objectives is set out in the following pages, the full objectives can be found in Appendix 1.

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We want to make Cheshire East a place that is talked about for all the right reasons!

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Corporate objective one:

To give the people of Cheshire East more choice and control around services and resources

We want all people in Cheshire East to have more choices and access locally to good information. We will develop new ways of working, be honest about what the Council can offer and help people when they want that help. We will draw upon people's experiences and ideas and help them to play a much bigger part in informing plans for future services.

Corporate objective two:

To grow and develop a sustainable Cheshire East

We want to ensure that we provide the right environment for businesses to grow. We will provide business support, plan for the needs of future generations and provide employment and public services where people need them. We will work with our partners across the public sector to increase aspirations and realise the potential of all members of our community. We will provide transport solutions, support cultural projects and revitalise town centres. We will increase the number of visitors to Cheshire East through marketing our towns and major attractions.





Corporate objective three:
To improve life opportunities and health for everybody in Cheshire East

As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year, subject to changes in central government policy.

Corporate objective four:
To enhance the Cheshire East environment

We will provide clean and well-maintained streets, public spaces and protect our heritage, natural and recreational environment for the benefit of local communities. We will tackle the effects of climate change and deliver a sustainable solution to waste across Cheshire East. We will continue to maintain and improve conditions for all road users, and in particular, focus on reducing the number of road traffic accidents.

Corporate objective five:
To be an excellent council and work with others – to deliver for Cheshire East

We will focus on core services that best meet the needs and aspirations of local people and communities. We

will work to ensure that services and priorities are properly resourced and successfully managed within budget. As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year. We will work to deliver services fit for the 21st century.

Delivering the objectives will be a challenge but one we will rise to and achieve. We will be constantly looking at our performance and ensuring that we are always working towards our objectives and making changes and improvements to make sure we make them a reality. We know that we will have to make difficult decisions, but we will make them and be very clear about why we have made them and how they will contribute to our objectives. We will be publishing our service plans so that you can see in greater detail the daily work that we will be doing to move this forward, how this work contributes to our objectives and what difference we are making.

9. How We Will Resource Our Priorities Revenue Budget 2010-2013

Cheshire East Council spends over £700m a year on delivering services to local people. Approximately one quarter of this is funded through Council Tax, with the majority of funding coming from Central Government Grants. Since Local Government Reorganisation the Council has driven down the cost of Supporting Services putting greater emphasis on frontline spending. Recent published data showed that spending on Central Services at Cheshire East was in fact half that of the unitary authority average.

The Council operates a rolling three year Business Planning Process, which enables the Council to develop longer term plans which anticipate and respond to changes in funding levels and new demands. Figure 1 (right), shows where the Council allocates resources from all sources.

Current estimates predict that gross expenditure (excluding schools) will rise by only 2.5% (£12.7m) over the medium term up to 2013. Due to the level of savings being achieved this is actually less than estimated inflation

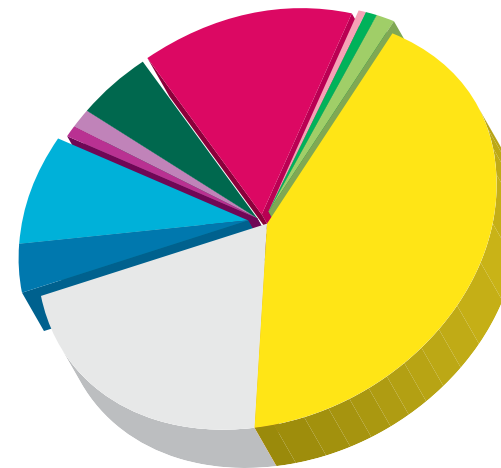
for the same period. During the period, funding levels from government are also expected to decrease. This makes it increasingly important that the Council allocates its own resources to priority spending areas.

Although spending will increase overall the most positive impact will be realised in caring for children, caring for adults, on the road network and in housing. This will be funded through high levels of efficiency, particularly in Support Services, which allows the Council to divert resources towards key service priorities. Figure 2 (right) demonstrates the changes in local funding that the Council will make by 2012/2013. This reflects the impact of policy options to recognise and protect priority areas.

In social care provision there is a successful transformation programme underway to reduce costs and make the service sustainable. This explains the reduction in discretionary spending in that service.

