

*Cheshire East Council*

# Corporate Plan 2021-2025

**Performance Report – Quarter 4 2022/23**



Open

Fair

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# An open and enabling organisation

By 2025 we want:

Performance 2022/2023 – Quarter 4 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 4, there were 16 service committee meetings and 2 meeting(s) of Full Council;

Name of Committee	Date
Council	1 February 2023
Council	22 February 2023
Adults and Health	23 January 2023
Adults and Health	27 March 2023
Children's and Families	16 January 2023
Children's and Families	13 February 2023
Children's and Families	20 March 2023
Corporate Policy	9 February 2023
Corporate Policy	23 March 2023
Economy and Growth	17 January 2023
Economy and Growth	10 February 2023
Economy and Growth	14 March 2023
Environment and Communities	2 February 2023
Environment and Communities	30 March 2023
Finance Sub Committee	19 January 2023
Finance Sub Committee	8 March 2023
Highways and Transport	26 January 2023
Highways and Transport	2 March 2023

- 89% of Freedom of Information Act requests were completed within statutory timescales during quarter 4. This is an improving position, with a higher percentage completed when compared to Q2 (88%) & Q3 (86%).

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<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Working with town and parish councils</li> <li>• Virtual meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Town Centre Vitality Plans have been approved by Cheshire East at Committee and adopted by six of the nine town councils.</li> <li>• A Cheshire East Town and Parish Council Network was established in November 2022. This has created a regular communication channel and initial feedback has been positive. It has been agreed that a Town and Parish Council Charter will be developed in 2023/24.</li> </ul>
<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"> <li>• Enhanced emergency preparedness in communities</li> </ul>	<ul style="list-style-type: none"> <li>• The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support.</li> <li>• 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.</li> </ul>
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Consultation on key plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• The Town Centre Vitality Plans have been approved are being used to provide evidence for town centre regeneration projects, including UKSPF funded projects</li> <li>• In Quarter 4, representatives of the first Cheshire East Council's Peoples Panel, presented their recommendations on support with the cost of living to Corporate Policy Committee. This new approach to engagement was endorsed.</li> <li>• The Children and Families Committee responded to feedback from children and young people around the name of the Corporate Parenting Committee. The Corporate Parenting Committee has now been renamed the Cared for Children and Care Leaver Committee.</li> </ul>
<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"> <li>• Review where and how technology can assist and enable</li> </ul>	<ul style="list-style-type: none"> <li>• Improving customer experience continues to be a priority. Internal guidance is available to staff on all accessibility features in Microsoft Office which can be used to support both internal and external customers.</li> <li>• The Estates Service handled in excess of 6,000 land and property enquiries during 2022/23. The bulk of the enquiries are regarding repairs and maintenance to Council operational buildings, land, culverts and other miscellaneous issues.</li> </ul> <p>Within the Facilities Management team 5,238 response maintenance issues were dealt with, along with 8,071 planned maintenance works and 205 projects.</p>

	<p>A further 823 ownership enquiries were completed by Property Information, with a proportion becoming cases for the Property services team. Along with continued efforts to onboard existing cases, and new system generated cases relating to the management of agreements (e.g., rent reviews), the Property Services team are now dealing with 592 live cases. The volume of cases and necessarily robust process for seeing a case to completion means there are 300 cases at the client instruction stage, and 123 at legal instruction case, with the rest at various stages in between.</p> <p>The case management system assists to ensure no case is lost or unduly held up at any one stage. Staff resource move these cases as quickly as possible but the volume underway does mean customers can wait a few months for lower value/risk cases to be resolved.</p> <ul style="list-style-type: none"> <li>• Online transactions continue to rise and have increased to 300,395 in quarter 4.</li> <li>• Digital accounts continued to rise during 2022/23 and have risen at a higher pace during the final quarter of the year. In quarter 3 it was reported that accounts were rising at an average rate of 2,800 per quarter. In quarter 4 this figure was exceeded with 3,873 new digital accounts. At the end of 2022/23 there were 126,322 digital accounts. This is an increase of 23,001 since the end of 21/22. Performance has exceeded the 2022/23 target which was 120,000.</li> <li>• 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.</li> </ul>
<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Award of silver standard prior to award of gold standard</li> </ul>	<ul style="list-style-type: none"> <li>• A new Armed Forces staff network was established in quarter 3 and has continued to successfully develop in quarter 4. The network is supporting progress towards the MoD Gold Standard award.</li> </ul>
<p>A financially sustainable council which has increased levels of reserves.</p>	<ul style="list-style-type: none"> <li>• In February 2023 the Medium-Term Financial Strategy for the four years 2023/24 to 2026/27 was received by Full Council. Feedback to the budget consultation exercise was the highest level ever received and</li> </ul>

Key actions:

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

considering budget proposals and the feedback received an annual balanced budget was recommended and approved by Council.

- Mitigations to the financial challenges continued to be implemented during quarter 4, which included:
  - 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
- The outturn position for the rent roll achieved by the Estates service from its investment portfolio in 2022/23 is -£1,887,240.43.
- The Assets and Farms teams (within the Estates Service), and the Economic Development Service, delivered capital receipts in year worth £2,823,500 through 3 asset disposals, which in turn means c£50,000 less revenue costs in future years.

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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

- In quarter 4 a refreshed performance management framework has started to develop with ANSA, that will be implemented during 2023/24.

<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"> <li>• Undertake staff surveys and act on the results</li> <li>• Implement Best4Business Unit 4 ERP system</li> </ul>	<ul style="list-style-type: none"> <li>• New apprentice standards continue to be introduced across Cheshire East Council and schools. During quarter 4 there were 61 new apprenticeships. This gives an outturn position of 162 apprentices, against a target of 152.</li> <li>• The last full staff survey was undertaken in April 2022. A further full staff survey is scheduled to be undertaken by quarter 3 of 2023/24.</li> </ul>
<p>A workforce that can work remotely and flexibly using the latest technology.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Clear guidance and support to staff and managers.</li> <li>• Accelerate roll-out of mobile working</li> </ul>	<ul style="list-style-type: none"> <li>• The coronavirus pandemic and associated government restrictions influenced the acceleration of mobile working. In 2021 a revised Agile Working Policy was agreed. The majority of office-based staff operate on hybrid working arrangements, having some days in the office and some days working from home.</li> <li>• A new ICT Strategy for 2023-27 was approved by Corporate Policy Committee in March 2023, which supports the hybrid working model.</li> </ul>
<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"> <li>• Review communications plans and style</li> </ul>	<ul style="list-style-type: none"> <li>• The Communications and Media team continue to implement the Communications Strategy for residents as agreed by Corporate Policy Committee in 2022/23.</li> </ul>

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 and continues to be implemented.
- The “customer effort” score was slightly below target for 2022/23, the average score over the year was 4.3, against a target of 4. Customers score their experience out of 10 in relation to the “effort required to complete their request”. The score for quarter 4 was 4, evidencing an improving position since quarter 2.

