

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 3 2022/23



An open and enabling organisation

By 2025 we want:

Performance 2022/2023 – Quarter 3 Update

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

- During quarter 3, there were 9 service committee meetings and 2 meetings of Full Council;

Name of Committee	Date
Council	19 October 2022
Council	14 December 2022
Adults and Health	21 November 2022
Children's and Families	14 November 2022
Corporate Policy	6 October 2022
Corporate Policy	1 December 2022
Economy and Growth	15 November 2022
Environment and Communities	31 October 2022
Environment and Communities	10 November 2022
Finance Sub Committee	9 November 2022
Highways and Transport	24 November 2022

- 88% of Freedom of Information Act requests were completed within statutory timescales during quarter 3. This is an increase since quarter 2 (86%) but not yet at the level of quarter 1 (93%). The average for the year to date is 89%.

To increase local democracy.

Key actions:

- Working with town and parish councils
- Virtual meetings

- Two engagement networks between Cheshire East Council and Town and Parish Councils have taken now taken place. The first of these 6 weekly network sessions took place in November 2022 and initial feedback has been positive.

- In Quarter 3 (December 2022) a refreshed approach to Consultation and Engagement was reported to Corporate Policy Committee, which consisted of a new council toolkit and a consolidated consultation plan for the remainder of the financial year.

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<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. Cheshire East Council develop flexible plans through a process called Integrated Emergency Management, which enables all responding organisations to deal effectively with a major or serious incident at any time of day or night, 365 days a year.
<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"> In quarter 3 the council received the formal report from the Cheshire East People's Panel in relation to the cost of living. The council's initial response to the People's Panel recommendations will be presented in Quarter 4. In Quarter 3 there was a consultation on the development of the All-Age Mental Health Strategy. This received 452 responses, with 57 people attending face to face engagement sessions. In Quarter 3 a consultation was conducted on the draft Communications Strategy for residents. This followed an initial survey (in May 2022) completed by 1,068 residents. The subsequent consultation received 151 responses. The Economic Development service ran a six-week public consultation from November 2022, sharing draft Town Centre Vitality Plans for the borough's nine Key Service Centres
<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"> Online transactions continue to rise and have increased to 242,733 in quarter 3. Digital transactions have almost tripled since quarter 1 (92,192). Digital accounts have risen steadily this quarter. There are now 122,449 digital accounts. This is an increase of 19,128 since the end of 21/22. The total number of accounts was 103,321 at year end. Digital accounts are rising at a rate of around 2,800 per quarter. The Estates Service operates a helpdesk for land and property matters and through this over 700 enquiries have been handled so far this year. In addition, the Service has developed a case management module, within its property system, to improve the management of its legal property transactions workload and customer service offer. It has onboarded 469 live cases, a number that is set to rise as around 300 corporate projects and highways schemes are logged. Cases will also include regular estates transactions such as rent reviews, break clauses and lease terminations.

<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"> • A new Armed Forces staff network is now operational. The network is supporting progress towards the MoD Gold Standard award.
<p>A financially sustainable council which has increased levels of reserves.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a 4-year MTFS • Develop a sustainable reserves strategy • Successful delivery of savings programme 	<ul style="list-style-type: none"> • During quarter 3 it was reported to the council's Corporate Policy Committee that there was a forecast adverse Net Revenue financial pressure of £11.6m against a revised budget of £328.4m (3.5%). This is driven by rising inflation and increased demand pressures. • Mitigations to the financial challenges were endorsed in quarter 3, which included: <ul style="list-style-type: none"> ▪ Managed restrictions of in-year spending ▪ Reviewing the level of spending on key contracts and reviewing the need for contract renewals ▪ Pricing and grant reviews to ensure that income is being fully recovered ▪ Enhanced vacancy forecasting and management ▪ Re-alignment of, and appropriate use of balances, such as earmarked reserves, General Reserves, and capital receipts ▪ Review and reprofile the Capital Programme to prevent any impact of related inflation on the revenue budget
<p>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.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete programme of reviews of ASDVs 	<ul style="list-style-type: none"> • In quarter 3 the Finance Sub Committee gave approval to re-establish the Shareholder Working Group to review the Business Plans of Ansa Environmental Services and Orbitas Bereavement Services, for the period 2023/24-2026/27, and related performance reports. A report will be provided back to the Finance Sub Committee in quarter 4.

<p>A committed and motivated workforce. Cheshire East Council seen as an employer of choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake staff surveys and act on the results • Implement Best4Business Unit 4 ERP system 	<ul style="list-style-type: none"> • There are continuing workforce communication and engagement channels. These include the regular “Team Voice” digital newsletter, face to face “Coffee and Chat” sessions with the Chief Executive, “conversation with...” sessions between Executive Directors and staff, Managers Share and Support sessions and the Brighter Futures Champions networks. • In quarter 3 a “thank you” video was produced, reflecting on the successes of the council over 2022 and celebrating the achievements of staff. • New apprentice standards continue to be introduced across Cheshire East Council and schools. During quarter 3 there were 43 new apprenticeships. • Best for Business system implemented. A lessons learned scrutiny review was undertaken by both CWAC and CEC and reported to the Shared Services Joint Committee and each Council’s decision-making bodies.
<p>A workforce that can work remotely and flexibly using the latest technology.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Clear guidance and support to staff and managers. • Accelerate roll-out of mobile working 	<ul style="list-style-type: none"> • All staff are encouraged to maximise the use of technology to support hybrid working arrangements. Staff are encouraged to come into the office for team meetings and workplace events. Communications to staff around cost-of-living support have also encouraged staff to work from corporate buildings as much as they require.
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<ul style="list-style-type: none"> • In Quarter 3 the Corporate Policy Committee agreed a new Communication Strategy for residents. The strategy reflected on communications activities during 2022/23, which included the council: <ul style="list-style-type: none"> ○ Publishing 287 media releases ○ Responding to more than 700 media enquiries ○ Included in more than 6,600 media articles and news stories ○ Having 31,000 followers for the corporate Twitter account and 22,000 followers for the corporate Facebook account ○ Having more than 34,000 subscribers to e-newsletters about our services • The Communications Strategy for residents has four overall aims; to build engaged audiences from Cheshire East’s diverse communities, to promote council priorities through a coordinated programme of activity, to be an effective voice which promotes Cheshire East’s priorities, challenges and achievements and to build resilience to respond to new circumstances and emergencies.

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

Key actions:

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

- A Customer Experience Strategy was launched in 2022.
- 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. In Q3 2022/23, this score was 4.3/10. This evidences improvement against the quarter 2 score of 5.1.
- There is a wide range of two-way interactions and communications between individual residents and the council, its officers and members. The consultation on the Communications Strategy for residents evidenced a marked increase in usage of digital channels across all age groups over time. Feedback showed that the key characteristics in determining preferred media channels is age. While older people are increasingly using digital channels, some are less likely to say they prefer digital channels and state a preference for more “traditional media”, such as newspapers, TV and radio.

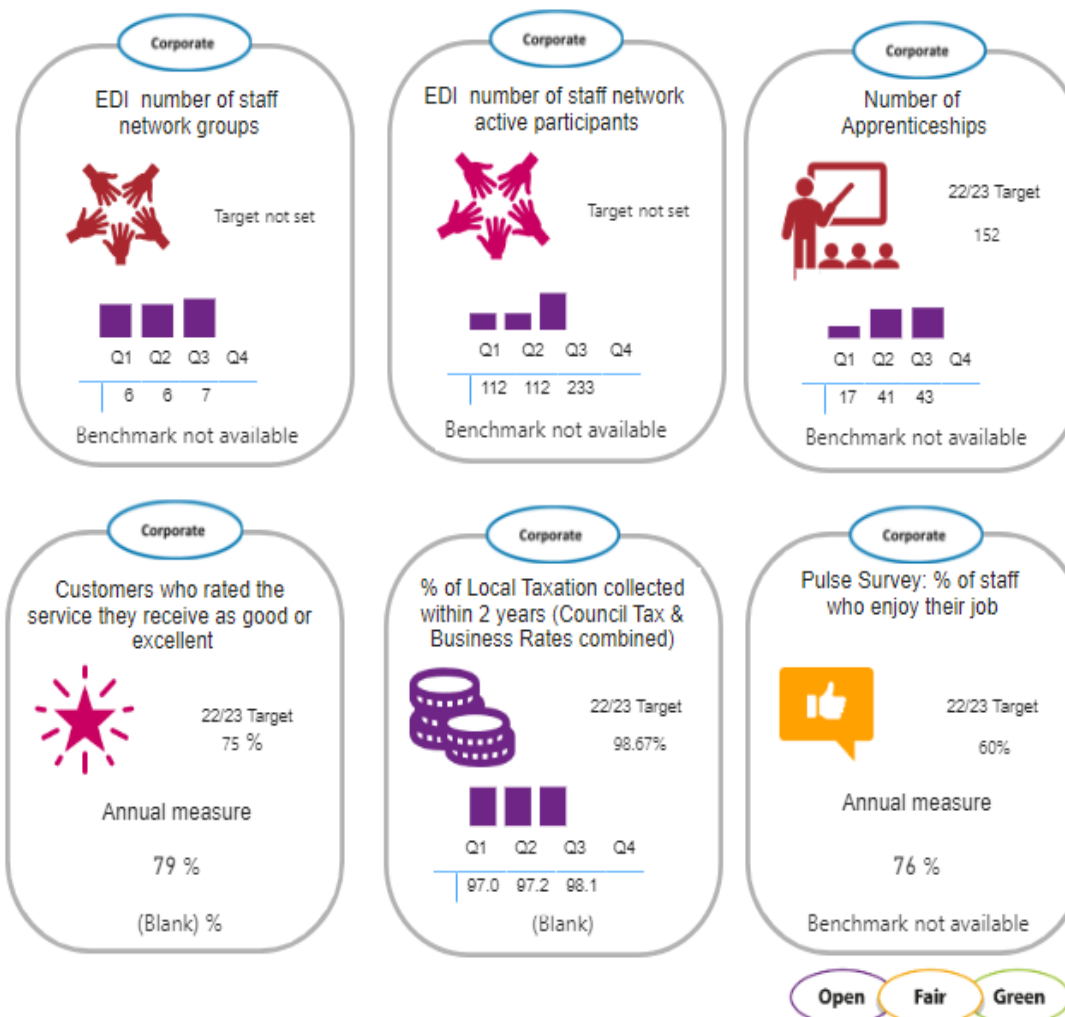
The council to be regarded as a good partner.