Figure 1

The highest use of resources occurs in Education and Social Care

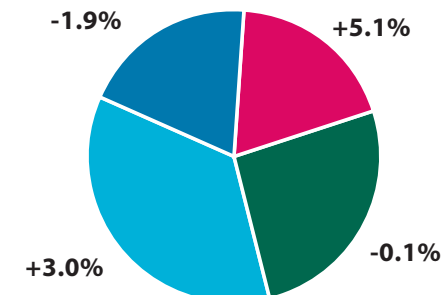


Note:

- Gross Spending on services is £702.43m.
- Children and Families includes schools expenditure.
- Borough Treasurer includes spending on benefits
- Figures exclude Contingencies and Capital Financing
- Source: Cheshire East Finance

Figure 2

Gross Spending (excluding Education) increases in Learning & Social Care and decreases in Support Services



Key

- Borough Treasurer and Assets £103.49m
- HR and Organisational Development £3.76m
- Borough Solicitor £6.34m
- Policy and Performance £8.26m
- Children and Families £292.56m
- Adult Services £150.69m
- Health and Wellbeing £25.84m
- Environmental Services £58.07m
- Safer and Stronger Communities £7.22m
- Planning and Policy £9.25m
- Regeneration £35.41m

Key

- Children and Families
- Support Service Areas
- Places Directorate
- Adult Services

10. Organising to Deliver

Council Leadership and Cabinet

Cheshire East Council has appointed a Leader and a Cabinet to make strategic decisions for the organisation. Cabinet meets once a month, and their meetings are open to the public, with time being made available for members of the public to speak.

Each Cabinet member has their own area of responsibility, and act as champions for key issues. They work closely with managers to ensure we perform well as a council.

In addition to the Leader of the Council, Cabinet is made up of members with the following portfolio responsibilities:

- Safer and Stronger Communities
- Resources
- Health and Well-being
- Environmental Services
- Performance and Capacity
- Procurement, Assets and Shared Services
- Adult Services
- Children and Family Services
- Prosperity

Overview and Scrutiny Committees

We recognise how important it is that the administration of your services is challenged and suggestions made for their improvement. Our five Overview and Scrutiny Committees involve 58 council members and ensure that the Council is being run efficiently and effectively. Again, you are welcome to attend these meetings, which occur ten times per year. The five committees are:

- Children and Families
- Environment and Prosperity
- Sustainable Communities
- Corporate
- Health and Adult Social Care.

Elected members

Cheshire East's 27 wards are represented by 81 councillors. The role of these elected members is to reflect the views, and pursue the interests, of the communities that they represent.

The full council meets six times per year, and is responsible for setting the overall policy directions and the

budget. A range of committees look at issues including planning, licensing and school organisation.

Through these various council meetings, we make sure that the concerns and suggestions that councillors bring from their communities are properly considered and acted upon. These are public meetings and details are published on our website and anyone is welcome to attend. We also make sure that our councillors are properly supported in their work with their communities, providing tools and expertise to make a real difference to their area.

The full council appoints committees to deal with statutory decisions on planning, licensing and regulatory matters. There is also a Standards Committee which ensures the probity of our operations.

Managing the Council

Our Corporate Management Team is led by the Council's Chief Executive, and includes:



- Strategic Director, Places
- Director, Adults and Community Health
- Director, Children and Families
- Head of Human Resources and Organisational Development
- Head of Policy and Performance
- Head of Service Improvement
- Borough Treasurer and Head of Assets
- Borough Solicitor (Monitoring Officer)

This Team is responsible for ensuring that our corporate objectives are met and that the right priorities are set to make this happen. They listen to the feedback from partners, local people and communities, set the priorities and then allocate the tasks to colleagues across the Council. They work closely with Cabinet and provide information and advice where needed.

Managing our performance and risks

In order to deliver the improvements that we detail in this plan, we have robust performance monitoring and management arrangements in place. These involve the regular review of the Council's key priorities and projects, along with the setting of clear targets and actions for staff. This gives the strong evidence to demonstrate our

improvements and to highlight areas that require attention.

In managing our risks, through using an effective risk management framework, we aim to add value by improving decision-making, planning and prioritisation. This contributes to a more efficient use of resources and optimises our performance and delivery.

Good management of our performance will involve setting clear objectives, developing robust service plans, reporting progress to Corporate Management Team and Cabinet and reviewing and updating our plans according to developments.

Working for Cheshire East

We want Cheshire East Council to be well respected in our community, with councillors viewed as community leaders, and members of staff, many who live in the local area, feeling proud of the Council and acting as its ambassadors.

