

Cheshire East Council
Corporate Plan 2021-2025
Performance Outturn 2021/22



Open

Fair

Green

An open and enabling organisation

By 2025 we want:

Performance 2021/2022

Priority: Ensure that there is transparency in all aspects of council decision making

The council to be seen as being a fair open and transparent organisation and able to demonstrate it.

Key actions:

- Implement a new committee system
- Demonstrate commitment to open data

- Committee system implemented and first annual review undertaken.
- Corporate Policy Committee received an update in relation to open data in April 22. The Insight Cheshire East website continues to be developed in line with the programme.
- In 2021/22 97% of Freedom of Information Act requests were completed within the statutory timescales. This performance exceeds the Information Commissioners expectations of 90% compliance.
- 287 media releases were issued during 2021/22.

To increase local democracy.

Key actions:

- Working with town and parish councils
- Virtual meetings

- Discussion held with Cheshire Association of Local Councils about a regular programme of engagement with Town and Parish Councils.
- Regular communications are shared with Town and Parish Councils.
- Community Governance Review recommendations were approved by full Council in April 2022.
- An officer working group has been established in relation to Consultation and Engagement and will report findings to Corporate Policy Committee.
- 169 formal virtual meetings were held (during the period April 2020-May 2021 when permitted)

<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Enhanced emergency preparedness in communities 	<ul style="list-style-type: none"> The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support. 14 volunteer coordination points are mobilised across the borough that can support communities to respond to an emergency or emerging issues.
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Consultation on key plans and strategies 	<ul style="list-style-type: none"> Consultation has taken place on a wide range of key plans and strategies. Customer Experience strategy approved in March 2021 and is being implemented. In April 2022 the Council consulted residents on a new customer service charter. A cross organisational Consultation and Engagement working group has been established and is planning to implement a new toolkit during 2022/23.
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review where and how technology can assist and enable 	<ul style="list-style-type: none"> In 2021/22 there were 208,555 online transactions received. Over 61,000 enquiries have been handled by the Cheshire East Council Chatbot service. Digital accounts have increased by c10,000 – there were 103,321 online accounts at the end of 2021/22, compared to 93,578 at the end of 2020/21. New Contact Centre technology is being implemented which will further enhance support to customers.
<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Award of silver standard prior to award of gold standard 	<ul style="list-style-type: none"> Member Armed Forces champion role established. Cheshire East Council achieved the MoD Employer Recognition Silver Award in May 2022. During 2021/22, 17 employees identified themselves as having links to the armed forces, 2 of which are active reservists. Work is progressing to support the MoD Employer Recognition Gold Award.

A financially sustainable council which has increased levels of reserves.

Key actions:

- Develop a 4-year MTFS
- Develop a sustainable reserves strategy
- Successful delivery of savings programme

- Financial plans for 2021/22 delivered
- 2021/22 Outturn detailed in Corporate Policy Committee report July 2022.
- Balanced 4-year Medium Term Financial Strategy 2022-2026 approved by Council in February 2022.
- External auditors will assure the Annual Governance Statement and Statement of Accounts. These are produced annually and explain how the Council operates its corporate governance arrangements, makes decisions, manages its resources, and promotes values and high standards of conduct and behaviour.

Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council.

Key actions:

- Complete programme of reviews of ASDVs

- The ANSA review programme has continued during 2021/22.
- A working group was established by the Finance Sub-Committee to review Company business plans. Standardised contract and performance management templates have been developed by the working group and will be adopted by all commissioners and contracts.

A committed and motivated workforce.

Cheshire East Council seen as an employer of choice.

Key actions:

- Undertake staff surveys and act on the results
- Implement Best4Business Unit 4 ERP system

- In November 2021 an updated Workforce Strategy 2021-25 was approved by Corporate Policy Committee.
- The staff turnover rate outturn position for 2021/22 was 9.7%.
- Number of agency staff contracted by Cheshire East Council averaged 225 for the year.
- Regular staff surveys continue to be undertaken.
- In February 2021 a new financial and business IT system (Unit 4 ERP) went live to support more effective financial management and control. In November 2021, the new HR and Payroll system went live, and work is continuing to maximise the benefits of the new system.
- A Pulse Survey on workforce culture was undertaken in April 2022 to provide a baseline for 2022/23. 76% of respondents reported that they enjoyed their job and 76% describe their wellbeing as good (there were a total of 1,679 responses, 47% of employees).