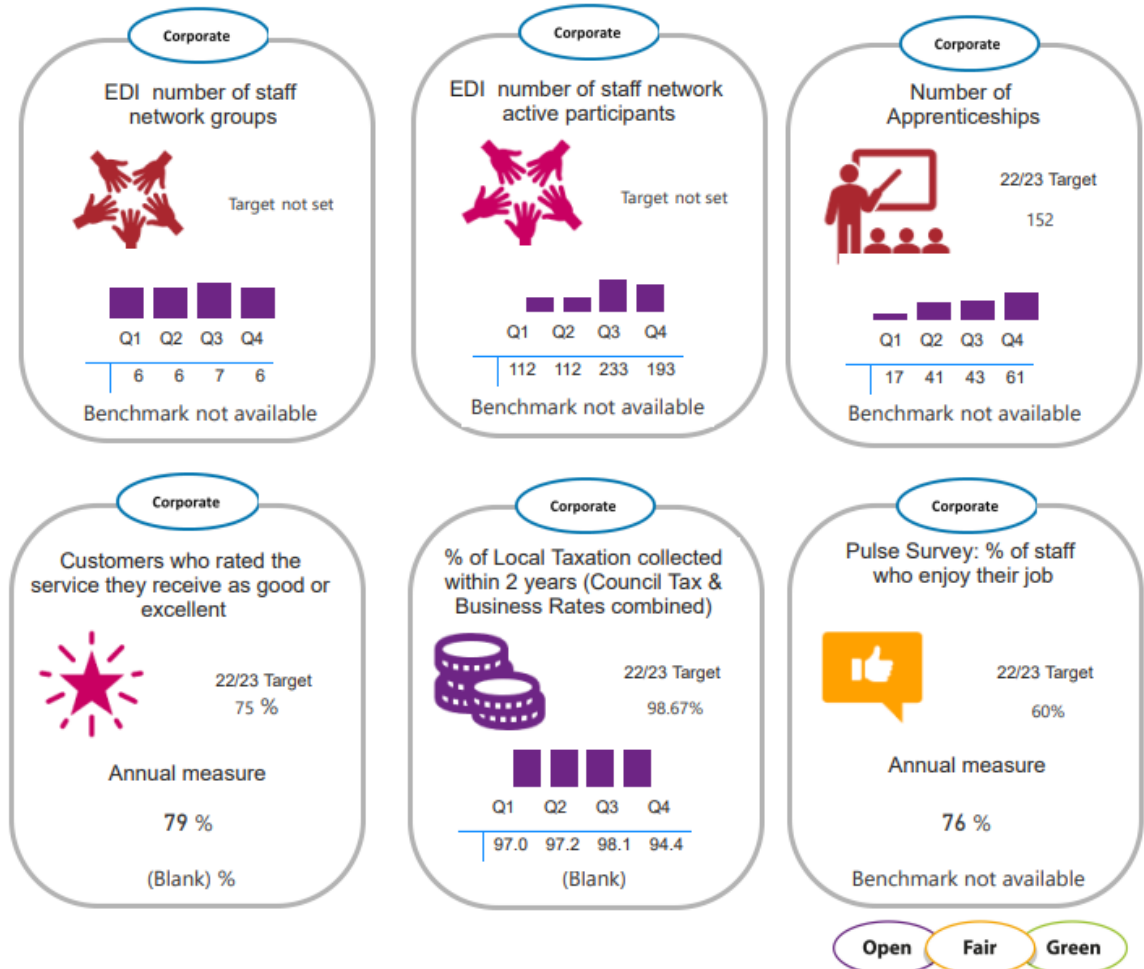
The council to be regarded as a good partner.

- The council is engaged in many strategic partnerships. The list of partnerships is revised annually through the business planning process.
- The Prevent and Channel Panel, which reports to the Safer Cheshire East Partnership, received its rating from the annual benchmarking with the Home Office during quarter 4. The Cheshire East Prevent and Channel Panel was rated as “good to outstanding”.
- In quarter 4, the Economy and Growth Committee received a copy of the sub regional Digital Investment Plan 2023-25, which supports the Connecting Cheshire partnership programme.



## Performance measures supporting An open and enabling organisation

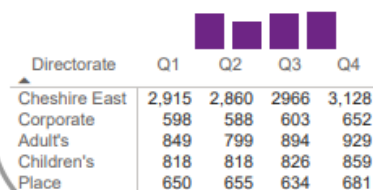
- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Look at 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





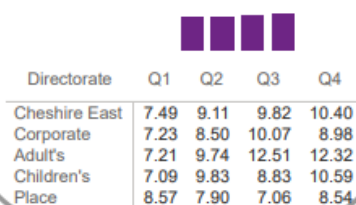
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### Number of FTE Staff



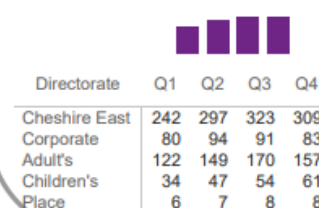
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### Vacancies as % of actual FTE (Nov 22)



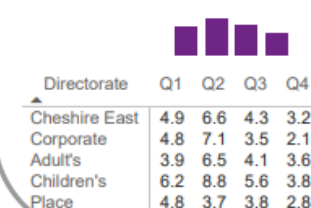
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### Number of Agency Staff



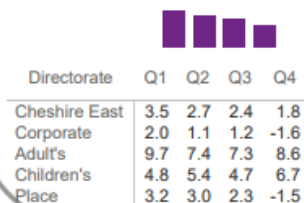
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### % Staff Turnover



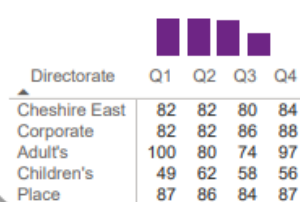
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### % variance between forecast outturn and total net budget



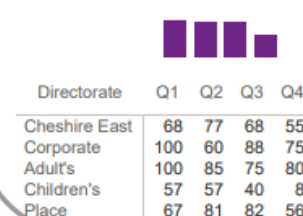
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### % of complaints resolved within timescales Stage 1



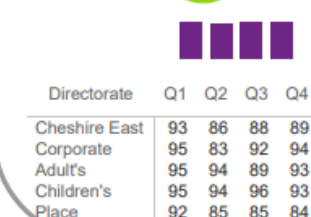
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### % of complaints resolved within timescales Stage 2



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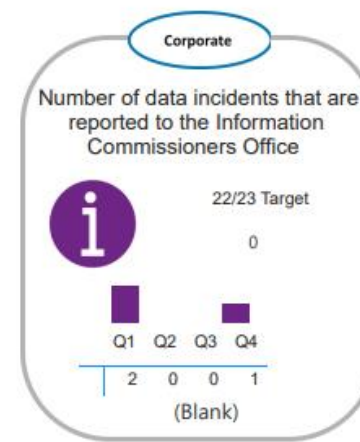
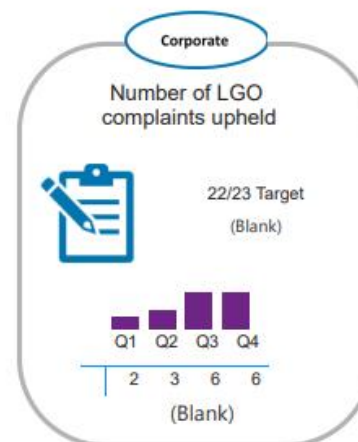
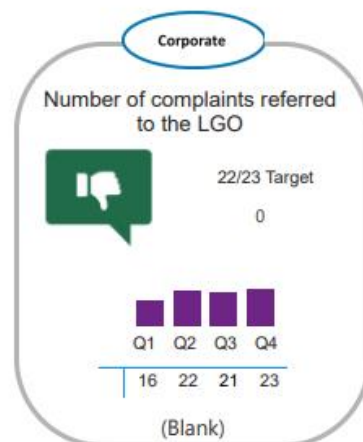
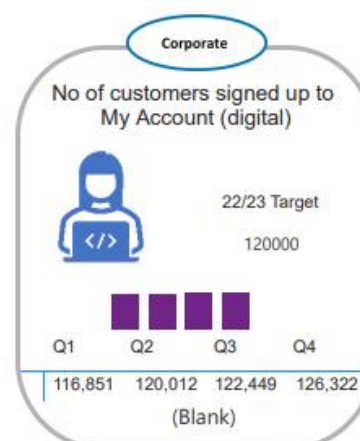
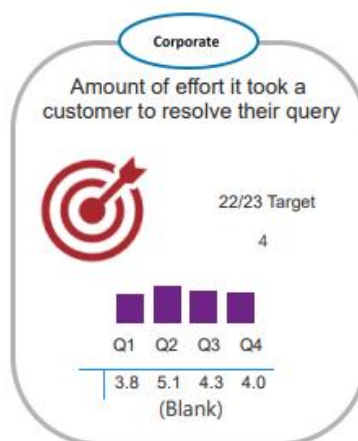
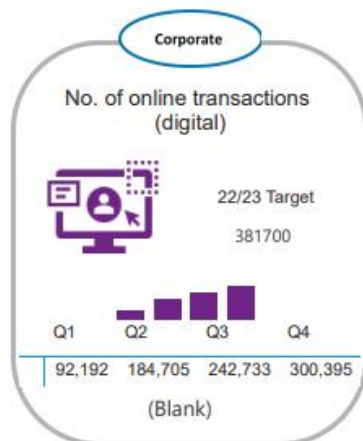
### % of Freedom of Information requests completed within timescales