Our staff survey, carried out in September 2009, told us that our staff are generally satisfied with their jobs, that they feel they achieve something worthwhile at work and that teamwork and working with

others is critical to success. A third of employees would speak highly of the Council if asked, whilst most other staff preferred to remain "neutral" in opinion at this stage in the Council's development.

Our reputation depends very much upon how each of us interacts with our clients, citizens, colleagues and partners. We are committed to investing in, and developing, our staff, and building a positive and constructive organisational culture and values.



Our values – ASPIRE

Our core values reflect our aspirations for both our culture and our standards for serving the people of Cheshire East and we strive to demonstrate these values in all that we do:



- | | |
|--------------------|---|
| Action | - take responsibility for making the right things happen |
| Support | - work and learn together in order to succeed |
| People | - put customer and community needs at the heart of what we do |
| Integrity | - be open, honest and fair, expecting the same of others |
| Recognition | - value all views, efforts and achievements |
| Excellence | - strive to improve all that we do |

Equality and inclusion

Cheshire East is committed to providing high-quality, customer-focused services for all people living in, working in or visiting the area. Promoting fairness and providing equality and inclusion is one of our important values, and relates to:

- Accessing the Council's services
- Accessing employment opportunities with the Council, or with its contractors who supply goods or services to the Council
- Accessing voluntary work supported by the Council
- Developing policies and plans that impact upon communities and individuals.

We are determined to develop further our equality and inclusion agenda to provide quality customer services, meet our statutory responsibilities, and as part of the achievement of our corporate aims and objectives. Our aim is to deliver inclusion for all.



Cheshire East Council

Corporate Plan 2010-2013

Appendix 1

Page 25

Cheshire East Council
Corporate Plan 2010-2013

Your Council, Your Services, Your Plan

Corporate Objective One

To give the people of Cheshire East more choice and control about services and resources

What do we want to achieve?

We want all people in Cheshire East to have more choices about the help they receive and greater control over the resources which are available to help them.

To achieve this we want to ensure that people have access locally to good information, advice and guidance about our services and those of others.

We want to develop new ways of working with people who turn to us for help. We want to work alongside people, listening to what they think they need, being honest about what the Council can offer and helping them, when they want that help, to work out tailor-made ways of meeting those needs.

We want to draw upon people's experiences and ideas, helping them to play a much bigger part in designing services for themselves, in running local services, if they are interested in doing that, and in informing plans for future services.

What will we do to achieve our ambition?

- Support the development of local decision-making and service delivery in our communities
- Encourage activity on the part of local volunteers and organisations
- Continue the work we have started to redesign Social Care Services so that more people can be given cash in hand rather than services, if they are comfortable with that approach
- Strengthen the abilities of people to tackle their own problems, while intervening earlier ourselves when we are clear that our intervention really is needed
- Increase the take-up of cultural, leisure and sport services
- Get service providers, both our own and those of other agencies, to re-think what they offer and make services ever more relevant to the needs of local people.

How will we know if we have been successful?

- A steadily increasing number of people will be getting direct cash payments and making their own decisions about how to use the money to improve their lives
- The monitoring of our Access Points will show that an increased number of people are getting the information, advice and guidance which they need
- Informal carers will routinely and consistently be offered a separate assessment of their needs and that information will be used in the commissioning of services
- As an employer, the Council will have recruited a greater number of disabled people into its workforce
- Where local people want to take on the running of services and facilities, those services and facilities will have been passed into their hands.

As a result of this work, we want people to say:

“
There is easier access
to a wider range of
services which suit
my own needs and
circumstances
”

Corporate Objective Two

To grow and develop a sustainable Cheshire East

What do we want to achieve?

We want to ensure the right environment for businesses to grow through: providing access to business support; developing a skilled workforce; providing land for new homes and new commercial development; and securing resources to build strong transport and digital links across the Borough.

It is important that we plan for the needs of future generations and provide employment and public services where people need them. We will work with our partners across the public sector to deliver investment in schools, leisure facilities and young people centres to increase aspirations and realise the potential of all our community.

We will provide transport solutions which are safe, accessible and enable social mobility of our most vulnerable communities and focus on increasing independence, flexibility and choice.

We want to celebrate the distinctiveness of all our towns and villages by supporting cultural projects and

revitalising town centres. We will increase the number of visitors to Cheshire East through marketing our towns and major attractions such as Tatton Park.

What will we do to achieve our ambition?