A workforce that can work remotely and flexibly using the latest technology.

Key actions:

- Clear guidance and support to staff and managers.
- Accelerate roll-out of mobile working

- In 2021/22 the Agile working policy was refreshed.
- New digital hybrid meeting technology has been installed in Council offices in Sandbach, Crewe and Macclesfield.
- New practices implemented during the pandemic, for example, golden practices and virtual support calls have continued during 2021/22.
- The online training and development system, Learning Lounge, has been upgraded.
- Culture change remains a key workstream of the Council's transformation programme and is supported by an active network of Brighter Future Champions.

Residents and staff to be aware of the council and the services we provide.

Key actions:

- Review communications plans and style

- During 2021/22 the Council website was redesigned enabling customers to more easily and efficiently use online services and access information.
- A Customer Service Charter has been consulted on to clearly establish the standards that residents can expect from the Council.
- A draft Communications Strategy has been developed and will be implemented during 2022/23.

Resident satisfaction with the council to be in line with similar councils.

Key actions:

- Undertake regular communications with residents
- Develop new Customer Experience strategy

- The Customer Experience workstream of the transformation programme continues to be implemented, including training, toolkits, service redesigns, proactive communications and increased performance monitoring.
- In 2021/22 customer satisfaction with the corporate contact centre rose to 73%.
- In 2021/22 a new performance measure for satisfaction was introduced. Customers score their experience out of 10 in relation to the "effort required to complete their request". During 2021/22 this score dropped from 5.6/10 to 4.12/10 (lower the score, the better the performance).

The council to be regarded as a good partner.

- In 2021/ 22 the Council continued to receive positive feedback on their Covid-19 response, through the Strategic Recovery Co-ordination Group.
- The Council continues to be a key partner in relation to integrated health and social care.
- The Council hosts a regular Cheshire East Leaders Board for key stakeholders.
- A review of key partnerships across the Council is being undertaken during 2022/23, following completion of mapping of partnerships as part of the business planning process.

A council which empowers and cares about people

By 2025 we want:	Performance 2021/22
Priority: Work together with our residents and our partners to support people and communities to be strong and resilient	
<p>All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Embed our vision for children and young people, and working together• Work with residents to understand the continuing impact of Covid	<ul style="list-style-type: none">• Our expectation is that all services should work together with families and residents as this is how we will achieve the best outcomes. We are continuing to embed a culture of co-production.• During 2021/22 the Council divided the former “Peoples” directorate into a Childrens and Families directorate and an Adults, Health and Integration directorate to allow greater focus in each specialism. During 2021/22 each area has established the key areas for transformation and improvement to enable and support residents and communities.
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Develop a strong, local, social impact structure• Develop a locality model of working	<ul style="list-style-type: none">• The Cheshire East Social Action Partnership (CESAP) has established a Voluntary, Community, Faith and Social Enterprise (VCFSE) Leaders Group, to lead on local issues for the sector.• All Age Carers Strategy 2021-2025 was approved by the Adults and Health Committee in March 2022.• An options appraisal for locality working will be brought forward in 2022/23.

By 2025 we want:	Performance 2021/22
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Identify a suitable location within the borough and develop a traveller transit site • Increase collaboration with marginalised groups • Secure social value benefits 	<ul style="list-style-type: none"> • A location for a Traveller transit site has been agreed and planning permission has been granted. • Regular engagement sessions with marginalised groups, such as the Gypsy, Roma and Traveller community, and refugee and asylum seeker communities have taken place during 2021/22, led by the Communities team. • A dedicated officer to support veterans and the armed forces community started in post in 2021/22. This has enabled new links with the armed forces to be created and support groups and hubs. • The Social Value Policy continues to be embedded. • Cheshire East Council has led the development of the Social Value Award (quality mark) across Cheshire and Merseyside.
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • Cheshire East Council agreed to support individuals brought to the UK under the Afghan Relocation and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS). Wrap around support was provided by Cheshire East Council and partner agencies for 263 individuals from 12th August 2021 to 22nd December 2021. 5 families were resettled into permanent accommodation in Cheshire East. • During 2021/22, Cheshire East Council have also supported Ukrainian refugees under the Homes for Ukraine scheme. This support includes safety and safeguarding checks on properties and sponsor households, managing payments and supporting school and early year placements. • The co-produced “Live Well for Longer” plan has been agreed, which includes addressing loneliness and isolation.