- The council is engaged in many strategic partnerships. The list of partnerships is revised annually through the business planning process. This process will commence in quarter 4 to form a up to date baseline of partnerships. Following this process, the level of organisational risk around partnerships will be reviewed.
- Cheshire East Council is a key partner on the Leading Cheshire and Warrington Management Board.
- The Council is an active partner in the regular Cheshire and Warrington Chief Executives meetings.
- Cheshire East Council is part of the Cheshire and Merseyside Integrated Care System. The council is a key partner in the Cheshire East Place Leadership Group and continues to support the development of integrated care locally through the Cheshire East Place Leadership Development workshops.
- Cheshire East Council holds a regular Cheshire East Leaders Board for key local stakeholders, which is chaired by the Leader of the Council.

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Performance measures supporting An open and enabling organisation

- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Look at opportunities to bring more income into the borough
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote and develop the services of the council through regular communication and engagement with all residents



Open

Number of FTE Staff



Directorate	Q1	Q2	Q3
Cheshire East	2,915	2,860	2966
Corporate	598	588	603
Adult's	849	799	894
Children's	818	818	826
Place	650	655	634

Open

Vacancies as % of actual FTE (Nov 22)



Directorate	Q1	Q2	Q3
Cheshire East	7.49	9.11	10
Corporate	7.23	8.50	10
Adult's	7.21	9.74	13
Children's	7.09	9.83	9
Place	8.57	7.90	7

Open

Number of Agency Staff



Directorate	Q1	Q2	Q3
Cheshire East	242	297	323
Corporate	80	94	91
Adult's	122	149	170
Children's	34	47	54
Place	6	7	8

Open

% Staff Turnover



Directorate	Q1	Q2	Q3
Cheshire East	4.9	6.6	4.3
Corporate	4.8	7.1	3.5
Adult's	3.9	6.5	4.1
Children's	6.2	8.8	5.6
Place	4.8	3.7	3.8

Open

% variance between forecast outturn and total net budget



Directorate	Q1	Q2	Q3
Cheshire East	3.5	2.7	2.4
Corporate	2.0	1.1	1.2
Adult's	9.7	7.4	7.3
Children's	4.8	5.4	4.7
Place	3.2	3.0	2.3

Open

% of complaints resolved within timescales Stage 1



Directorate	Q1	Q2	Q3
Cheshire East	82	82	80
Corporate	82	82	86
Adult's	100	80	74
Children's	49	62	58
Place	87	86	84

Open

% of complaints resolved within timescales Stage 2



Directorate	Q1	Q2	Q3
Cheshire East	68	77	68
Corporate	100	60	88
Adult's	100	85	75
Children's	57	57	40
Place	67	81	82

Open

% of Freedom of Information requests completed within timescales

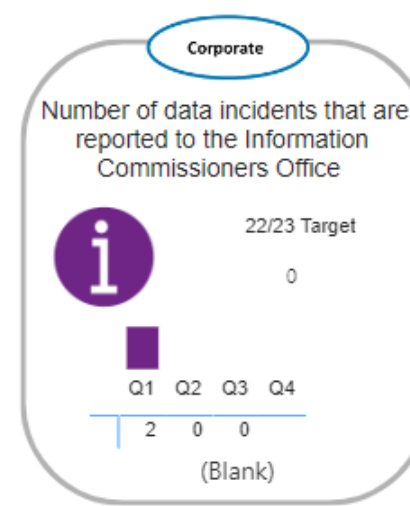
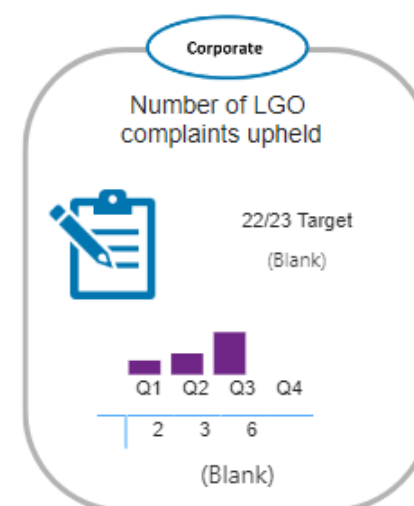
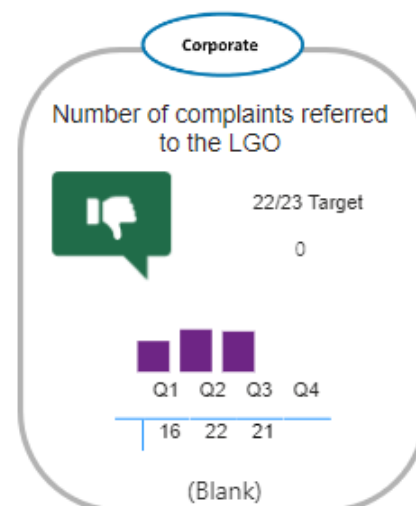
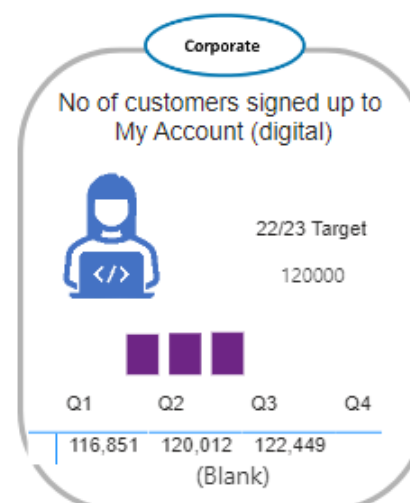
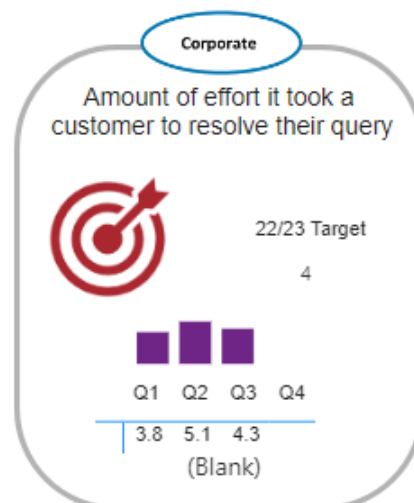
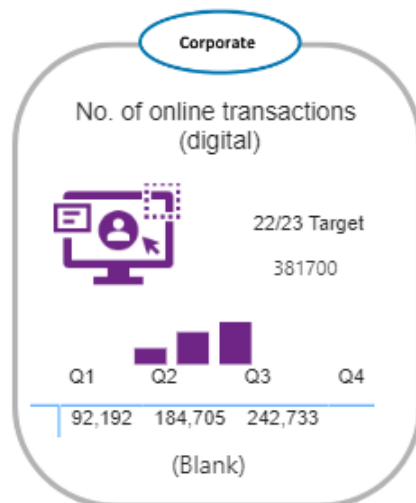


Directorate	Q1	Q2	Q3
Cheshire East	93	86	88
Corporate	95	83	92
Adult's	95	94	89
Children's	95	94	96
Place	92	85	85