- Deliver a new Local Development Framework and Local Transport Plan, Local Economic Assessment and Housing Strategy which provide for future growth and prosperity of Cheshire East
- Work with employers through our Business Engagement Framework to ensure the Council is listening to their needs and remodel our Regulatory Services to balance protection with support
- Working with local partners, we will celebrate and support the distinctiveness of all our market towns and develop joint action plans to support their future prosperity
- Working with local partners, promote major regeneration in our larger towns of Macclesfield and Crewe through delivery of the respective business plans
- Maximise developer contributions

to improve infrastructure, culture, leisure and green spaces

How will we know if we have been successful?

- Our Local Development Framework and Local Transport Plan will reflect the priorities of the Sustainable Community Strategy and the needs of businesses and residents
- The economy of Cheshire East will continue to grow above the rate of growth across the North West
- Our market towns will thrive and prosper, supported by strong local partnership arrangements
- The Council will increase performance in key service areas whilst reducing costs such as development management and highways and transport
- The number of affordable homes available across the area will exceed current targets. The number of empty homes brought back into use will increase and provide an additional supply of housing in the Borough
- The value of the visitor economy to Cheshire East will exceed £700m per year

- The levels of young people who are positively engaged in education, employment and training is high and they report positively on the opportunities and experience

As a result of this work, we want people to say:

“
Cheshire East is a great place to live, where we can make real choices around housing, jobs and where to enjoy our leisure time, whilst feeling safe in our communities.

”

Corporate Objective Three

To improve life opportunities and health for everybody in Cheshire East

What do we want to achieve?

We want people in Cheshire East to make more healthy eating choices and healthier lifestyle choices.

We want a solid foundation laid for future prosperity through the development of a strong and skilled workforce throughout Cheshire East.

We want to see higher aspirations on the part of children, young people and their families about what they can achieve in their lives.

We want to see some narrowing of the gap which currently exists in both opportunities and health between those who are most successful in Cheshire East and those who are most challenged in their lives.

We want better outcomes in life for those who are most vulnerable, particularly our cared for children, unpaid carers and minority groups.

What will we do to achieve our ambition?

- Work positively with partners to ensure that there are joined-up approaches to tackling problems – for example, childhood obesity
- Target action towards those schools and colleges where levels of attainment are not as high as they should be
- Develop and implement a plan for tackling health inequalities in Cheshire East
- Focus resources most sharply upon our more deprived and challenged communities, to raise aspirations and address unemployment
- Raise awareness about alcohol misuse and pursue priority actions to address that problem within Cheshire East
- Work across the Council to ensure that the Council itself provides more employment opportunities for vulnerable and disabled people
- Through a clear strategy, target our Health and Well-being Services much more towards groups and communities most in need of that sort of intervention.

How will we know if we have been successful?

- We will have seen, within the whole clientele of those using leisure and cultural services, a shift in the balance between the general public and those specifically referred, either by themselves or by others in order to address particular health and well-being challenges
- The implementation of a whole system plan for reducing the harm caused by alcohol abuse will have helped more people to reduce their drinking to safe levels and will have consequently reduced the calls upon the NHS and other services which arise from alcohol harm
- Schools which are not doing well or which are just coasting will have improved their performance, so that all become either good or outstanding
- A greater proportion of our school leavers are engaged in work, training or further education of some sort
- A significant reduction has been made in the most extreme of the health inequalities, and, in particular, for older people more of their remaining years are healthy years

- Progress will have been made in putting in place a comprehensive pattern of specialist provision for people with dementia and their carers
- The Children Trust will have shifted the whole system for children and families, so that interventions are made much earlier, when problems become apparent.
- Children who are cared for by the Council will achieve far better at school, and a much greater proportion of them will progress from school into worthwhile, paid employment.

As a result of this work,
we want people to say:

“
*I feel happier,
healthier and
more successful
than before*
”

Corporate Objective Four

To enhance the Cheshire East environment

What do we want to achieve?

We believe in taking a responsible approach to enhancing and nurturing our environment. We will provide clean and well maintained streets, public spaces and protect our heritage, natural and recreational environment for the benefit of local communities.

We will tackle the effects of climate change through a comprehensive approach to reducing carbon emissions and promoting sustainable approaches.

We will also deliver a sustainable solution to waste across Cheshire East by increasing the levels of recycling and providing a long-term arrangement for the management of residual waste.

The condition of our roads is important for local businesses and communities. We will continue to maintain and improve our roads with particular focus on reducing the number of road traffic accidents.

What will we do to achieve our ambition?