By 2025 we want:	Performance 2021/22
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Priority: Reduce health inequalities across the borough	
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Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.

Key actions:

- Implement the Cheshire East Partnership Five Year Plan
- Promote regular screening and take up of preventative health opportunities
- Improve the mental health of all people working and living in Cheshire East
- To continue to support a zero-suicide approach

- During 2021/22 Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. Cheshire East has continued to develop a Place Partnership Board to allow for local decision making over health-related functions.
- Cheshire and Merseyside have been awarded the Suicide-Safer Community status by Living Works.
- A network of food poverty providers has been developed and aims to support the sustainability and coordination of activity. During 2022/23, the network will also consider the impact of the cost-of-living crisis on residents.
- A mobile health and wellbeing vehicle has been developed and has been piloted for use. The vehicle will support residents by offering blood pressure checks, weight management advice and general health and wellbeing advice and support.

By 2025 we want:	Performance 2021/22
<p>Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation</p>	
<p>Children receive the right support, by the right people, at the right time, so they are effectively protected from harm, and are supported to stay within their families and communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Continued investment in Early Help and Prevention services Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> Childrens services are continuing to focus on achieving excellence in social work practice and embedding Signs of Safety. A training programme has been implemented during 2021/22 for social work practitioners and managers. Audits are demonstrating that the quality of practice is improving. A new Neglect Strategy was launched in July 2021, which was co-produced with children, young people and partners.
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Prevent harm and reduce the risk of abuse and 	<ul style="list-style-type: none"> During 2021/22, work has continued to raise awareness about abuse, neglect and exploitation. A Multi Agency Complex Safeguarding Forum has been established to discuss cases of exploitation and risk management. The Chanel Panel meets monthly to support and divert vulnerable children and adults from being drawn into terrorism or being groomed into radicalisation. My CWA (previously My Cheshire Without Abuse), our commissioned domestic abuse service, are working in partnership with strategic housing and existing forums to enhance housing provision in Cheshire East for domestic abuse victims.

By 2025 we want:	Performance 2021/22
<p>neglect to adults with care and support needs</p> <ul style="list-style-type: none"> • Safeguard adults at risk • To address causes of abuse, neglect or exploitation • To ensure that officers are adhering to legislation and promoting best practice 	
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to cared for children and young people, and those who are cared experienced, that we will:</p> <ul style="list-style-type: none"> • Be a good corporate parent • Improve education, training and employment outcomes • Work to achieve permanence and keep children safe • Improve health and wellbeing outcomes • Prepare young people for adulthood 	<ul style="list-style-type: none"> • During 2021/22, cared for children and care leavers have been consulted on what is important to them, and their responses have informed the development of a refreshed Corporate Parenting Strategy • In September 2021, the Council created a new post to coordinate employment support for Care Leavers. Our local offer for care leavers includes support to apply for apprenticeships, training and funding.

By 2025 we want:	Performance 2021/22
<p>Priority: Support all children to have the best start in life</p>	
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Maintain high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families 	<ul style="list-style-type: none"> • The take up of the 2, 3 and 4 year old offer remains consistently high, ensuring that children are receiving support at the earliest opportunity. For the 2 year old offer the percentage take up was 71% during the first time of 2021/22, increasing to 73% for term two. For the 3 and 4 year old the figure was 93% take up for the first term, increasing to 95% for the second term. • Child Health hubs were launched in partnership with the NHS, enabling children to access healthcare within their communities rather than needing to attend hospital. • The model for Family hubs is under development.

By 2025 we want:	Performance 2021/22
<p>Priority: Increase opportunities for children, young adults and adults with additional needs</p>	
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from Ofsted inspections have been addressed and improvements are embedded in practice. • Focus on further improving communication across the SEND partnership • Review the pathways for transition to adulthood 	<ul style="list-style-type: none"> • The SEND revisit took place in May 2021, conducted by Ofsted and the Care Quality Commission. This visit found that sufficient progress had been made in addressing the two areas of significant weakness identified in the previous inspection in 2018. Inspectors found that the timeliness, process and quality of Education, Health and Care Plans had been "transformed". • In December 2021 the Cheshire East SEND toolkit was reviewed and updated. This will be reviewed and updated annually.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> Expand the local provision of SEND places to enable more children to attend a school 	
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults Promote citizen engagement and participation 	<ul style="list-style-type: none"> During 2021/22 6 supported living schemes became operational providing 55 units of accommodation. These consist of 30 units for people with mental health issues and 25 for people with a learning disability. One scheme is exclusively for young people with a learning disability transitioning to adulthood. These schemes are supporting achievement of our aim to support people to live independently within their local communities. The Council's Journey First project has increased employment support for people with complex needs. 10 new Work Placement Officers were embedded into frontline teams in 2021. The Cheshire East Council led Welfare to Work partnership continues to coordinate employment support to vulnerable groups, including joint working on employer engagement, transition support, the promotion and roll out of Kick Start and the creation of a directory of all available services. The new approach to Consultation and Engagement, which commenced at the end of 2021/22, aims to coordinate all engagement and participation activity, which will offer greater insight and intelligence to develop and improve services.