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# A council which empowers and cares about people

By 2025 we want:	Performance 2022/23 – Quarter 4 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"><li>• Embed our vision for children and young people, and working together</li><li>• Work with residents to understand the continuing impact of Covid</li></ul>	<ul style="list-style-type: none"><li>• Cheshire East Council continue to develop services together with our residents and communities.</li><li>• Our Carers Board, Young Carers Board, Mental Health, and Learning Disability partnership boards include attendees with experience of services who are involved in shaping services.</li><li>• In quarter 4 the Adults and Health Committee adopted the Cheshire East Place Dementia Plan 2023-27.</li></ul>
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none"><li>• Develop a strong, local, social impact structure</li><li>• Develop a locality model of working</li></ul>	<ul style="list-style-type: none"><li>• Three childrens centre sites have been identified to be developed into family hubs:<ol style="list-style-type: none"><li>1. Oak Tree Children's Centre, Crewe</li><li>2. Monks Coppenhall Children's Centre, Crewe</li><li>3. Oakencrough Children's Centre, Wilmslow</li></ol></li><li>• Monks Coppenhall will be developed as a special educational needs and disabilities (SEND) centre of excellence as well as providing our core offer of services. Further centres have been identified and these will be developed on a rolling programme completed over the next 12 months.</li></ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<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"> <li>• Identify a suitable location within the borough and develop a traveller transit site</li> <li>• Increase collaboration with marginalised groups</li> <li>• Secure social value benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of Living Grants were given out to support the voluntary, community, faith and social enterprise sector (VCFSE); £199,889 was awarded to 24 organisations.</li> <li>• People from Afghanistan who have entered the UK through the Afghan relocations and assistance policy (ARAP) continue to be supported by Cheshire East Council. In total the council has supported 472 people in 104 families to begin the process of settling into the UK. 5 families are settled in their own properties in Cheshire East and are supported by the Council and VCFSE sector colleagues. In Q4 the government announced their intention to permanently settle all remaining families in ARAP/ACRS hotels in the UK. Cheshire East Council have been working with families throughout 2022/23 to find a permanent place to settle in the UK and we will continue to work hard with the Home Office, DLUHC and other partners to find appropriate accommodation in 2023/24 for the 14 families remaining in Cheshire East.</li> <li>• We have continued to support Ukrainian people who have fled the war in Ukraine. In total Cheshire East Council, Sponsors, VCSFE organisations, and other partners have supported over 700 Ukrainians to settle into Cheshire East. Support offered in 2022/23 has included the provision of welfare checks on arrival, school places for children, access to health care, English for speakers of other languages courses, welcome payments, Sponsor payments, and Sponsor rematching. The council will work with its partners in 2023/24 to continue to support people resident in the Cheshire East to settle until the situation in Ukraine improves.</li> <li>• Healthwatch are the independent consumer voice of residents in Cheshire East, they continue to engage with marginalised groups in the borough. To ensure the voice of these communities can be heard, they have engaged with for example the Afghan Refugees and the Boating community and have supported Pride events. This ensures that residents can provide their feedback and share their experiences of health and social care services.</li> <li>• The council has committed resource in 2022/23 to supporting veterans in Cheshire East. Our Armed Forces lead has secured the Armed Forces Covenant Silver Award. In addition to this the council have worked with the Armed Forces Covenant, Royal British Legion and other local partners to support veterans in Cheshire East. Examples of this include a Digital Isolation project for veterans.</li> <li>• Cheshire East Council has recently procured the Social Value Portal (SVP), an online platform that manages all aspects of social value, including tendering, measurement and demonstrating impact in our communities. Commissioning and Procurement are delivering training and support to embed the use of SVP alongside our contract management system (Atamis).</li> <li>• Over the last 12 months we have supported community organisations to link with businesses to increase the amount of social value invested into Cheshire East. We have worked with 63 groups to receive benefits such as</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
	<p>free venue hire, donations of equipment, and volunteer hours. We have worked in partnership with Bentleys to deliver funds of £190,000 to local community groups.</p>
<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"> <li>• Deliver evidence based early intervention and prevention services</li> <li>• Reduce loneliness and isolation</li> </ul>	<ul style="list-style-type: none"> <li>• We have supported 185 community groups in the last year. This has included support finding and applying for grants through Grantfinder, with a total of £1,949,469 being invested in the Cheshire East VCFSE sector. We have supported groups to engage more volunteers to help them become more sustainable and in the last 12 months we know 1,778 volunteers have 186 projects, delivering 29,291 volunteer hours and a social value monetary value of £533,210.</li> <li>• The ‘Green Social Prescribing’ scheme has received its first referrals and is receiving positive feedback from those who have been supported by the team. An initial review of the first six months was received at the Cheshire East Health and Wellbeing Board in March.</li> <li>• The ‘Stay Well Squad’ completed their work in support of health and care partners. Over the last year they have provided dedicated support to the NHS and Social Care Winter Planning, Ukrainian refugees and host families, asylum seekers, local businesses and schools. In addition, they advised the general public through their drop-in sessions at supermarkets and community venues. The Squad undertook health checks through their mobile service, helping people to better understand their health risks and signposting them to advice, guidance and services to help them to improve or maintain their health and wellbeing.</li> </ul>
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"> <li>• The Cheshire East Health and Wellbeing Board approved the Joint Local Health and Wellbeing Strategy and Five-Year Plan in quarter 4. This sets out the vision, priorities and strategic objectives in relation to reducing inequalities, improving the health and wellbeing of residents and working in partnership to develop sustainable health and care services.</li> <li>• The Public Health team have been successful in applying for the connecting health communities programme, funded by the National Lottery Community Fund and led by IVAR, the Institute for Voluntary Action Research. IVAR will provide a 24-month facilitation support package to enable cross-sector partnerships to address health inequalities in our East Timorese community, working with statutory stakeholders in partnership with the voluntary sector and community members.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> <li>• Implement the Cheshire East Partnership Five Year Plan</li> <li>• Promote regular screening and take up of preventative health opportunities</li> <li>• Improve the mental health of all people working and living in Cheshire East</li> <li>• To continue to support a zero-suicide approach</li> </ul>	<ul style="list-style-type: none"> <li>• A Digital Inclusion Plan was approved by the Cheshire East Health and Wellbeing Board in March. This was informed by engagement with residents in advance of being drafted, and through a consultation exercise. Digital exclusion is a new inequality, and the COVID pandemic demonstrated the challenges people face if they cannot access the digital world. The plan sets out the issues and identifies priority areas of action to improve levels of inclusion.</li> <li>• The ‘Poverty’ Joint Strategic Needs Assessment has been published, and provides a detailed evidence base of levels and impact of poverty across the borough. This will be used to allow targeted interventions in areas most in need.</li> <li>• The newly formed Cheshire East Combating Drugs Partnership has made progress in bringing a wide range of partners together with the goal to reduce the health and social harms of drug and alcohol misuse and have started working on developing a joint strategy.</li> <li>• Cheshire East Council have invested external grant funding into Change Grow Live (CGL), our commissioned provider for substance misuse, to work intensively with a group of individuals who are homeless and have complex lives. The aim is to support them to change their behaviour using inobtrusive and compassionate support. The team consists of an outreach worker, counsellor and nurse practitioner, who build relationships with individuals experiencing inequality, with the aim of improving their wellbeing and thus avoiding cost to statutory services.</li> <li>• We implemented our Warm PlaCEs scheme across 77 venues to support people suffering from fuel poverty over winter.</li> <li>• The Department for Work and Pensions funded Household Support Fund has continued to provide financial support to those impacted by the cost-of-living crisis. The programme has seen continued growth in eligible recipients. Over the Q4 period, over 20,000 individual payments have been provided to over 20,000 people (over 12,000 children and families and over 8,000 pensioners), totalling over £1,100,000 of funding. For all of 2022/23 this now totals over 150,000 individual payments, worth more than £4,000,000 to over 20,000 individuals.</li> </ul>
Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation	
<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>	<ul style="list-style-type: none"> <li>• The Holiday Activity and Food programme (HAF), funded by the Department for Education, has provided holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer, and winter holidays. Over the 2022/23 period, the programme was accessed by over 4,000 young people, receiving over 40,000 hours of support and over 11,500 healthy meals. Funding for the programme will continue until March 2025.</li> </ul>