Open

Fair

Green



A council which empowers and cares about people

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
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">• Cheshire East Council continue to develop services together with our residents and communities.• A new Digital Inclusion Strategy has been drafted after pre-engagement with residents and community and voluntary sector representatives. A six-week public consultation on the draft strategy has also taken place.• Cheshire East's Emotionally Healthy Children and Young People Service is due for recommissioning in April 2024. In preparation, a 3-month period of engagement has taken place to ensure that the voice of children and young people provide a foundation for service design. The service will be coproduced throughout, with children and young people, parents/carers and other key stakeholders being equal partners in specification development. To date, 36 focus groups have taken place, with 346 participants.• <u>Children's Rights Month was celebrated in November 2022</u>. Young people's organisations in the borough staged several weeks of events during November involving the people who run the services that support them. Young people shared their views and experiences on the important topics for them, which included health and wellbeing, mental health services, sex education, the environment, discrimination and bullying, LGBTQ+, and the cost-of-living crisis.• A research study to understand and address the indirect effects of Covid-19 was undertaken during quarter 3. The research showed that those who still felt clinically vulnerable found re-connecting back into the community difficult and that there was a gap around one to one support. Work is progressing with the voluntary sector to see how we can address this issue.
<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	<ul style="list-style-type: none">• In quarter 3, Cheshire East Council jointly funded 7 projects following the latest round of crowdfunding. The council have contributed £15,627 with an additional £11,901 raised in the community so far. This is the third round of crowdfunding since July 2021. The previous 2 rounds funded 17 projects, where the council contributed £61,692 and the community raised £100,000 of additional monies. Crowdfunding projects supported in quarter 3 include a mental health art exhibit, a wheelchair coach for a miniature railway, support for stroke survivors and a four-day music and arts festival.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<ul style="list-style-type: none"> • Develop a locality model of working 	<ul style="list-style-type: none"> • Around 200 members of staff from the council, NHS and support services came together in two workshops in October 2022 to network and pledge their support to the development of family hubs across Cheshire East. Cheshire East is one of only 12 areas to receive the initial wave of government funding from the Family Hubs Transformation Fund. We have up to £1 million to develop family hubs across the borough by March 2024. Family hubs support children and young people from birth until they reach the age of 19 (or up to 25 for young people with special educational needs and disabilities). They bring council, health and community services together so that families can access the right support at the right time.
<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"> • The multi-agency Gypsy, Roma and Traveller Group continue to meet on a bi monthly basis. The group is working to coproduce an operational framework which aims to improve health and social outcomes for disadvantages communities. • Social value continues to be embedded in commissioned services - an example of this is the Royal Arcade Regeneration project. Bowmer and Kirkland have committed to invest in social value through Healthier, Safer and More Resilient Communities as the focus for this development. This includes supporting six community organisations, Men in Sheds, St Pauls Centre Food Bank, Chance Changing Lives, Railway Cottages Residents Association, MOD Armed Forces Breakfast Club / Afghan Veterans, and the YMCA. • The Council's Annual Social Value Survey has been circulated with our top 100 Providers (in terms of contract value). The survey will be replaced next year with our contract monitoring system but will have provided a baseline. There are now 69 organisations in total who have been successful in achieving the Cheshire and Merseyside Social Value Award, which also includes the council. We are also in the process of signing up to the Social Value Portal which will enable us to provide further Social Value Training for our teams, and therefore enabling us to maximise social value opportunities in Cheshire East. • We have supported 459 individuals brought to the UK under the Afghan Relocation and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS) since 12 August 2021. Five families have been resettled into permanent accommodation in Cheshire East and have gone on to employment and integrate within their new communities.
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p>	<ul style="list-style-type: none"> • We are working to minimise the impact the cost-of-living crisis has on our residents and businesses. Support for residents is available online at www.cheshireeast.gov.uk/costofliving which has had over 5000 views, face to face in over 70 Warm PlaCEs which over 1000 people have attended, through winter wellbeing visits carried out by our Stay Well Squad, and through a dedicated helpline which has been contacted by nearly 400 people.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<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"> • The Homes for Ukraine scheme opened on the 18 March 2021. We have undertaken safeguarding checks on 323 sponsors, carried out 43 six-month mandatory visits and made over 1490 ‘thank you’ payments. A total of 655 Ukrainians have arrived in Cheshire East, all receiving £200 welcome payments. In addition, a total of 199 primary and secondary school places, 26 early years placements and 13 post-secondary school places have been offered. • The Community Development Team continue to support community initiatives. This has included a woodworking project run by Lightwood Green, a Methodist Church based group, that is intergenerational and intended to reduce isolation and improve mental health, which has helped a rural community become more connected and resilient. A Stroke Survivors group was set up in Alsager, which has seen significant improvements with many of their members. • The Test and Trace Team have evolved into the ‘Stay Well Squad’ and are now delivering a social prescribing model of early intervention and prevention. They are providing dedicated support to the NHS and Social Care Winter Plan, Ukrainian refugees, asylum seekers and refugees, local businesses and schools. In addition, they continue to advise the general public through their drop-in sessions at supermarkets and community venues. The Squad are undertaking health checks through their mobile service, helping people to better understand their health risks and signposting them to advice, guidance and services that will help them to improve or maintain their health and wellbeing.
Priority: Reduce health inequalities across the borough	
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Implement the Cheshire East Partnership Five Year Plan 	<ul style="list-style-type: none"> • Consultation on a refreshed Joint Local Health and Wellbeing Strategy and Five-Year Plan took place during quarter 3. A Five-Year Delivery Plan is also being written. High level progress against these plans will be monitored by a Joint Outcomes Framework; the indicators for the first phase of this have been agreed. The Live Well in Crewe report has been completed and endorsed by the Health and Wellbeing Board and now forms a long-term blueprint for reducing inequalities in the town. • A review of the Health and Wellbeing Board has been initiated, facilitated by the Local Government Association, to ensure the Board is fit for purpose in the new world of Integrated Care Systems. • Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. The Cheshire East Health and Care Partnership Board has now met twice in public and are starting joint decisions such as pooled budget arrangements within the Better Care Fund (BCF), and are

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<ul style="list-style-type: none"> • 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 	<p>leading on joint programmes of work such as the Home First Programme, to ensure value for money, improved outcomes and joined up services for local people.</p> <ul style="list-style-type: none"> • Working in partnership with the Integrated Care Board and Cheshire and Wirral Partnership we have released a jointly funded grants programme with a total of £382,860 for physical health and mental wellbeing. These grants will be available for the voluntary, community, faith and social enterprise sector to apply for in January 2023. • Work has been continuing to take place on the launch of a smoking cessation incentive scheme for pregnant women with maternity leads. This will commence in quarter 4, on 1 February 2023. • Work continues to take place on NHS Health Checks and despite pressures on GPs that provide the service, numbers of health checks completed saw a significant increase in Q3 with 5,229 conducted. • The 16 November 2022 saw the launch of an innovative wellbeing programme in Queens Park, Crewe. Working in partnership, Cheshire East Council, NHS, Ansa, Everybody Health and Leisure, and the voluntary sector launched the Green Spaces for Wellbeing programme to support people with long term health conditions and/or mental health needs to engage with nature-based activities. The programme links participants in a 12-week programme with nature-based interventions to improve their wellbeing, including wildlife-friendly gardening, local nature walks, mindfulness activities, food growing, habitat management and wildlife surveying. • Work is underway to develop a new strategy for Mental Health entitled the Cheshire East Place Mental Health Plan. A pre consultation took place in Autumn 2022 and over 500 responses were received, plus face to face meetings and virtual meetings with local stakeholder groups. A draft plan is currently being produced. • The Joint Strategic Needs Assessment is being updated with new sections being worked upon by multi-agency working groups. • The council has contributed to the drafting of the new Cheshire and Merseyside Suicide Prevention Plan which was launched in quarter 3 (November 2022). Training and workshops are being delivered to develop our local plan.

By 2025 we want:

Performance 2022/23 – Quarter 3 Update

Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation

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.

Key actions:

- Continued investment in Early Help and Prevention services
- Work with our partnerships to ensure there is a joined-up approach to safeguarding children

- We have continued to provide financial support to those impacted by the cost-of-living crisis through the Household Support Fund (HSF): a Department for Work and Pensioners funded grant. During 2022/23, over 130,000 individual payments have been provided to over 20,000 people (over 12,000 children and families and over 8,000 pensioners), totalling over £3,900,000 of funding.
- The Holiday Activity and Food programme (HAF), funded by the DfE, has provided holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer and Christmas holidays. During Q3, 943 young people attended holiday activities over the Christmas period, a total of 11,618 hours of support with 3,169 meals provided across 35 locations in Cheshire East.
- As a partnership, we are working together to strengthen our approach in relation to child criminal exploitation, following the joint targeted area inspection which took place over June and July 2022. A DfE Improvement Advisor is supporting our work in this area from January 2023 for up to 12 months. Monthly monitoring is in place to ensure we continue to develop our services in this area.
- The Safeguarding Children's Partnership is holding a learning week in quarter 4 (commencing on 30 January 2023) for frontline practitioners to broaden their skills and knowledge in relation to safeguarding and supporting children and young people.
- Children's services are continuing to focus on achieving excellence in social work practice. Nationally and locally, there are significant challenges recruiting and retaining staff within specific areas of children's services. We have increased starting salaries for social workers in line with neighbouring authorities. Starting salaries for social workers new into post took effect from 1 October 2022. Salaries for existing workers at grade 8 in year 2 of their early professional development have been uplifted from January 2023. Additional capacity has been put into place for social work teams through additional team manager posts and family support worker posts. In addition, the managed social work service is supporting the cared for service for 6 months from week commencing 5 December 2022, which adds an additional team to the service.

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.

- The Safeguarding Adults Board arranged a range of activities and training during national Safeguarding Adults Week in November 2022 to raise awareness and understanding of different safeguarding areas. Cheshire East mirrored the national safeguarding themes, including a focus on exploitation, self-neglect, creating safe cultures, working with faith organisations, and issues facing older people. During the week there were over 200 attendees from a range of organisations.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Key actions:</p> <ul style="list-style-type: none"> • Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs • Safeguard adults at risk • To address causes of abuse, neglect or exploitation • To ensure that officers are adhering to legislation and promoting best practice 	<ul style="list-style-type: none"> • The Safer Cheshire East Partnership facilitated a day of action in Congleton in November 2022. This provided an opportunity to engage with local residents and ask them their views about key community safety issues. • The Safer Cheshire East Partnership continues to work with Cheshire Police and Domestic Abuse Services to promote safer streets at night. Examples include the purchase and use of a safety bus, provision of independent domestic abuse advocates in police stations and the promotion of the Good Sam app to assist victims of domestic abuse who require urgent help. • Cheshire East hosted an annual event in November 2022 for White Ribbon Day, the international day for the elimination of violence against women and girls. The event was led by the experiences of survivors of domestic abuse and hosted by our partners MyCWA and the Rape and Sexual Abuse Support Centre. • During 2022, Cheshire East has established a dedicated Prevent Board. The purpose of the board is to provide strategic oversight of activities focussed on reducing the prevalence of radicalisation and providing tailored support to individuals who may be at risk of radicalisation.
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, 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"> • Young people from the shadow Corporate Parenting Committee attended the Corporate Parenting Committee in November 2022 and spoke about issues that are important to care experienced young people. Their voices were also heard at full Council in October 2022 when the pledges to cared for children and care leavers were unanimously agreed. • Our annual Star Celebration Day, recognising and celebrating the achievements of our cared for children and care leavers, took place in November 2022 and was attended by around 300 children, young people and their carers. • There have been no permanent exclusions of cared for children for the past 4 years. • The number of 16 to 18-year-old young people in care who are not in education, employment or training is low. • More cared for young people than ever are going to university as a result of our aspirational culture and joined up working with the virtual school. • A good emotional wellbeing offer is in place for cared for children and care leavers through Pure Insight, which is supporting over 300 young people. • We have reviewed the local offer together with our care leavers in October 2022, and are using their feedback to enhance our offer.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
Priority: Support all children to have the best start in life	
<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; 79% take up for 2 year old offer and 99% take up for 3 and 4 year old offer.
Priority: Increase opportunities for children, young adults and adults with additional needs	
<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 	<ul style="list-style-type: none"> • A multi-agency SEND training programme has been delivered for all staff involved in producing education, health and care (EHC) plans. A multi-agency moderation group has been established to review the quality of EHC plans to ensure we continue to sustain and make improvements. • We have continued to develop changes in systems and processes to support improved communication with children, young people, parents and carers. The Parent Carer Forum have representatives on all SEND workstream groups which shape strategic developments and are involved in recruitment and appointments of new SEND staff along with young people. • Coproduction/ working together meetings are taking place to ensure children, young people and parents/carers voices are heard through the assessment process.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Ofsted inspections have been addressed and improvements are embedded in practice.</p> <ul style="list-style-type: none"> • Focus on further improving communication across the SEND partnership • Review the pathways for transition to adulthood • Expand the local provision of SEND places to enable more children to attend a school 	<ul style="list-style-type: none"> • Additional resources have been put in place across the SEND service to help meet the increased demand. We have completed stage 1 of the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand, and we have applied for a grant of £1.2m to deliver this change. • 53.6% of children and young people with an EHC plan are accessing education in a mainstream setting, compared to 40.5% nationally, showing that children's needs are being met within mainstream education and that they are being educated within their local communities with their peers. • Springfield Special School were awarded School of the Year at the National School Awards 2022. • We continue to progress with increasing our in-borough SEN provisions particularly for special school places. Projects to open a satellite school at Handforth near Wilmslow and an extension to Springfield school in Crewe are progressing and we have further projects to deliver more places for SEN pupils where specialist resource provisions is deemed appropriate to meet their needs.
<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 	<p>The Day Opportunities Flexible Purchasing System is now live and we are seeing new providers working in the borough delivering new types of day opportunities for adults with a variety of needs. A second bidding round is underway and more new providers will be added to the framework.</p>