By 2025 we want:	Performance 2021/22
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Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential

All children enjoy the best education which prepares them to thrive in adulthood.

Key actions:

- Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population.
- Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities.
- Provide support and challenge where children are not attending school or receiving an appropriate education.
- Support children to catch up on the learning they lost during Covid

- The pandemic has impacted on educational attainment, which is contributing to increased attainment gaps between some pupils. Curriculum recovery work continues to be delivered.
- Attendance at Cheshire east schools has been good and higher than national levels. A range of support is in place to ensure that all children and young people receive an appropriate education. Education Family Support workers continue to offer transition support plans for vulnerable children to transition back to education following prolonged periods out.
- Our priority is to ensure that all children have a high quality, enjoyable education that enables them to achieve their full potential. During 2021/22. 91% of primary schools have been rated good or outstanding, 79% of secondary schools and 88% of special schools.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> Support children and young people's mental health and wellbeing to resolve problems as early as possible 	
<p>Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services</p>	
<p>Vulnerable and older people live safely and maintain independence within community settings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Work with partners to develop appropriate accommodation and extra care housing models 	<ul style="list-style-type: none"> Extra Care housing supports people aged 55 and over who may require 24 hour support to live independently in their own home. Schemes consist of individual apartments, most provide communal facilities and regular social activities There are currently 5 extra care schemes in Cheshire East run by Housing associations, and other schemes that are managed privately. Work is continuing to ensure that there is appropriate accommodation models to meet demand.
<p>People are cared for and valued by a professional and caring workforce.</p> <p>Care4ce to become an exemplar high quality trading company.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Develop a quality trading company 	<ul style="list-style-type: none"> Care4CE, along with many Health and Social Care providers, continues to experience challenges with the recruitment and retention of frontline care staff. Care4CE continues to promote adult social care careers and a project has commenced to explore further recruitment and retention options. Community reablement support completed with no ongoing package of care, continues to demonstrate the success of early support in preventing the need for long term care and support.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<ul style="list-style-type: none"> • The ongoing impact of recovery from the pandemic and workforce capacity issues have impacted on the Home First approach and the ability to support more people to get home from hospital. • Adult social care locality teams are linked with Primary Care networks. Teams work well virtually, and multi-disciplinary team meetings take place regularly, where learning is shared. • In September 2021, Cheshire East Councils adults and health committee agreed to implement standardised charging for assistive technology. The charging policy ensures that all service users are treated in a consistent way, with a £5 per week charge. Anyone who cannot afford this has the opportunity to request a financial assessment. • A new All Age Carers Strategy 2021-2025 was agreed in March 2022. • A service model for the retendering of the All-Age Carers Hub was approved in March 2022. At the end of 2021/22, 5,061 carers were registered with the Cheshire East Hub.

By 2025 we want:	Performance 2021/22
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • The Adults Safeguarding Board continues to develop. • Adults, health and integration continue to seek to ensure that adults receive quality assessments of need, support planning and good quality services to keep them as safe as they want to be. People are involved with all aspects of their assessment and care planning. • The number of new safeguarding concerns received by Adults, Health and Integration has remained fairly consistent during 2021/22 (1,330 in Q1, 1,310 in Q2 and 1,211 in Q3). This data relates to the numbers of events and not the numbers of individuals. Increased awareness of safeguarding is resulting in more concerns being raised, which is positive as it ensures that more individuals are appropriately supported.