By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Key actions:</p> <ul style="list-style-type: none"> <li>Continued investment in Early Help and Prevention services</li> <li>Work with our partnerships to ensure there is a joined-up approach to safeguarding children</li> </ul>	<ul style="list-style-type: none"> <li>The Lodge HAF provision at Sandbach School has won the HAF award for the best regional provider and has been shortlisted to the final six nominees for the National HAF award. The Lodge worked alongside Cheshire East Council to develop a targeted programme which aims to improve integration and social mobility amongst the Afghan refugee population.</li> <li>Crewe Youth Zone has been awarded a £6.4million Youth Investment Fund grant to build the new state-of-the-art youth centre. Subject to plans being approved, the Youth Zone is expected to open in Spring 2025. It will provide thousands of young people with opportunities to engage in activities and access support from skilled youth workers, helping them to develop their skills and reach their full potential. It will also create full and part-time jobs as well as volunteering opportunities. Crewe Youth Zone is being delivered by national charity OnSide, in partnership with Cheshire East Council and Crewe Town Board.</li> <li>Good progress is being made in delivering our improvement plan in relation to the Joint Targeted Area Inspection on child criminal exploitation (2022). Partnership working and understanding of our cohort of children and young people at risk of exploitation has improved. Support is being received from a DfE Children's Improvement Advisor.</li> </ul>
<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"> <li>Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs</li> <li>Safeguard adults at risk</li> <li>To address causes of abuse, neglect or exploitation</li> </ul>	<ul style="list-style-type: none"> <li>Our response to Prevent and Channel has been assessed as good by the Home Office, with a very strong leaning to outstanding – the overall score is 94%. In five key areas we were rated as outstanding.</li> <li>In January 2023 an informative exhibition was displayed in Sandbach Town Hall in remembrance of the 250,000 Roma and Sinti people who were exterminated during the Holocaust. The same exhibition will be housed at various locations in Cheshire East in June 2023 as part of Traveller History month.</li> <li>Our training officer completed four Safeguarding Awareness Sessions to 130 Taxi Drivers working in Cheshire East. This will increase awareness around abuse, neglect and exploitation and enhance community safety, and reporting within the Borough.</li> <li>The Safeguarding Adults Board welcomed a new Independent Chair in January 2023. Kevin Bennett has an extensive knowledge in Safeguarding and criminal justice, having worked for Cheshire Constabulary for many years. The Safeguarding Adults Board and Children's Safeguarding Partnership completed joint frontline visits to agencies represented at each Board to establish to what extent safeguarding policies and practices are embedded and evidenced by those working on the frontline.</li> <li>The Community Safety Partnership is continuing to provide resources and information to raise awareness about domestic abuse as part of the Violence Against Women and Girls Strategy. Five videos are now available to support this work.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> <li>To ensure that officers are adhering to legislation and promoting best practice</li> </ul>	
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"> <li>Be a good corporate parent</li> <li>Improve education, training and employment outcomes</li> <li>Work to achieve permanence and keep children safe</li> <li>Improve health and wellbeing outcomes</li> <li>Prepare young people for adulthood</li> </ul>	<ul style="list-style-type: none"> <li>Weekly performance clinics have been established to review performance across all children's social care services to drive improved outcomes.</li> <li>The Children and Families Committee in March 2023 considered a report on the council's current pressures relating to placements for cared for children and approved the planned transition of two children's homes which are currently commissioned to become Cheshire East Council-run provision during 2023. The Committee also approved the development of one further 3 bed council-run children's home to open by the end of February 2024. These changes aim to improve young people's outcomes, alongside increasing placement options, capacity to meet current and future demand, and provide better value for money.</li> <li>We have discharged 20 care orders at home for cared for children over 2022/23 which is the most we have ever done in a year. This is positive as it means there is no longer unnecessary intrusion into families' lives.</li> <li>A bid for £1.2m has been submitted to the DfE around staying close, and the outcome is awaited. Staying close is a government pilot for providing additional support to care leavers aged 18+ once they have left home.</li> <li>The Ignition Panel has been remodelled so that all young people aged 16 now attend to consider their plans for leaving care. This includes their accommodation and employment/training/education options. This will support us to improve young people's transition to adulthood and will enable us to work with adult services where young people will need support from adult social care. We have introduced a risk management forum for care leavers which considers the needs of the most vulnerable and whether there needs to be any escalation to the adults safeguarding team.</li> <li>Our Venture With Confidence programme supports re-engagement back into education, employment or training. From the previous cohort who attended the programme, 70% are now in employment, education or training.</li> <li>10 of our cared for young people are attending university. The virtual school have been linking with Higher Horizons and Staffordshire's virtual school this year to facilitate university taster days for our cared for young people to increase awareness and raise aspirations.</li> </ul> <p>In March, the council's wider leadership team received a presentation on the importance of offering apprenticeship opportunities for young people in care and leaving care. This was well received and following this, meetings have</p>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
	<p>been set up with departments across the council to explore the opportunities that can be offered. A care leavers apprenticeship strategy will be developed based on an outstanding local authority's model.</p>
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"> <li>• Maintain high numbers of children placed in high quality childcare settings</li> <li>• Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families</li> </ul>	<p>The take up of the 2-, 3- and 4-year-old offer remains consistently high and above national rates; 75% take up for 2 year old offer and 99% take up for 3 and 4 year old offer. This remains above the national average in both areas. Whilst this is strong performance, we are ambitious to ensure all our 2-year-olds access the offer.</p>
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"> <li>• Ensure that all recommendations from</li> </ul>	<ul style="list-style-type: none"> <li>• The Department for Education (DfE) announced the Delivering Better Value Programme (DBV) in February 2022. The programme is designed to provide dedicated support and funding to help 55 local authorities with substantial deficit issues in their high needs block of the Dedicated Schools Grant (DSG) to reform their high needs systems. The aim is to put more local authorities on a more sustainable footing so that they are better placed to respond to the forthcoming special educational needs and/or disabilities (SEND) reforms. Cheshire East were invited to join the programme which commenced in September 2022. Cheshire East has been awarded £1 million to support our transformational change. The two key areas in our action plan are inclusive practice and transition. We will be coordinating a range of coproduction events to work across the partnership to refresh and align these priority areas with our SEND strategy. Whilst there is considerable work in this area, the programme confirmed our projections that it is not possible to mitigate the spend in this area sufficiently to achieve a sustainable position.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Ofsted inspections have been addressed and improvements are embedded in practice.</p> <ul style="list-style-type: none"> <li>• Focus on further improving communication across the SEND partnership</li> <li>• Review the pathways for transition to adulthood</li> <li>• Expand the local provision of SEND places to enable more children to attend a school</li> </ul>	<ul style="list-style-type: none"> <li>• Cheshire East Council has been successful in its bid to secure government backing for two new free schools for children and young people with SEND. The successful bid means the Department for Education will build two new special schools, located in Middlewich and Congleton. The schools will create 120 places for children and young people from five to 19 years old. These additional special school places will enable children and young people to remain within Cheshire East and avoid the need to travel a longer distance to go to school.</li> <li>• Construction work has now commenced on the site of the new SEN satellite school of Springfield School in the north of the Borough. This new special school provision will generate a further 80 places and is located near Wilmslow to reduce travel times for learners in the northern areas of Cheshire East. Completion is expected in late November 2023.</li> </ul>
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults</li> <li>• Promote citizen engagement and participation</li> </ul>	<ul style="list-style-type: none"> <li>• The Day Opportunities Flexible Purchasing System now includes a range of both established and new providers delivering new types of day opportunities for adults with a variety of needs. A second bidding round concluded in January 2023 and more providers have been successful in joining the system.</li> </ul> <p>A new Learning Disability Plan for Cheshire East Place is being co-produced with a wide range of stakeholders including self-advocates (children and adults) and carers.</p>
<p>Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential</p>	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p>	<ul style="list-style-type: none"> <li>• The Children and Families Committee recently approved a range of capital schemes to be progressed over the coming years to address sufficiency of school places in priority planning areas. These schemes, involving primary, secondary and special schools will see an estimated £90 million investment to reinforce our commitment to allowing families across Cheshire East to attend a successful school of choice.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Key actions:</p> <ul style="list-style-type: none"> <li>• Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population.</li> <li>• Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities.</li> <li>• Provide support and challenge where children are not attending school or receiving an appropriate education.</li> <li>• Support children to catch up on the learning they lost during Covid</li> <li>• Support children and young people's mental health and wellbeing to resolve problems as early as possible</li> </ul>	<ul style="list-style-type: none"> <li>• A successful summit of key stakeholders was recently delivered to develop a strategic plan to improve academic outcomes for our educational disadvantaged learners. Around 45 delegates from all phases of education shared their strategies which will be brought together into a coherent action plan aimed at securing outcomes which are at least equal to national performance for key education indicators.</li> <li>• Termly targeted attendance support meetings have been launched, widening access to advice, support and challenge from the attendance and children out of school team.</li> <li>• A review of the current elective home educated established that suitable education delivered by parents and carers has improved. Strengthened support and legal pathways have led to increased engagement and visibility of electively home educated children and young people.</li> </ul>
<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"> <li>• Work with partners to develop appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with the marketplace continues, with one site out to tender for development which includes an extra care housing scheme. The review of the existing schemes is continuing.</li> <li>• The introduction of 'pathway' flats into the existing schemes as a pilot project is progressing well, with engagement from health partners, care and housing providers. Definitions and processes are being finalised as well as the legal infrastructure to support the project. 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</li> </ul>