By 2025 we want:

Performance 2022/23 – Quarter 3 Update

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
- Support children and young people's mental health and wellbeing to resolve problems as early as possible

- Specialist service teams continue to progress a range of capital schemes to increase school places across planning areas where demand is highest. Many of our secondary schools have or are currently engaged in capital schemes; these include Wilmslow, Holmes Chapel, Tytherington, Eaton Bank and Congleton High Schools. There are some emerging planning areas across the primary sector which will require additional places being made available – these include Haslington, Sandbach and Poynton.

- The analysis of summer 2022 school performance shows overall some strong outcomes for our learners in responding to the challenges of the pandemic. Across the primary and sector key stages, the aggregated performance of Cheshire East schools are above national for the majority of key indicators. The area of greatest focus going forward will be to better support pupils who are disadvantaged and in receipt of pupil premium. Our overall performance for this group of learners is below what we would want and therefore a detailed programme will be drawn up to address a range of themes to improve outcomes for this cohort.

- 135 out of 156 schools are now sharing data on the Department for Education attendance sharing portal. Access to this data is providing intelligence to understand trends and target support and challenge to schools.

- A senior mental health lead forum has been initiated for schools; 79 participants attended the first session with a focus on school staff accessing senior mental health training.

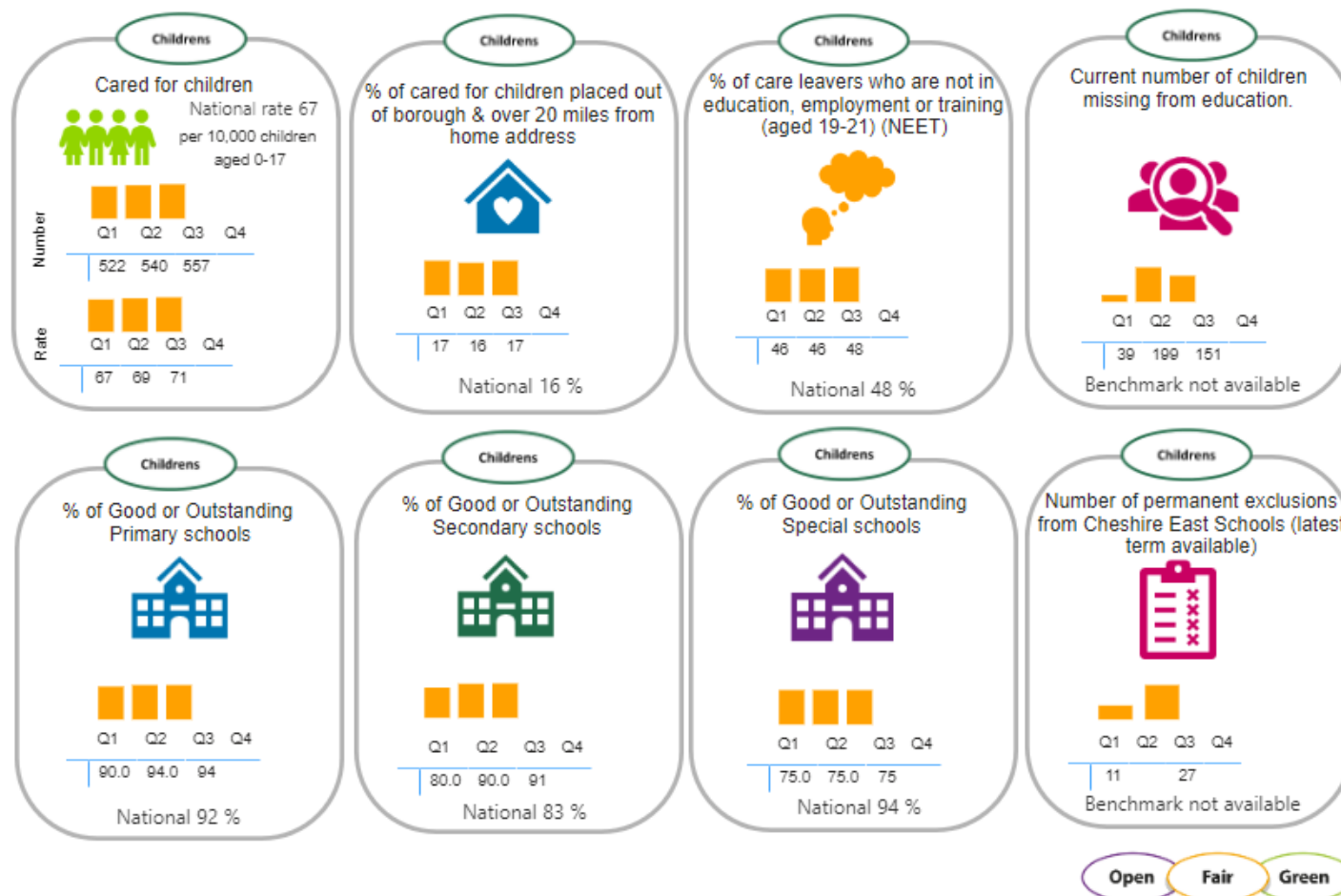
We have supported schools to help integrate our Ukrainian children successfully. A dedicated resettlement family support worker is the home school link for families on the scheme, working closely with an education psychologist to address trauma impacting on the resettled children that are attending Cheshire East schools.

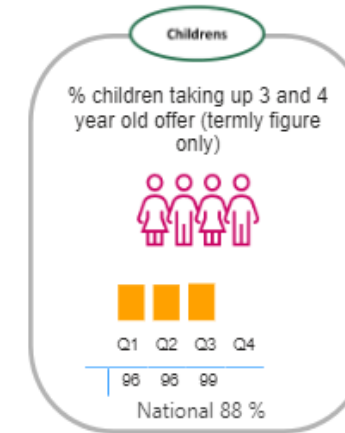
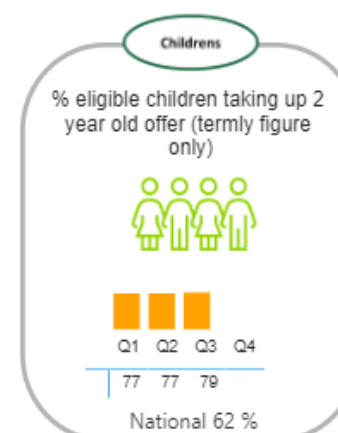
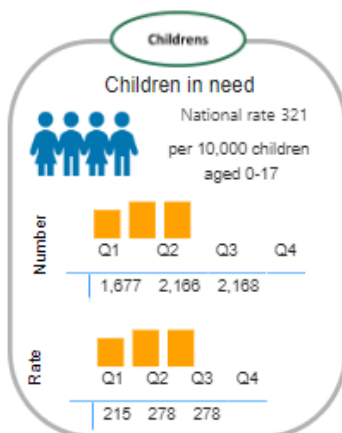
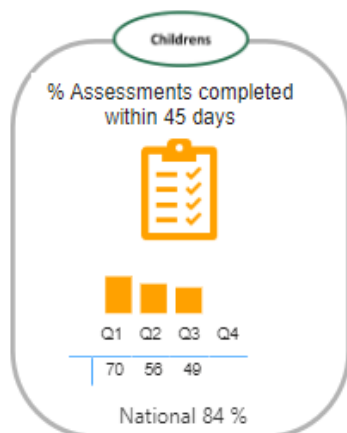
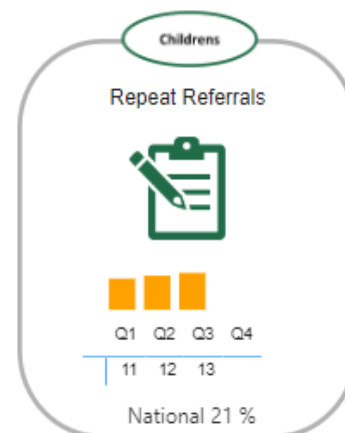
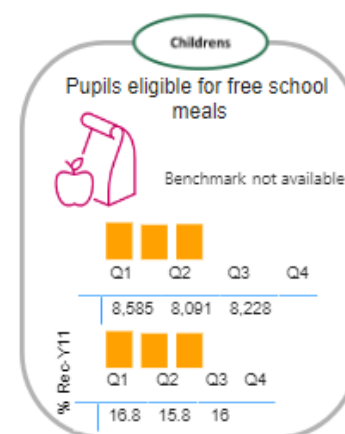
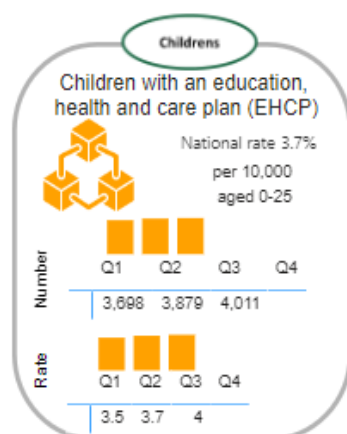
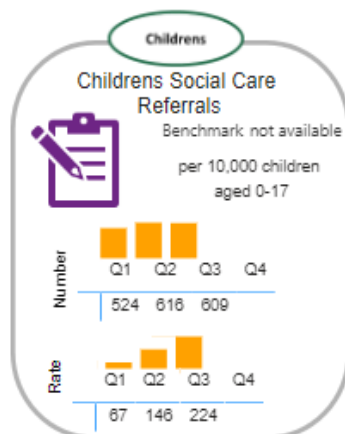
By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services</p> <p>Vulnerable and older people live safely and maintain independence within community 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"> • The service specification for extra care housing has been completed. Documents are now being produced to support this and communicate it. Engagement with the marketplace has commenced. • A review of the existing schemes based on the new service specification is underway and will include ensuring that the use of the flats best serves the objectives for adult services and the outcomes for individuals. • The introduction of 'pathway' flats into the existing schemes is being designed as a pilot project. If successful, this could be rolled out to all schemes. This should assist with discharges from hospitals and avoid the need to use care homes. Pathway flats are designed to accommodate older people who are medically fit to be discharged from hospital but cannot return home because they need some rehabilitation (intermediate care), further assessment or are awaiting care to be sourced or adaptations to support them in their own homes.
<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 • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	<ul style="list-style-type: none"> • Care4CE reablement services continue to work in partnership with other agencies to promote independence and improve outcomes for residents of Cheshire East. Care4CE, along with many health and social care providers nationally, continues to experience challenges with the recruitment and retention of frontline care staff.
<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"> • The Home First programme has brought together a range of professionals and our communities into a single integrated Transfer of Care Hub working closely with residents, families and carers. This includes GPs, nurses, therapist, social care and third sector organisations. The functions of this integrated team are to: <ul style="list-style-type: none"> ○ Prevent unnecessary or avoidable hospital admissions by working across the community and hospitals