A thriving and sustainable place

By 2025 we want:	Performance 2021/22
Priority: A great place for people to live, work and visit	
<p>Enable access to well designed, affordable and safe homes for all our residents.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Deliver housing to meet the needs of all residents including vulnerable and older people in the borough• Review and evaluate the need for a private rented sector licensing scheme• Ensure affordable homes are “tenure blind” and focussed on quality	<ul style="list-style-type: none">• A revised Housing Enforcement Policy was approved by the Economy and Growth Committee in October 2021• A revised Homelessness and Rough Sleeping Strategy was adopted by the Economy and Growth Committee in September 2021• During 2021/22 a revised structure has been implemented to enhance capacity in the Housing standards and Adaptations service.

By 2025 we want:	Performance 2021/22
<p>A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve and adapt our libraries to meet any changing needs which offer value for money <ul style="list-style-type: none"> • Update and refresh the Library Strategy 	<ul style="list-style-type: none"> • There have been 684,574 visitors to Cheshire East libraries during 2021/22 • Library visitors have not yet returned to pre pandemic levels. However, library staff are reporting increased numbers of people in crisis requiring low levels of support attending libraries. • In 2021/22 1,528,857 books were borrowed- 782,115 by adults and 735, 395 by children • 91,506 e-books, 59,877 e-audio titles and 44,645 e-magazines were downloaded
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve our leisure centres • Provide walking and cycling recreational routes and outdoor recreational space 	<ul style="list-style-type: none"> • There have been 2,082,213 visitors to leisure centres during 2021/22 • Everybody Sport and Recreation (soon to be renamed Everybody Health and Leisure) are reporting an encouraging position in terms of recovery of memberships. • Learn to Swim participation is currently at 8,884, which has exceeded pre pandemic levels • Nantwich swimming pool has been refurbished and renamed Nantwich Leisure Centre • Work has commenced on the refurbishment and new pool at Congleton Leisure Centre, which is due for completion during 2022/23.

By 2025 we want:	Performance 2021/22
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Establish baseline and review current strategy and policies 	<ul style="list-style-type: none"> Empty homes activity was incorporated into new Assistant Housing Standards Role to increase resources during 2021/22. A strategic approach will be developed during 2022/23.
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> To keep the Local Plan Strategy under review Provide an effective Planning Service with capacity to efficiently determine planning applications Robust and effective planning enforcement Implementation and maintenance of additional supplementary policy documents Effective and competitive Building Control Service Continued application of CEC Design Guide principles and focus on Place 	<ul style="list-style-type: none"> The revised Publication Draft Site Allocations and Development Policies Document (SADPD), part 2 of the Local Plan, was approved for submission for examination at full council on 19 April 2021. The Minerals and Waste Development Plan document, part 3 of the Local Plan, has been produced in draft. The Planning Service has faced significant challenges over 2021/22. There is a reduction in the % of applications determined within the agreed time. A deep dive review into planning commenced during 2021/22 and continues to develop solutions to address the challenges of the service. <ul style="list-style-type: none"> Successful in securing £4,853,676 of funding to improve the energy efficiency of homes. Provided home adaptations for 362 people with disabilities to support their independence Prevented 717 residents from becoming homeless and relieved the homelessness of 400 residents (1,117). Seconded 3 officers into specialist roles to assist other service areas including Children’s services and Domestic Abuse. Supported the development of 597 new affordable homes through our Registered Housing Providers. Established our own Housing Development Framework to enable us to contribute towards the development of new homes. Worked in partnership with our Registered Housing Provider to secure accommodation to enable us to offer a home to 5 Afghan families. Reviewed the Cheshire East Allocations Policy to incorporate the new requirements under the Domestic Abuse Act Developed and published the new Homelessness and Rough Sleeping Strategy