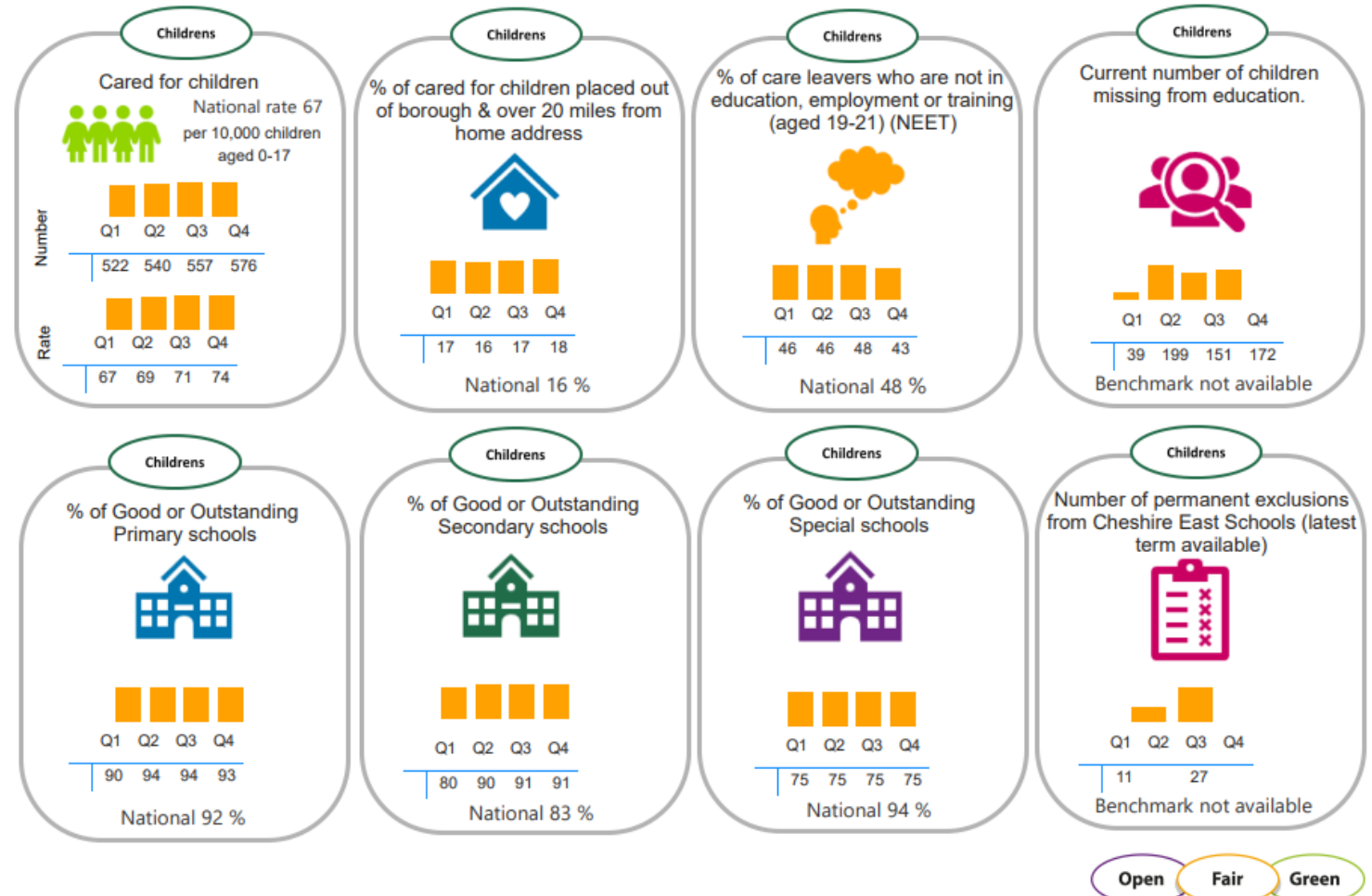
By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>accommodation and extra care housing models</p>	<p>be discharged from hospital but cannot return home because they need some rehabilitation (intermediate care), further assessment or are awaiting care to be sourced or adaptations to support them in their own homes.</p> <ul style="list-style-type: none"> <li>• In conjunction with the Integrated Care Board we have developed our Dementia Plan 2023-2027 for Cheshire East Place. The plan sets out the objectives and activities to support people to live well with dementia. Dementia awareness training sessions have been provided for staff, stakeholders and elected members.</li> <li>• A new Cheshire East Falls Prevention Strategy has been developed in coproduction with the Cheshire East Falls Prevention Group, formal consultation with the public, and face to face interviews with older people.</li> </ul>
<ul style="list-style-type: none"> <li>• Care4CE have established a programme of joint working with our local hospitals, to enable patients to be discharged to their own home in a more efficient and safer way, working with hospital staff, social workers and therapists this is providing an improved offer for patients and their families. This has resulted in fewer people needing long-term residential and nursing care and more people being discharged in a timely way.</li> <li>• Care4CE is working with our local colleges to implement an apprenticeship scheme to encourage more young people to enter the care profession.</li> </ul>	<ul style="list-style-type: none"> <li>• Care4CE have established a programme of joint working with our local hospitals, to enable patients to be discharged to their own home in a more efficient and safer way, working with hospital staff, social workers and therapists this is providing an improved offer for patients and their families. This has resulted in fewer people needing long-term residential and nursing care and more people being discharged in a timely way.</li> <li>• Care4CE is working with our local colleges to implement an apprenticeship scheme to encourage more young people to enter the care profession.</li> </ul>
<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"> <li>• The council has developed and published its Market Sustainability Plan, which was received by the Adults and Health Committee in quarter 4.. The plan sets out how the council plans to use market sustainability and improvement funding to incentivise growth in care at home services with the aim of supporting people to maintain their independence and promoting a Home First approach to hospital discharge.</li> </ul>