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<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"> ○ Facilitate safe discharge from local hospitals in a timely manner to the most appropriate setting to meet people's needs and maintain their independence ○ Design and build a person-centred support package in partnership with the person, their strengths and support circles. ○ Ensure people are supported in the community post-discharge to reduce re-admissions ○ Implement national guidance on discharge requirements • Extensive work has taken place to implement a 'Home First' Discharge to Assess service which provides community wrap around support to people in their own homes post-discharge from hospital and proactively supports people at times of crisis in the community by aligning existing local authority, NHS and community and voluntary services; offering a diverse range of support for people to remain at home. • The all-age carers strategy was consulted on during quarter 3 and will be implemented in quarter 4. <p>The technology enabled care service is continuing to support service users and patients through digital devices / monitoring. Work is currently being undertaken to consider the use of a 'Care Robot' to support the wellbeing of those being discharged from hospital.</p>
<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 North West Association of Directors of Adult Social Services (NW ADASS) Care Act audit tool has been tested in 11 Community Teams. Use of the audit tool has highlighted that strengths-based person-centred practice is well embedded in the assessments and support plans completed in these teams, and has provided insight into the effectiveness of assessment in meeting the needs of those requiring support. Areas of excellent practice have been highlighted by Locality Managers. Consistency of practice is subject to ongoing discussion between Locality and Practice Managers, along with areas for learning and development addressed through individual supervision and through support from Adult Social Care Professional Leads. There is routine dialogue with commissioners to ensure variety in the local offer to residents to meet their assessed needs. • In preparation for CQC Local Authority Assurance the audit tool is being further developed through a group of North West, North East and Yorkshire and Humber local authorities known as the 'ADASS Northern Collaborative'. This further development will incorporate feedback from people who use services. The tool will be rolled out to other teams during 2023. <p>We continue to maintain and review the quality of care and support services through ongoing review, by working closely with Commissioning, Contracts and Quality Assurance teams, and through the timely investigation of complaints and feedback from compliments.</p>

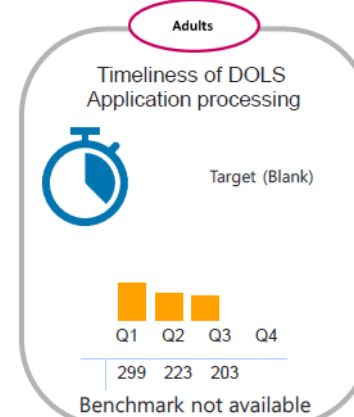
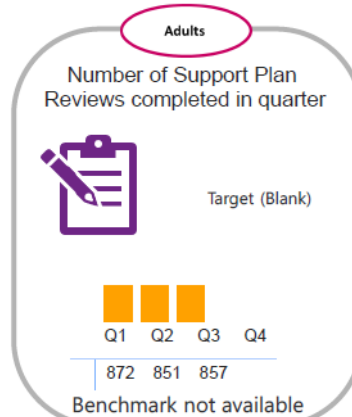
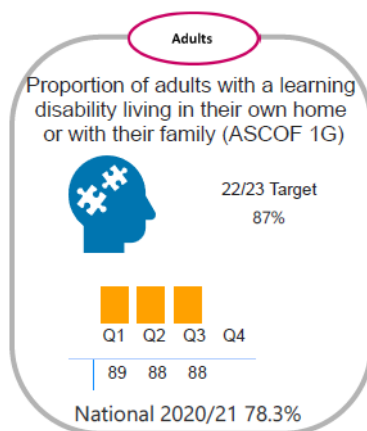
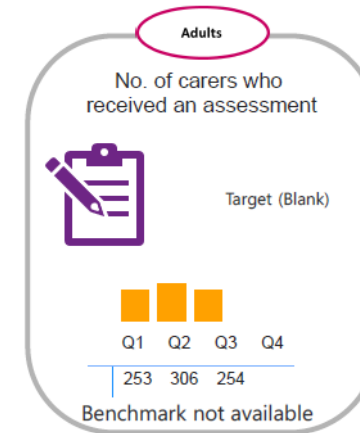
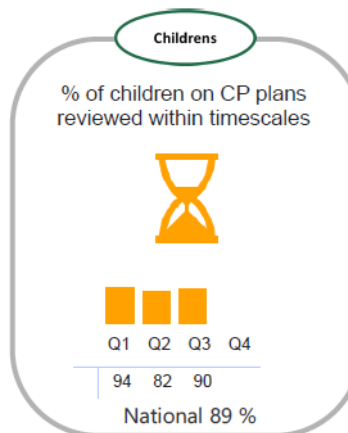
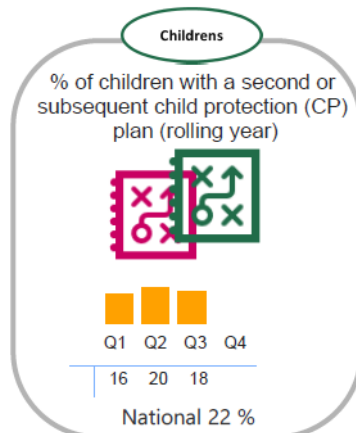
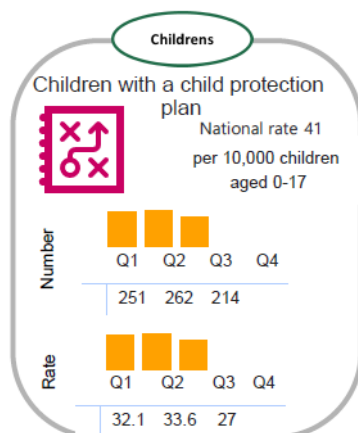
Performance measures supporting A council which empowers and cares about people