By 2025 we want:	Performance 2021/22
<p>To make best use of our surplus buildings and assets to support the borough and our partners.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review the community asset transfer policy 	<ul style="list-style-type: none"> A new Asset Transfer Policy was agreed at the Economy and Growth Committee in July 2021. The Estates Service has given land and property acquisition support to several major schemes that are progressing in the borough.
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Deliver Cultural Strategy and Place Marketing Action Plan Deliver Tatton Park business plan 	<ul style="list-style-type: none"> The Cheshire East Visitor economy is starting to recover from the pandemic. The Tatton Park business plan is being delivered. Tatton Park also successfully received its 9th consecutive “Sandford Award” for excellence in heritage education in 2021. Capital projects that support cultural development are being progressed including Lyceum Square in Crewe and commissions in Macclesfield. Tatton Park and Brereton Heath Local Nature Reserve retained their coveted Green Flags and Tatton Park also retained its Green Heritage Site award. This added to Tatton’s other awards which included the Marketing Cheshire Tourism award for its ‘Percy the park keeper’ visitor trails marketing campaign and its 9th consecutive ‘Sandford Award’ for excellence in heritage education. The Cultural Economy Team Commissioned a mural of one of Macclesfield’s finest musicians now has pride of place in the town centre, which was completed in March 2022. The mural of Ian Curtis, the iconic frontman of Joy Division, is a fully funded Cheshire East Council project and has been painted by well-known street artist ‘Akse’. It adorns a building on Mill Street, just across from the bus station. As well as attracting a lot of attention in the town itself, it generated TV coverage and a huge amount of positive social media for Macclesfield and Cheshire East

By 2025 we want:

Performance 2021/22

Priority: Welcoming, safe and clean neighbourhoods

Crime and anti-social activity and anti-social behaviour to be reduced.

Key actions:

- Use our full range of education, engagement and enforcement tools to protect our communities.
- Take formal enforcement action as appropriate
- Clear and integrated enforcement approach with relevant fit for purpose policies
- Investment in technology to enhance CCTV delivery

- New enforcement policies for Community Enforcement, Anti-Social behaviour and body worn cameras were approved by the Environment and Communities committee in July 2021
- The Community Enforcement team has seen an increase in reports of fly tipping over 2021/22, with 4,428 reports cleared during the year
- The Cleaner Crewe project, a pilot scheme to make the streets and alleyways in central Crewe cleaner and tidier, has seen several alleyways being cleaned and further enhanced with plants and artwork. Engagement with local residents combined with enforcement when necessary has led to a 49% reduction in fly-tipping.

By 2025 we want:

Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.

Key actions:

- Work with the police and partners to share intelligence and problem solve local issues
- Refresh the Safer Cheshire East Partnership Plan for 2020-23
- Raise awareness around safeguarding

Raise awareness around safeguarding and community safety issues

Performance 2021/22

- The Safer Cheshire East Partnership has a dedicated subgroup focussed on cyber-crime working in partnership with Trading Standards.
- Support for victims of “scams” is in place via Age UK.
- The SWAN campaign has been launched to raise awareness about the safety of women at night.

By 2025 we want:

To protect residents and improve our environment.

Key actions:

- Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality
- Air Quality Management Areas have an action plan outlining planned measures to improve quality
- A regulatory service that balances advice and education
- Provide a robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles
- Proactive inspection and surveillance programmes

Performance 2021/22

- The Cleaner Crewe pilot has been successful, with alleyways cleaned and enhanced with plants, artwork and new signs. It has achieved a 49% reduction in fly tipping. The Town Council agreed to fund an extra Community Enforcement Officer due to the outcomes of the Cleaner Crewe pilot.
- Projects within the Air Quality Action Plan are ongoing.
- Proactive inspection work across Regulatory Services is ongoing focussing on high-risk activities and in line with national requirements.

By 2025 we want:	Performance 2021/22
<p>Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review and improve our play areas and parks • Work with partners to provide a more welcoming environment • Secure funding for additional recreation provision along with improvements to the current provision • Increase the number of rewilded areas within our parks and open spaces 	<ul style="list-style-type: none"> • There are approximately 100 volunteers supporting litter picking across the borough. During 2021/22 52 events were attended by community litter picker volunteers • Recycling bins are now provided in key parks across the borough alongside existing litter provision. • Several Park improvement projects were completed during the year including: <ul style="list-style-type: none"> • Rotherhead Drive, Macclesfield - Work completed on a full replacement of the play area and new connecting footpath to make the equipment more accessible. • South Park, Macclesfield - the installation of new wheelchair accessible equipment at South Park funded by Macclesfield Town Council. • Lansdowne Road, Crewe - Crewe Town Council have provided funding to upgrade play equipment. • Queens Park, Crewe – works completed to update and refresh the play area following a grant awarded by the FCC Communities Foundation.
Priority: To reduce our impact on our environment	
<p>To have minimised overall waste generated in the borough and maximised our levels of recycling.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Introduction of the Municipal Waste Strategy • To review and consult on the household waste recycling provision 	<ul style="list-style-type: none"> • In terms of residual household waste collected per household, the outturn figure for 2021/22 was an estimated 477 kilogrammes. • The percentage of all waste collected sent for recycling and reuse was 57.2% (estimated figure). • The pandemic has impacted on waste collection in terms of crew shortages and increased tonnages. Ansa is striving to return to normal levels of services to lessen instances of missed bins and rounds not completed. • Our recycling levels remain high, and Cheshire East remains the top unitary authority in the North West and in the top 10 nationally