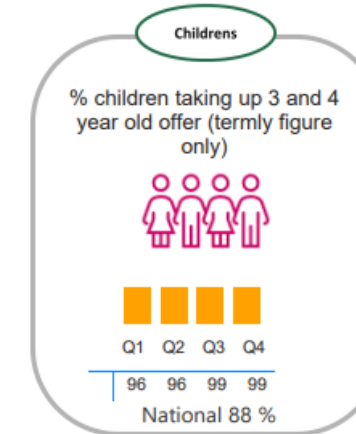
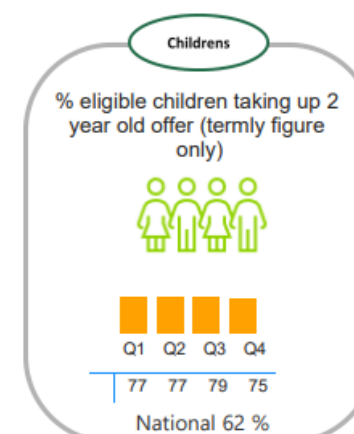
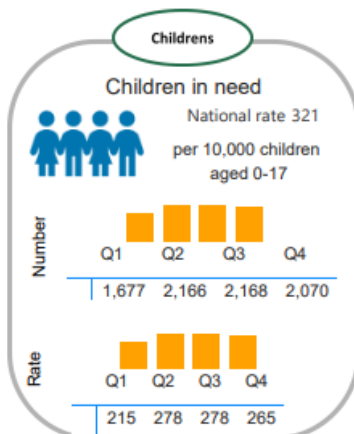
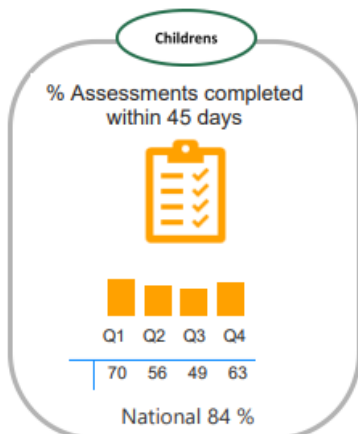
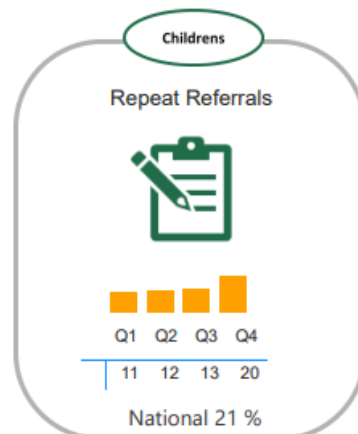
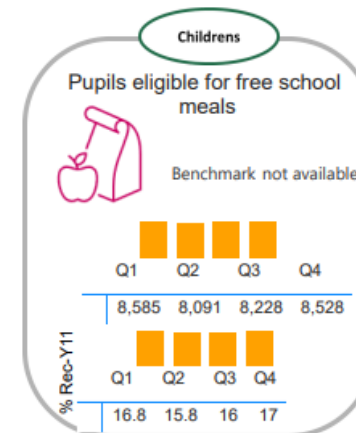
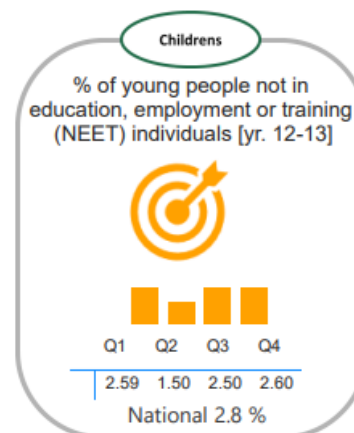
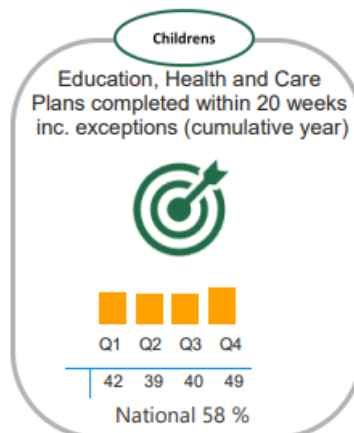
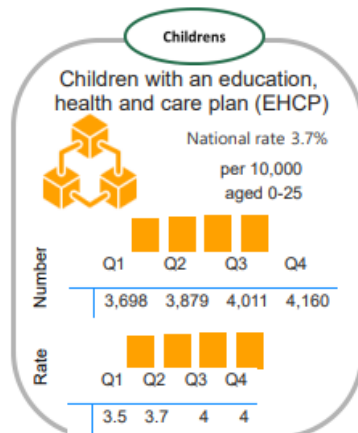
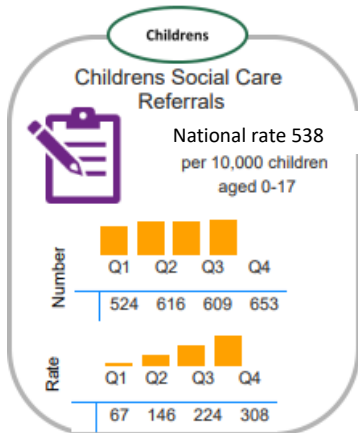


By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> <li>• Expand and develop the Home First service to support people to stay at home longer</li> <li>• Work to develop integrated health and social care teams</li> <li>• Carers Strategy to be implemented</li> <li>• Develop the Shared Lives service</li> <li>• Increased use of technology</li> </ul>	<ul style="list-style-type: none"> <li>• The hospital discharge scheme to support carers was launched as a pilot in October 2022. This scheme is now well embedded across the two hospital trusts and within our social care workforce, supporting unpaid carers to feel valued and enabling them to continue caring for their loved one within their own home.</li> <li>• The Technology Enabled Care service continues to support service users and patients through digital devices / monitoring. Work has commenced on the implementation of 'Care Robot' devices to support the wellbeing of those being discharged from hospital through Care4CE.</li> </ul>
<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"> <li>• Fully implement social work practice within adult social care</li> <li>• Maintain and improve the quality of care and support services</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Social Care took part in a peer challenge review during March, we await the formal feedback however initial informal feedback would suggest that we know our services well and we are working on areas for improvement, our safeguarding services are good.</li> </ul> <p>We are recruiting to our Assurance team to support our preparation for CQC assurance and to strengthen our quality assurance and learning, this will be fully functioning by late summer 2023.</p>