- Continue to work with our local partners in the police, fire and rescue service to promote road safety and reduce casualty levels across Cheshire East
- Develop and deliver a Carbon Management Plan for Cheshire East which sets targets for reducing carbon emissions.
- Deliver our 'Total Transport' transformation programme which will provide a more efficient approach delivering highways and transport services
- Deliver the Cheshire East Waste Strategy including providing a new residual waste facility through PFI and a harmonised approach to waste across the area
- Continue to promote recycling and reduction of waste through a major 'Love Food Hate Waste' marketing campaign
- Achieve and increase existing level of Green Flags in our Greenspace sites

How will we know if we have been successful?

- Customer satisfaction in key areas such as street cleansing and waste management will have increased and the services will be operating more efficiently
- Highway condition will be maintained on main routes despite recent winter damage and expected reduced investment from Government
- Casualties from road accidents will continue to fall in areas where targeted support has been provided
- We have achieved and increased the existing level of Green Flags in our Greenspace sites
- Carbon emissions from the Council will have reduced and the Council will be respected as a leading example across the Borough on climate change issues.

As a result of this work, we want people to say:

“

We have a fantastic environment across Cheshire East. Public spaces and recreational areas are well maintained and our heritage and natural environment is protected and nurtured by the Council

”

Corporate Objective Five

Being an excellent Council and working with others – to deliver for Cheshire East

What do we want to achieve?

In Cheshire East we want to be clear about the services local people and communities want from the Council and our partners. This will enable the Council to focus on core services that best meet the needs and aspirations of local people and communities, along with whether those services can be best delivered directly or in partnership with other organisations, including Town and Parish Councils. In this way, we will see the number and scope of services being delivered by our partners increase.

Key to what we can achieve will be our challenging finances. We will therefore carefully and strategically plan so that our services and priorities are properly resourced and successfully managed within budget. As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year, subject to changes in central government policy.

So that we can deliver services fit for the 21st century, we will develop a multi-skilled workforce, which is flexible, competent and capable.

What will we do to achieve our ambition?

- Establish effective communications with our residents and our towns and parishes to fully understand the needs and aspirations of our communities
- Improve access to services for all Cheshire East areas, in particular rural communities
- Increase the ability of all residents to live independently for longer through the transformation of services and the effective use of technology
- Develop a flexible and skilled workforce that can support and respond to how we deliver services
- Further develop robust financial planning and use limited resources imaginatively and effectively
- Regularly review whether each service is providing value for money
- Focus on our core services and priorities and optimise working in partnership where this improves services or makes better use of public resources.

How will we know if we have been successful?

- Our local people and communities will say that the Council provides excellent services and uses its resources well in doing so
- Council Tax rises will be at or below inflation
- The people of Cheshire East will provide positive feedback about the Council and its performance
- We will deliver value for money services within budget each year
- Employee satisfaction and engagement levels will increase each time we hold an employee survey
- We will have increased the number and scope of council services delivered with or by our partners / local communities each year.

As a result of this work,
we want people to say:

“
The Council is very well managed and uses its resources effectively in supporting the key changes and improvements we want to see in Cheshire East.

”

Contacts and Further Information

This Plan provides a summary of our vision, our corporate objectives and our immediate priorities. If you would like further information about our services, please visit our website at www.cheshireeast.gov.uk or contact us on **01270 686016** or alternatively visit us at the address below.

If you would like additional copies of this Plan, or if you have any queries, please contact;

Vivienne Quayle, Head of Policy and Performance
Cheshire East Council
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Middlewich Road
Sandbach
Cheshire
CW11 1HZ

If you would like a copy of the text in this document in large print, Braille, audio tape or in another language, please contact us at the above address.

Unitary Wards in Cheshire East

- | | |
|--------------------------|--------------------------------|
| 1. Alderley | 15. Knutsford |
| 2. Alsager | 16. Macclesfield Forest |
| 3. Bollington and Disley | 17. Macclesfield Town |
| 4. Broken Cross | 18. Macclesfield West |
| 5. Bucklow | 19. Middlewich |
| 6. Cholmondeley | 20. Nantwich |
| 7. Congleton Rural | 21. Poynton |
| 8. Congleton Town East | 22. Prestbury and Tytherington |
| 9. Congleton Town West | 23. Rope |
| 10. Crewe East | 24. Sandbach |
| 11. Crewe North | 25. Sandbach East and Rode |
| 12. Crewe South | 26. Wilmslow North |
| 13. Crewe West | 27. Wilmslow South |
| 14. Doddington | |