By 2025 we want:	Performance 2021/22
<p>To improve bio diversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Increased rewilding • Embed biodiversity, including off-setting, across Cheshire East Council estate • Deliver the tree planting programme 	<ul style="list-style-type: none"> • A Planting scheme has been implemented during 2021/22 across parks, open spaces and countryside sites. • The Council are working in partnership with Cheshire Wildlife Trust and Mersey Forest to improve tree planting and biodiversity on other land. • Work has progressed to restore peatland at Pastures Wood in Rodeheath. • The Council has continued its tree planting as part of its commitment to be carbon neutral by 2025 with 22 hectares of trees now planted since 2019. This includes the seven-hectare tree planting site (equivalent to around 10 football pitches) at Leighton Grange, Crewe delivered in partnership with the Mersey Forest a charity that uses nature-based therapy to help veterans struggling with their mental health into work, helped to plant the large site over five days in March 2022. Planning permission has also been secured to install a large-scale solar farm on the same site.
Priority: A transport network that is safe and promotes active travel	
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Delivery of major infrastructure programmes 	<ul style="list-style-type: none"> • The Council continues to work with Network Rail and Government to seek necessary investments in Crewe and Macclesfield stations. • During 2021/22 the Council expressed an interest in Crewe to be the national headquarters of Great British Railways. The GBR Transition team are in the process of assessing the Expressions of Interest to form the shortlist, which is expected to be announced in Summer 2022. • Work is continuing on the £53 million Poynton Relief Road. In March 2022 a major milestone in the scheme was achieved, with the final five bridge beams being lifted into place for the new Chester Road bridge. The road is due to open to traffic at the end of 2022.

By 2025 we want:	Performance 2021/22
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	<ul style="list-style-type: none"> • The Highways Service is implementing a customer satisfaction improvement plan, which was developed in conjunction with the Customer Experience workstream of the transformation programme. • The “Fix My Street” app went live during 2021/22, which should enhance the quality of customer service and improved tracking of reports of defects. • Work to stabilise 750 metres of carriageway on the A51 Nantwich Road was completed after a 16-week closure. • Poynton Relief Road – Good progress has been maintained on the 3.5km project. • The final beams have been lifted into place for the Chester Road Bridge, work has been completed on the Bonis Hall Lane junction improvements and is now underway on the Adlington Crossroads improvements. Work remains on track for a road opening later in 2022. • North West Crewe Highway Package – Work continued throughout the year ready for a site start in May 2022. The main works consist of a 2.6km new single carriageway and 7 new roundabouts with existing junction improvements on A530 Middlewich Road and Minshull New Road.
<p>Investment in electric vehicle infrastructure in our key service centres</p>	<ul style="list-style-type: none"> • Four car parks have public electric vehicle charging points (Princess Street, Congleton, South Drive, Wilmslow, Love Lane, Nantwich and Civic Centre/ Library, Crewe) • There are also charging points at Macclesfield Town Hall, Westfields, Sandbach and Delamere House, Crewe for council staff and vehicle use.
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete Local Transport Plan parking reviews 	<ul style="list-style-type: none"> • Local Transport Delivery Plans were produced in February 2022. • Parking Services has introduced a new pay-by-phone service across the Council’s car parks. The new provider – Pay by Phone – offers an easy-to-use App alongside better value-for-money for both the driver and the Council.