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

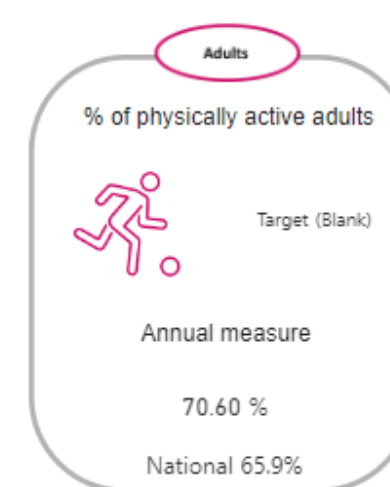
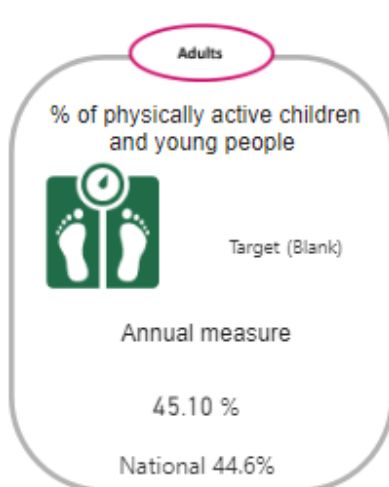
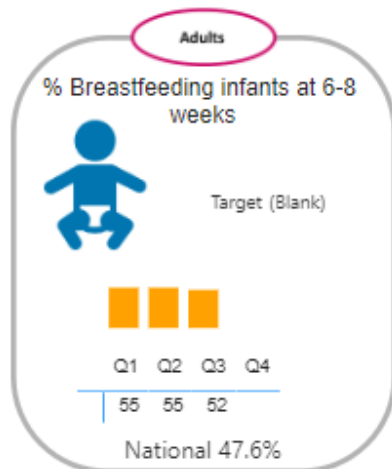
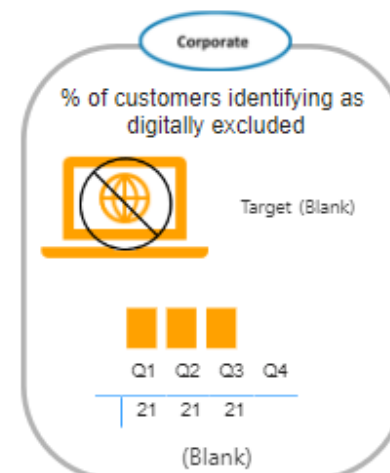
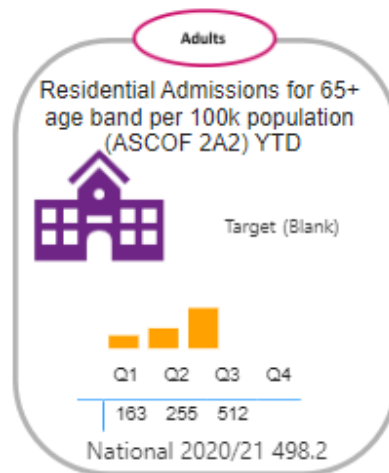
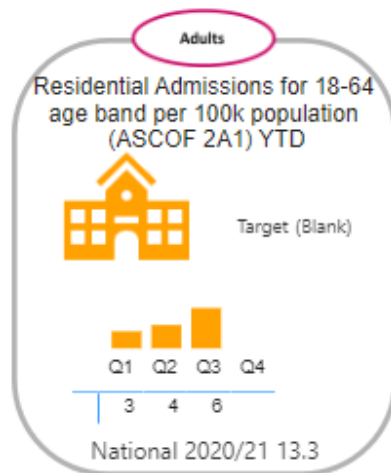




Open Fair Green



Open Fair Green



A thriving and sustainable place

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: A great place for people to live, work and visit

Enable access to well designed, affordable and safe homes for all our residents.

Key actions:

- 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

- A further 46 new affordable homes were completed in quarter 3, which brings the total completions to 320 against an annual target of 355 new affordable homes. We are on track to meet the target.

- We continue to support the Homes for Ukraine Scheme, inspecting properties and advising our guests on their housing options.

We undertook 4 housing advice sessions in libraries in November 2022 which continue into 2023

- Our new Private Landlord Offer Scheme was approved in November 2022 to enable us to support those threatened with or are homeless into the private rented sector.

- We have increased our temporary accommodation by acquiring 4 properties to reduce the use of Bed and Breakfast.

By 2025 we want:

A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money.

Key actions:

- Improve and adapt our libraries to meet any changing needs which offer value for money
 - Update and refresh the Library Strategy

High quality leisure and sports provision across the borough that delivers good value for money.

Key actions:

- Improve our leisure centres

Performance 2022/23 – Quarter 2 update

Description	Annual target	Measure to date (end of Nov)
Number of visitors to libraries	1,000,000	668,323
Number of physical book issues	1,850,384	1,030,664
Number of 'E' downloads (books, Audio books, Magazines)	N/A	159,359
Number of users accessing online subscriptions	187,457	105,431
Number of events held in libraries	7,000	3,569
Number attending library events	100,000	46,793
Number of children participating in Summer Reading Challenge	7,262	5,627
New library members	N/A	12,593

- Children's usage of libraries continues to grow and 5,627 children participated in the summer reading challenge supported by 116 volunteers of which 102 were young volunteers. 5 libraries have recently undergone refurbishment to their children's libraries.
- The library is also helping support refugee families that have arrived in Cheshire East through the Homes for Ukraine scheme, distributing school back packs, These packs contain a tablet with translation apps, games and e-books pre-loaded, SIM card, dual language books and diaries, puppets and games.
- Staff at Disley library were recently awarded a civic commendation for their work in supporting the local community
- All our libraries are part of the Warm Places initiative and have increased their programme of free or low-cost activities to support residents struggling with the cost-of-living crisis

• The 2022 inspections of paths across the Public Rights of Way network undertaken by East Cheshire Ramblers and Peak and Northern Footpaths Society surveyed 59% of paths in the borough, with results for class A and B paths (good/no fault and acceptable/fault but not serious) at 94%.

- There have been more than 1.8 million visitors to the Council's leisure centres in-year so far. The Learn to Swim Scheme has grown to 9,809 swimmers participating in weekly lessons. Leisure centre membership are 19,803.
- The redevelopment of Congleton Leisure Centre, despite some recent issues, is due to re-open in spring 2023.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Provide walking and cycling recreational routes and outdoor recreational space 	
<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"> • A report on a proposed approach to Empty Homes is programmed for Economy and Growth Committee in March 2023. • We continue to identify long term empty homes and work with owners to bring them back into use, continuing to keep the levels of empty homes below 1% of all residential properties in Cheshire East (0.91%)
<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 	<ul style="list-style-type: none"> • Site Allocations and Development Policies Document (SADPD), part 2 of the Local Plan was adopted at full Council on 14 December 2022. Approval has been given to start a review of the Local Plan. • Planning application performance against statutory performance measures is above target for major applications (96%) but below (77%) for minors. This includes extensions of time. A backlog of planning applications remains with staff retention and recruitment difficulties across all aspects of the Planning service including Building Control. • The number of applications on hand and in the backlog has reduced, but the majority of applications are still taking 3-6 months to determine. Further measures are planned to continue to make progress with decision making timescales within the Modernisation Plan. • The Modernisation Plan, incorporating recommendations from the Planning Review, has now been formulated and consolidated into key workstreams. Work is already underway and also completed in a number of areas. Priorities have been identified for short, medium and long term with identified workstream leads. Immediate priorities for this quarter and next include the continued focus on the application

By 2025 we want:

- 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

To make best use of our surplus buildings and assets to support the borough and our partners.

Key actions:

- Review the community asset transfer policy

Performance 2022/23 – Quarter 2 update

backlog, the implementation of the new IT system, improvements to our customer experience and communications and also a review of staffing structures within the service.

- Monthly performance reporting against the Plan will be monitored as to progress. A Transformation Board is to be established -this will oversee progress and receive regular updates regarding implementation of the recommendations of the review.

- In line with its Asset Transfer policy, the Estates Service have instructed legal on 11 transfers; 4 transfers are being considered and evaluated. 3 proposed transfers are no longer proceeding.

By 2025 we want:

Continue to grow the Cheshire East visitor economy.

Key actions:

- Deliver Cultural Strategy and Place Marketing Action Plan
- Deliver Tatton Park business plan

Performance 2022/23 – Quarter 2 update

- Input to the sub-regional Destination Marketing Plan completed and CEC Visitor Economy strategy prepared for consideration by Economy and Growth Committee in Q4. Development of Cultural strategies for Crewe and Macclesfield continues and Cultural Framework in preparation for Economy and Growth Committee in Q4.
- New dynamic pricing in place.
- Education 'Cultural recovery fund' project completed.
- Development of projects a part of a Tatton Vision Phase 2 programme including delivery of Stableyard is ongoing.
- Adding value to visitor experience to improve positive perceptions, increase yield and extend length of stay is ongoing. This project has included the successful reinstatement of the Christmas Mansion experience for the first time since 2019.

Priority: Welcoming, safe and clean neighborhoods

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

- The CCTV service is currently in its implementation phase to migrate the current CCTV infrastructure from analogue hard-wired fibres to an improved digital wireless network to realise better performance, improve security and utilise technological advances. This is a major project over the next six months with our partner Reflex Systems Ltd.
- Trading Standards conducted Operation Juniper, an underage sales operation targeting sellers of alcohol, tobacco, nicotine inhaling products and knives to underage volunteers. Approval under RIPA for directed surveillance activities was obtained and 18 premises were tested over two nights. Five sales were made, including a knife with investigations now ongoing.
- Seizures of non-compliant illegal vape products across the borough, issues with labelling and product safety with investigations ongoing.
- The community Enforcement team continues to make a significant impact in and around the alleyways in Crewe. During this period 149 investigations have taken place, enforcement action has taken place in 8 of the cases via means of Fly tipping fines or formal warnings, 26 x stage 1 section 46 warnings, 16 stage 2 section 46 notices of intent, 7 x £60 fines issued for breach of section 46 notice.

By 2025 we want:

action as appropriate

- Clear and integrated enforcement approach with relevant fit for purpose policies
- Investment in technology to enhance CCTV delivery

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

Performance 2022/23 – Quarter 2 update

- The team have investigated 430 cases, of which 386 were closed. They have issued 27 Fixed Penalty notices covering all areas of environmental crime they are responsible for investigating

- Due to intervention, support, and enforcement activities the Trading Standards team have saved £42,542 in consumer detriment in the main through activities under the 'Banking Protocol' with partners and interventions resulting in refunds to consumers following investigations.

- Operation Hebe is a programme led by Cheshire East Council to highlight the risks posed by rogue traders. Working with Cheshire Police officers and Community Enforcement Officers the operation sought to reassure residents and warn any rogue operators carrying out sub-standard work, or using high-pressure sales techniques, such as cold calling. Partners also investigated potential fly-tipping of commercial waste, while police carried out vehicle and driver checks. Several potential offences were uncovered, ranging from inadequate information on business documents to possible fraud.