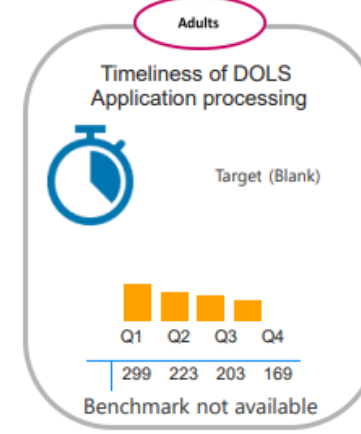
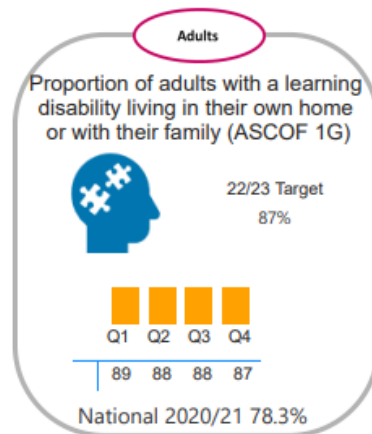
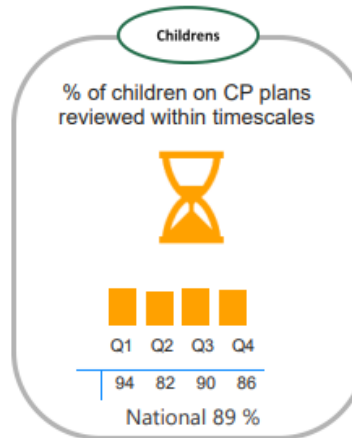
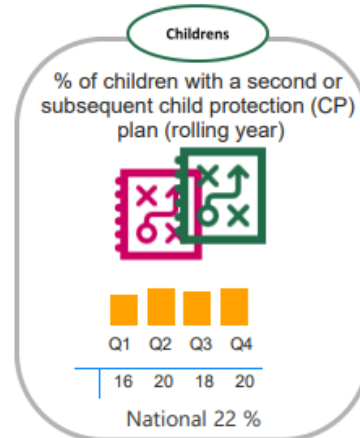
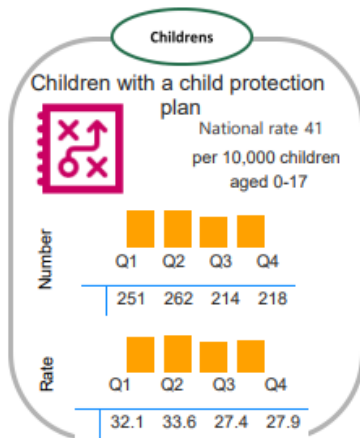
## Performance measures supporting A council which empowers and cares about people

- 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

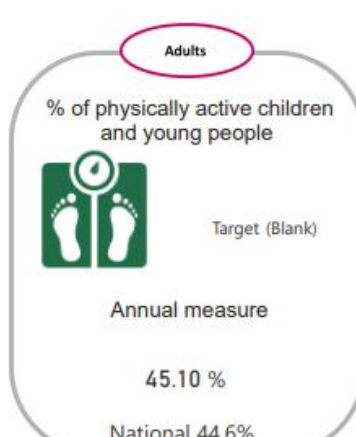
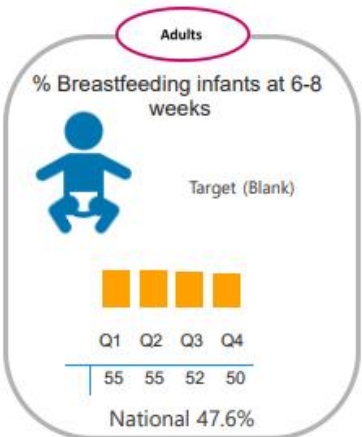
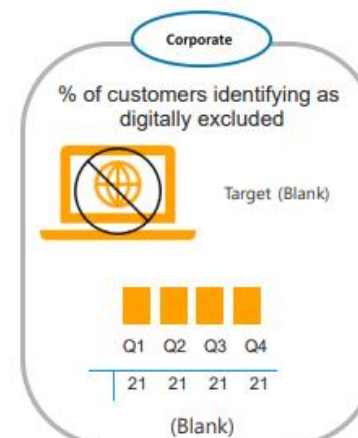
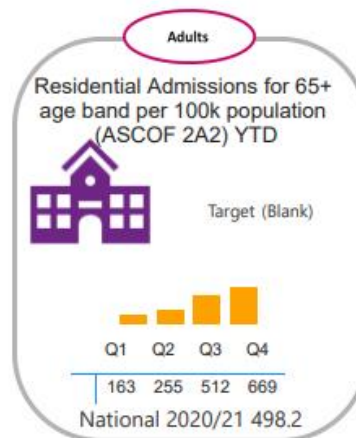
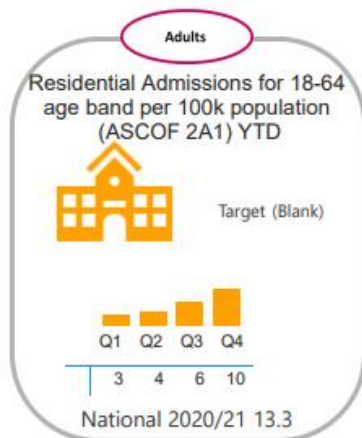




Open Fair Green



Open Fair Green



# A thriving and sustainable place

By 2025 we want:

Performance 2022/23 – Quarter 4 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 145 new affordable homes were completed in quarter 4 which brings the total completions for the year to 465 against a target of 355 per annum.

A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents

Description	Annual target	Measure to date (end of march)
Number of visitors to libraries	1,000,000	1,039,370
Number of physical book issues	1,850,384	1,730,148

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## By 2025 we want:

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

## Performance 2022/23 – Quarter 4 update

Number of 'E' downloads (books, Audio books, Magazines)	N/A	244,735
Number of users accessing online subscriptions	187,457	189,016 March stats not yet available
Number of events held in libraries	7,000	22,513
Number attending library events	100,000	99,768
Number of children participating in Summer Reading Challenge	7,262	5,627
New library members	N/A	20,439

- Building on the success of their original STEM skills programme Luminare and having successfully gained further funding from Arts Council England, staff at Crewe library ran a digital arts project in collaboration with Mako Create. This comprised a programme of 6 workshops for 3 age cohorts 11-14, 15-18, 18+ each group learnt new skills in digital technologies to equip them for future employment.
- All Cheshire East libraries public access PCs were replaced with Windows 11 hardware.
- 5 of our children's libraries have been refurbished and received positive feedback.
- We developed and launched our Ready for School bookbags which have been amazingly popular and all are constantly on loan with significant waiting lists for each one.
- Cheshire East Library News our Govdelivery newsletter exceeded 20,000 subscribers.
- As part of the National Databank Scheme we continued to provide free SIM cards to those experiencing digital poverty and had another successful bid to the Good Things Foundation for 36 further Galaxy tablets which can be gifted to those without access to the internet at home.
- We developed Social Stories for all Cheshire East libraries to be uploaded to our web pages and designed to reduce anxiety by helping neuro diverse residents know what to expect before visiting.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<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"> <li>• Improve our leisure centres</li> <li>• Provide walking and cycling recreational routes and outdoor recreational space</li> </ul>	<ul style="list-style-type: none"> <li>• There have been more than 2.6 million visits 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. And membership is over 20,000.</li> <li>• The redevelopment of Congleton Leisure Centre has reached the end of the construction phase, Everybody Health and Leisure are now in the fitout phase, with the centre opening to the public in June 2023.</li> </ul>
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Establish baseline and review current strategy and policies</li> </ul>	<ul style="list-style-type: none"> <li>• 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%)</li> </ul>
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p>	<ul style="list-style-type: none"> <li>• Planning application performance against statutory performance measures is above target for major applications (100%) but below (84%) 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 Planning Enforcement and Building Control.</li> <li>• The number of applications in the backlog is slowly reducing (approximately 550 over normal 'on hand' levels) and applications are now being allocated to officers on registration. Most applications are still taking 3-6 months to determine.</li> <li>• Progress on the Modernisation Plan continues with the focus on the application backlog; staffing structures; the implementation of the</li> </ul>

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## By 2025 we want:

- 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

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

Key actions:

## Performance 2022/23 – Quarter 4 update

new IT system for Planning and Land Charges; and improvements to the customer experience and updated communications strategies.