By 2025 we want:	Performance 2021/22
<p>To promote uptake of cycling in our local service centres.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Installation of cycle storage facilities in Cheshire East car parks • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes 	<ul style="list-style-type: none"> • Cycling infrastructure schemes are being implemented in accordance with the Council’s adopted Local Cycling and Walking Improvement Plans. • A new and improved walking and cycle route between Alderley Park and Wilmslow railway station was completed within twelve weeks. This work has improved access to the town centre, railway station, employment and education sites for pedestrians and cyclists, whilst also boosting opportunities for greener and more active travel across the borough and supporting Cheshire East Council’s goal of becoming carbon neutral by 2025.
<p>To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.</p> <ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites 	<ul style="list-style-type: none"> • The Cheshire East Bus Improvement Plan was published on 31 October 2021. • The Department for Transport unfortunately announced that Cheshire East would not receive Bus Service Improvement Plan funding and therefore the Enhanced Partnership Scheme document was scaled back to represent what could be achieved without additional government funding. • Consultation on the scheme document and additional schemes is live from 13 June 2022 until 11 July 2022.
<p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Develop quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • The “Go Too” on demand bus service undertook more than 3,500 passenger journeys between October 2021 and March 2022. The two buses operate Monday – Saturday 7am-9pm. The “Go Too” service is a three-year trial, funded via the government’s rural mobility fund.

By 2025 we want:	Performance 2021/22
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	<ul style="list-style-type: none"> • The Cheshire East Bus Improvement Plan and Enhanced Partnership Scheme document have been shared with local bus operators. • The plan sets out how service can be improved with better vehicles, improved tickets and fares, clearer timetable information for users and greater levels of bus priority to improve punctuality. We are currently consulting on plans for a new Partnership Agreement with the industry to deliver these improvements for passengers. • Consultation on the Partnership Agreement is live until 11 July 2022.
<p>More residents to use walking routes.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres 	<ul style="list-style-type: none"> • Walking infrastructure schemes are being implemented in accordance with the Council's adopted Local Cycling and Walking Improvement Plans. • A new and improved walking and cycle route between Alderley Park and Wilmslow railway station was completed within twelve weeks.

By 2025 we want:	Performance 2021/22
Priority: Thriving urban and rural economies with opportunities for all	
<p>Delivery of a strategic regeneration plan for Crewe.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programmes 	<ul style="list-style-type: none"> • The Economic Development Service’s development and regeneration team have successfully obtained Future High Streets Funding (£14.1m) and Town Investment Fund (£22.9 m) to revitalise the town centre. • Full details of the regeneration programme for Crewe are on the Council’s website.
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programme for Macclesfield 	<ul style="list-style-type: none"> • A strategic regeneration framework for Macclesfield was developed in 2019. • In June 2021 a Levelling Up Fund bid was submitted for £14.5 m to redevelop the market hall and other improvements. The bid was unsuccessful under the first round. • The Castle Street regeneration works were delivered on time and on budget in 2021. This was a £1.6 m investment in the public realm.
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns 	<ul style="list-style-type: none"> • Town Vitality Plans have been produced for all nine key service centres.

By 2025 we want:	Performance 2021/22
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Council is represented on the Local Enterprise Partnership Growth Corridors Board, providing oversight of the development of HS2 and associated programmes. • The HS2 Phase 2b Hybrid Bill seeks the powers to construct and operate Phase 2b of HS2 (Crewe to Manchester)- expected to open between 2035 and 2040. It had its Second Reading in the House of Commons on 20 June 2022. In 2021/22, work continued to progress to prepare the petition against this Bill in order to mitigate negative effects on the environment, landscape, ecology and local transport network and to gain compensation for those impacted by the HS2 line between Crewe and Manchester.
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> - Deliver the Rural action plan 	<ul style="list-style-type: none"> • Following a decision by the Economy and Growth committee in September 2021, arrangements are in place to update and refresh the Rural Action Plan for the period 2022-25.

By 2025 we want:	Performance 2021/22
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<ul style="list-style-type: none"> • A progress report in relation to the priority to be carbon neutral by 2025 was presented to the Environment and Communities Committee in January 2022. • The Carbon neutral action plan set a carbon reduction target of 46% and an inseting target of 60% by 2025, from 2019 baseline levels. As of January 2022 the Council has achieved carbon reduction of 5% and delivered 28% of its inseting target. • The January 2022 progress update confirmed that the Council is on track to deliver carbon neutrality by 2025. • The council was also able to draw on the public sector decarbonisation fund to help finance the project to make the build eco-efficient and sustainable, with energy-saving solar panels on the roof and smart control technology throughout the building as part of the council’s drive to be a carbon neutral council by 2025, with the redeveloped facility rated ‘Good’ through the Breeam certification scheme. • As well as developing a sub-regional Natural Capital Plan, the Council has continued its programme of tree planting and peatland restoration as part of its Carbon Action Plan commitments to help be carbon neutral by 2025. Since 2019, 22 hectares of trees have planted and one peatland near Gawsworth restored.