- In response to crime and data analysis a Serious and Organised Crime 'Day of Action' with partners including Cheshire Police was undertaken in Congleton. Partner agencies visited 14 streets, totalling 418 properties during house-to-house calls in an identified area for known criminal activity. The visits included the completion of questionnaires with residents around various crimes and community safety. 190 questionnaires were completed, further analysis of the information gathered will result in actions being set and changes to service delivery.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
and community safety issues	
<p>To protect residents and improve our environment.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • During quarter 3 work has commenced to install a new Air Quality Analyser in Disley. The new equipment will have the ability to give more 'real time' information on levels of nitrogen dioxide and particulate matter. Installation will be fully completed in quarter 4. This project has been completed in conjunction with the Local Transport Planning Team. • Objectives within the Air Quality Action Plan continue to be delivered, including a series of highway network improvements and ongoing education campaigns highlighting the impact of vehicle engine idling and domestic fuel burning. • Both the Corporate Enforcement Policy and the Regulatory Services Enforcement Policy were approved by Environment and Communities Committee in November 2022. <p>Following new measures under the Offensive Weapons Act 2019 relating to the sale of corrosive substances (which came into force on 6th April 2022), Trading Standards collated a working database of businesses in the area who stock corrosive products. The changes were communicated to these businesses by email and letter which outlined the specifics of the changes in legislation. Follow up visits to check compliance are being arranged.</p> <p>The Statement of Gambling Principles has been revised and updated and was approved by Full Council in December 2022.</p> <p>The new Hackney Carriage and Private Hire Licensing Policy 2022-2027 took effect from 1 November 2022. The Policy is based upon the Department for Transport 'Statutory Taxi and Private Hire Vehicles Standards' and introduced changes to our existing taxi licensing policies and procedures to implement the recommendations within the Standards.</p> <ul style="list-style-type: none"> • A new Animal Welfare Licensing Policy has been developed and will be shared with Environment and Communities Committee in February 2023. The Policy aims to provide a link to the extensive information and guidance available to animal licensed premises,

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>carriage private hire vehicles</p> <ul style="list-style-type: none"> Proactive inspection and surveillance programmes 	<p>outlines our delivery model and makes clear our stance on specific issues that have arisen since the new legislation was introduced in 2018.</p>
<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"> Tatton Park has conducted an early market engagement exercise and potential suppliers for a new adventure playground. Grant funding of £15,000 has been achieved. The Council though Ansa continues to inspect repair and where investment is available improve our play areas and parks . A major project funded by the Crewe Towns fund to see the refurbishment of the 8 pocket parks within Crewe as key greens spaces amongst densely populated areas of Crewe is ongoing. NHS & Cheshire East Public Health collaborative Green Spaces for Wellbeing Social Prescribing Scheme has gone live with initial group sessions taking place at Queens Park in Crewe & Victoria Park in Macclesfield. Wider parks development continues with 4 projects completed in the north of the borough and external grant funding secured for Nantwich skate park. Wider parks development continues with completion of works to enhance the play offer at Victoria Park in Macclesfield along with a collaboratively funded Town Council initiative to install inclusive play infrastructure at Brookfield Park in Nantwich. Rewilded, wildflower and increase of biodiversity are key parts of our park refurbishment together with areas of wildflowers and longer grass in our larger parks.

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: To reduce our impact on our environment

To have minimised overall waste generated in the borough and maximised our levels of recycling.

Key actions:

- Introduction of the Municipal Waste Strategy
- To review and consult on the household waste recycling provision

- The Council adopted its revised waste strategy in 2020
- Ansa manage a large team of waste prevention volunteers on behalf of the council, focusing on food and green waste reduction and have delivered key events around the borough.
- The authority also runs a schools recycling officer of the year program throughout our primary schools.
- The Council consulted on Household Waste Recycling Centre service provision in 2021 as part of an upcoming new Household Waste Recycling Centre contract, due to commence in April 2023.

To improve biodiversity and natural habitats in the borough.

Key actions:

- Increased rewilding
- Embed biodiversity, including offsetting, across Cheshire East Council estate
- Deliver the tree planting programme

- Rewilded, wildflower and increase of biodiversity are key parts of our park refurbishment together with areas of wildflowers and longer grass in our larger parks.
- The council are continuing to manage the countryside estate to maximise the biodiversity.
- The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work in the 2022/23 planting season as part of delivering 100 ha of planting by 2025.

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: A transport network that is safe and promotes active travel

Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.

Key actions:

- Delivery of major infrastructure programmes

- Poynton Relief Road is under construction and progressing to an opening in March 2023.
- The North West Crewe Highway scheme has been under construction since May and is progressing well.
- The public inquiry into the compulsory purchase orders for the Middlewich Eastern Bypass concluded in November 2022. The Inspector's report is awaited whilst work continues on the Full Business Case prior to submission to the Department for Transport for confirmation of funding.
- Scheme development and land acquisition has continued on the A500 Dualling schemes continue towards a scheduled Full Business Case submission in 2024.

Safer and well-maintained roads.

Key actions:

- Deliver planned investment to maintain the highway network
- Review of appropriate strategies, such as speed management

- £19m Council capital investment over 3 years now being delivered. In year 1 the funding is focused on improvements to the following key assets roads, footways, drainage, bridges & structures, street lighting and road markings.
- The CEC Speed Management Strategy was approved on 22/09/22. The team have been working to progress processes to implement the strategy. Engagement sessions for elected Members will be scheduled for quarter 4.

Investment in electric vehicle infrastructure in our key service centres

- CEC has successfully secured grant funding through the Government's On-street Residential Charging scheme (£151k) to implement 15 EV charging points in 12 towns across the borough. These sites are currently out to tender with works expected to be complete in 2023.

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By 2025 we want:	Performance 2022/23 – Quarter 2 update
<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 Development Plans have been approved by Highways Committee setting out the strategy for local transport, on a town-by-town basis, for all key service centres. This approach includes provision of car parking at local transport hubs. Implementation plans for car parking are being developed for each town to support the Councils Medium Term Financial Strategy, taking account of the resources available to the Council.
<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"> • We are working with partners on the Bollin Way and developing shared routes where possible, including providing advice and support to a proposed multi-modal route. There have been a number of cycle friendly access improvements to countryside access points where they can safely be accommodated and where funding/resources permit. • Development of new cycle routes has been completed for Manchester Road, Tytherington; Manchester Road, Wilmslow and Black Lane, Macclesfield. Funding applications have been made for these schemes and works are expected to commence in Spring 2023. • The Council has secured £151k Capability Funding from Active Travel England to contribute the promotion and development on improvement schemes for cycling and walking in Cheshire East.
<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"> • The Council has completed arrangements for its Enhanced Partnership with local bus operators. This will ensure our Bus Improvement Plan is reviewed and developed jointly with operators to improve the offer to public transport users.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites 	
<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"> • Go-Too, the councils Rural Mobility Fund pilot project continues to operate on the southwestern area of the borough. Passenger trips are continuing to increase steadily, and the operating area has recently been extended to include Dagfields and Bridgemere. A fares promotion is planned for early in quarter 4 (January 2024) to encourage usage. • The Council has completed arrangements for its Enhanced Partnership with local bus operators. This will ensure our Bus Improvement Plan is reviewed and developed jointly with operators to improve the offer to public transport users.
<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 	<ul style="list-style-type: none"> • Bus operators have agreed to work together under the new Enhanced Partnership agreement. The bus industry remains in recovery mode following a loss of patronage during the pandemic, with approximately 20% loss of patronage since 2020. Particular loss of Concessionary Pass-holders is evident as reliance on concessionary travel has decreased by up to 30% relative to pre-pandemic levels. • The Cheshire East Bus Service Improvement Plan did not attract government funding. This plan will therefore be reviewed with industry partners over the next quarter.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	
<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"> • To encourage take up of walking routes and promote nature trails, Tatton Park has introduced free parkland scavenger hunts, winter garden wildlife trails and various promotional offers throughout quarter 3. • We are working with partners on the Bollin Way and developing shared routes where possible, including providing advice and support to a proposed multi-modal route. We continue to promote our countryside sites and trails via all social media platforms

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: Thriving urban and rural economies with opportunities for all

Delivery of a strategic regeneration plan for Crewe.

Key actions:

- Successful delivery of the regeneration programmes

- Phase 1 of Royal Arcade has started on site:
- The bus sheds demolition started in April 2022 and completed at the beginning of quarter 3, in October 2022, providing a cleared site. The new, temporary Bus Station is on track for completion in early quarter 4.
- Planning applications for the demolition of the old library, under croft car park and new law court entrance have been submitted.
- A £4.5m contribution to the Archives project (History Centre – Crewe) was approved by National Lottery Heritage Fund in November 2022.
- Planning applications for the History Centre, related works to enable site preparation and the development of new public realm have been submitted.
- Planning application for Southern Gateway submitted
- All 10 business cases have now been signed off for the towns fund, with the economic appraisal and risk assessment completed.
- A comprehensive cost and risk delivery review was undertaken which led to a Towns Fund Project Adjustment Request submitted to DLUCH. This adjustment was a request to stand down one project and allocate the funding across eight of the remaining nine towns fund projects.

Delivery of a strategic regeneration plan for Macclesfield.

Key actions:

- Successful delivery of the regeneration programme for Macclesfield

- Officers within the Regeneration Team continue to work with Macclesfield Town Council to bring forward projects supported by the Macclesfield SRF and Macclesfield Town Centre Recovery Plan. In Q3 this included proposals to improve public toilet facilities in the Town Centre with external funding secured to enable the upgrading of the indoor market toilets for use by the public and the provision of a Changing Places Toilet in 2023/24.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<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"> • Working with Town Council's draft Town Centre Vitality Plans for Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Sandbach and Wilmslow were completed and put out for consultation with a view to finalisation in Quarter 4. • The Regeneration Team, Business Rates Team, and Legal Teams supported the Wilmslow Town Centre BID proposers to complete necessary legal requirements and enable the commencement of the boroughs first Business Improvement District on 1 November 2022.
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Leadership Meeting on HS2 and station gateway has now been established with the Department for Levelling Up, Housing and Communities, the Department for Transport and HS2.
<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"> • An addendum to the UK Shared Prosperity fund has been submitted to government to secure the 'Rural fund' top-up.

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: To be carbon neutral by 2025

To have delivered the milestones in becoming a carbon neutral council.

Key actions:

- Deliver actions in the Cheshire East Council Carbon Action Plan

- The Council is on track to deliver carbon neutrality by 2025, however, there remain risks of time to deliver our second solar insetting scheme together with ongoing risk due to external factors of increase gas usage from covid ventilation measures and lack of availability of affordable electric vehicles.

- The Borough Wide Baseline Report has been completed and work is in progress to determine the next steps for influencing reducing the carbon of Cheshire East Borough as a whole by 2045.

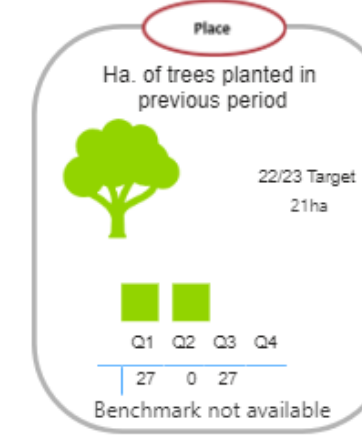
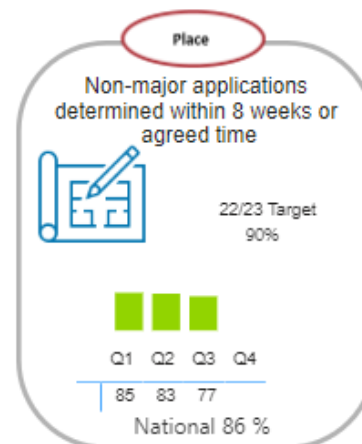
- Work to decarbonise buildings under the Carbon Action Plan has continued during quarter 3. Seventeen solar installations have been completed to date, providing approximately 1GWh per year. The Council has also put in place a programme of replacing gas boilers with air source heat pumps with to date three air source heat pump installations completed, a further twelve pumps underway. We continue to replace petrol and diesel vehicles with electric across our services with a key milestone being the launch of our Car club running three electric pool cars for staff use.

- Following successful bids for grant funding, Estates (Facilities Management) have undertaken the following in support of the Council becoming carbon neutral:

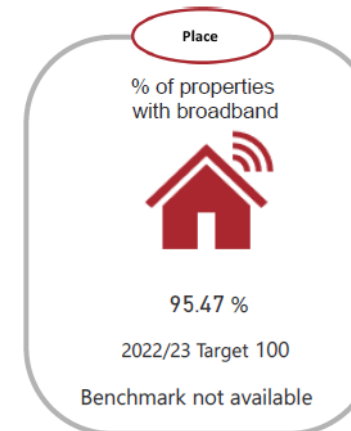
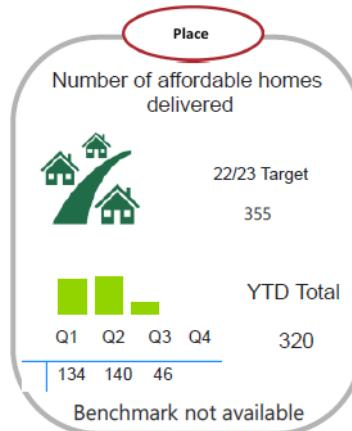
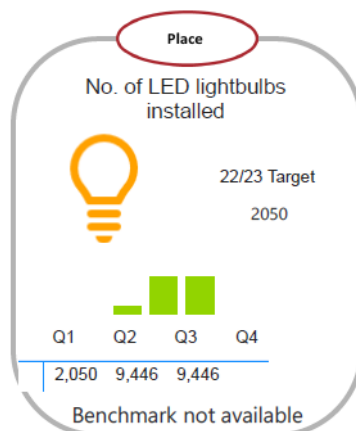
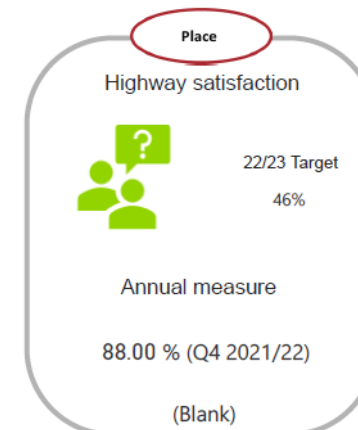
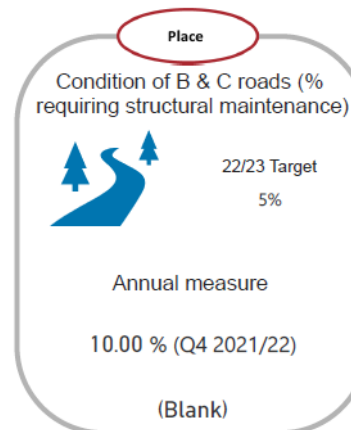
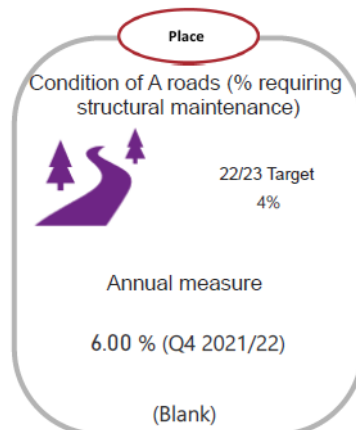
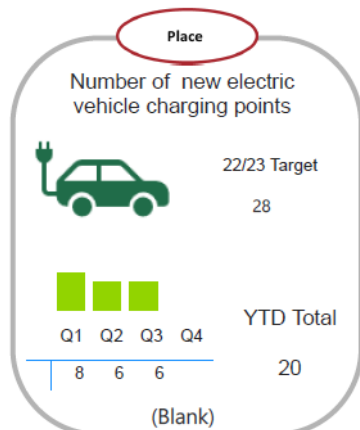
- Installation of Air Source Heat Pumps in Macclesfield Town Hall, Macclesfield Market and Wilmslow Library.
- Photo Voltaic Panels installed in 17 operational buildings, with work commencing to install PV in two multi storey buildings.
- Improved insulation in two buildings to date, with more planned.
- Replacement windows planned for Delamere House, Crewe with works commencing in the following quarter.
- LED lighting installed in 11 buildings.

Performance measures supporting A thriving and sustainable place

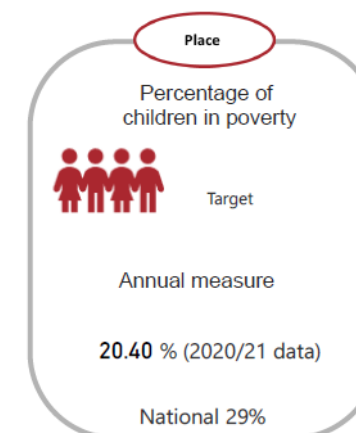
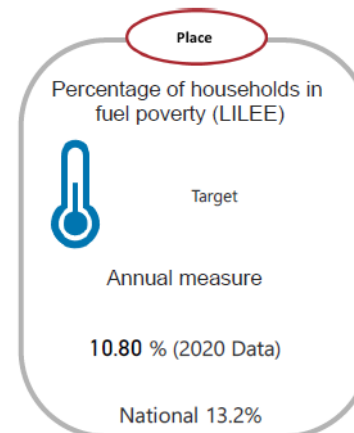
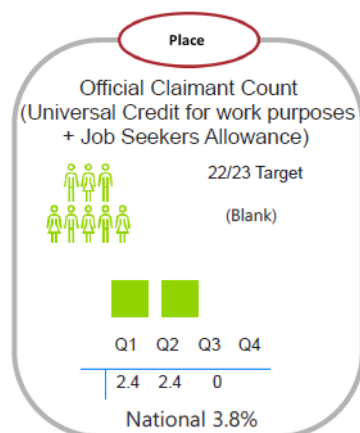
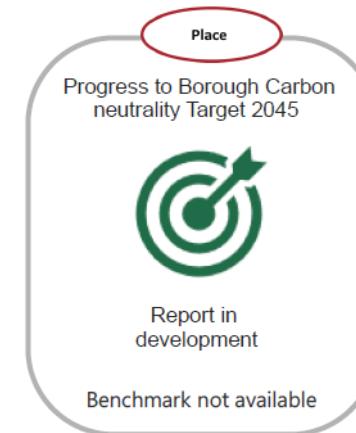
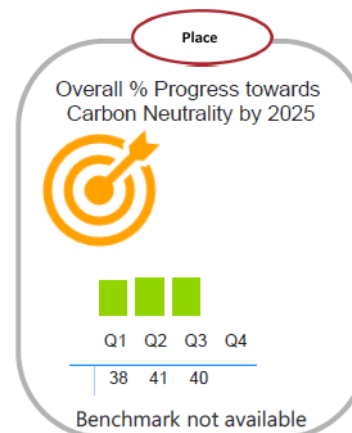
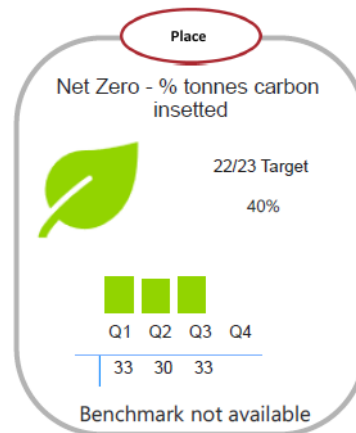
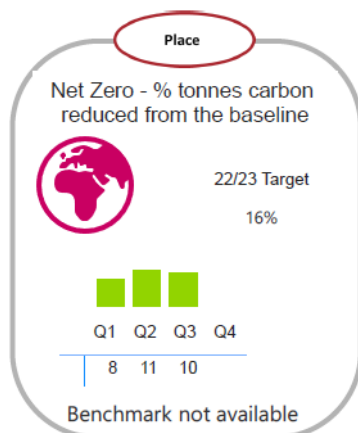
- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025



Open Fair Green



Open Fair Green



Open **Fair** **Green**