- Monthly updates against recommendations on the whole Modernisation Plan are being monitored and recorded.

- 2022/23 saw Toft Road Offices in Knutsford transfer to the Town Council, saving future annual revenue costs of c£5,000. There are 15 other asset transfers underway, 6 at the pre-policy (internal) stage and 9 in-flight with 6 of those in advanced stages of the formal policy/process and legally instructed.

These are being actively monitored through the Council's disposal programme.

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By 2025 we want:	Performance 2022/23 – Quarter 4 update
<ul style="list-style-type: none"> <li>Review the community asset transfer policy</li> </ul>	
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <p>Deliver Cultural Strategy and Place Marketing Action Plan</p> <p>Deliver Tatton Park business plan</p>	<ul style="list-style-type: none"> <li>The Visitor Economy Strategy for Cheshire East was approved by the Economy and Growth Committee January 2023.</li> <li>In March 2023, the Economy and Growth Committee approved the Cultural Framework for 2023-28, which set out the priorities and mechanisms for commissioning cultural activities in Cheshire East.</li> </ul>
Priority: Welcoming, safe and clean neighborhoods	
<p>Crime and anti-social activity and anti-social behaviour to be reduced.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Use our full range of education, engagement and enforcement tools to protect our communities.</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 of the CCTV wireless project started in Quarter 4 and is near completion for the towns of Congleton, Sandbach, Holmes Chapel, Alsager and Disley. Phases 2 and 3 will follow over the next 4 months.</li> <li>Trading Standards secured a successful prosecution against two sellers who profited from trading counterfeit goods on Ebay over a nine-year period. Both pleaded guilty in Court where a 30-month jail sentence for one and a 16-month suspended sentence for the other was handed out by the judge.</li> <li>Trading Standards have also secured a consent order of £10,570 to be repaid to victims of a rogue trader.</li> <li>During an operation with Cheshire Police, the Trading Standards team seized 18,500 sticks of illicit cigarettes and 8.59 Kg of illicit rolling tobacco. Illegal vaping equipment is also becoming an increasing problem and ongoing test purchasing and inspection work continues to identify non-compliant products.</li> <li>The CCTV team have been praised by Cheshire Police after sharing evidence that led to the arrest of three individuals in Alderley Edge who are believed to be linked to an organised crime group.</li> </ul>

## By 2025 we want:

- Take formal enforcement 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

## Performance 2022/23 – Quarter 4 update

- The community Enforcement team continues to make a significant impact in and around the alleyways in Crewe.
- Q4 – 45 fly tipping incidents were investigated; 3 section 46 Breach Fixed Penalty notices have been issued in relation to these incidents.

13 further Fixed Penalty Notices were issued as follows:

- 3 x Abandoned Vehicle
- 1 x Breach of Community Protection Notice
- 1 x Duty of care Household waste
- 7 x Fly tipping
- 1 x Breach of Dog Fouling and Dog Control PSPO

The Safer Cheshire East Partnership have produced a Strategic Intelligence Assessment for 2022-25, which informs the Partnership Plan.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>Raise awareness around safeguarding and community safety issues</p>	
<p>To protect residents and improve our environment.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality</li> <li>• Air Quality Management Areas have an action plan outlining planned measures to improve quality</li> <li>• A regulatory service that balances advice and education</li> <li>• Provide a robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• The Air Quality Analyser is now operational and will be used to support air quality work across the whole borough.</li> <li>• The vehicle anti-idling and domestic burning campaign funded by Defra saw the provision of an advice leaflet to all homes across the Borough, media releases and further advertising of the campaign on the rear of car park tickets. A schools education pack has just been produced to support ongoing awareness work within our local schools. Another Defra funded project has seen the installation of cycle racks at locations in Congleton and work is now ongoing to use the remaining grant funding to help support safe and secure cycle storage within Congleton schools.</li> <li>• The Animal Welfare Licensing Policy was approved at Environment and Communities Committee in February 2023 and is now available on our website. The service is also working with the Communications Team to remind pet owners of the importance of using only licensed establishments.</li> <li>• Following the approval of the new Hackney Carriage and Private Hire Licensing Policy which introduced a new ‘Safeguarding’ requirement, training courses are being held for licensed drivers in conjunction with our Safeguarding Team. Courses take place monthly and are well subscribed.</li> <li>• The Commercial Services Team have been working to the Food Standards Agency Recovery Plan in relation to food hygiene inspections and completed QTR 4 in line with the revised requirements. For 2023-2024 the service will be required to revert to the Food Law Code of Practice requirements which covers a wider range of premises and will be an additional challenge for the team.</li> <li>• 97% of Cheshire East food premises score 3 or above for their Food Hygiene Rating. This is a reduction from 98% which has been the case for previous years and is a reflection on a drop in standards that is being seen nationally post pandemic.</li> <li>• Regulatory Services went live with their new Business Support system at the end of March 2023. There remains a considerable amount of work to do to get the best out of the system to help streamline process, improve reporting and support surveillance programmes all of which form part of a programme for the next twelve months.</li> </ul>



By 2025 we want:

- Proactive inspection and surveillance programmes

Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.

Key actions:

- 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

Performance 2022/23 – Quarter 4 update

- The Council continues to inspect repair and where investment is available improve our play areas and parks.
- A major project funded by the Crewe Towns fund and an impending external grant contribution amounting to c.£400,000 is progressing on schedule, with the initial tranche of works being mobilised for four of eight Pocket Parks within Crewe that will offer health, wellbeing and amenity enhancement to these vibrant green spaces amidst densely populated areas of Crewe.
- The NHS, Cheshire East Public Health and voluntary sector Green Spaces for Wellbeing social prescribing scheme is now established with group sessions taking place at Queens Park in Crewe & Victoria Park in Macclesfield. Ongoing collaboration with a variety of health sector stakeholders is underway to maximise outreach to promote accessibility to the health and wellbeing benefits offered by this initiative.
- Wider parks development continues with number of public open space projects completed to include enhancements to Chelford Village Hall and play infrastructure provisioning at Little Lindow open space in Wilmslow. A number of additional development opportunities being evaluated for delivery in the coming months via the section 106 developer contribution mechanism.

By 2025 we want: Performance 2022/23 – Quarter 4 update

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"> <li>• Introduction of the Municipal Waste Strategy</li> <li>• To review and consult on the household waste recycling provision</li> </ul>	<ul style="list-style-type: none"> <li>• The Councils official recycling rate for 2021-22 has been released by Central Government stated as 56.3%. This is a slight reduction from the 2020-21 at 57.5% where covid effects produced usually high waste and recycling figures.</li> <li>• The Council through Ansa completed its recycling ‘on the go’ trial providing recycling bins in two key parks in Crewe and Macclesfield This will be expended in the coming year to cover further key parks in the Borough.</li> <li>• Waste Prevention Schools work continues with ‘Dennis to the Rescue’ converted waste vehicle visiting 20 primary schools expecting to reach over 3000 children. Promoting the reduce, reuse, recycle message.</li> <li>• There is a network of around 145 volunteers managed though Ansa including Waste Reduction, Clean Teams and Friends of Parks Groups. These volunteers are making valuable contributions to waste and litter reduction and engagement in our green spaces.</li> <li>• The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work to achieve our inset target of 100 hectares.</li> <li>• This planting season a further 7 hectares of trees were planted.</li> </ul>
<p>To improve biodiversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Increased rewilding</li> <li>• Embed biodiversity, including offsetting, across Cheshire East Council estate</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The council are continuing to manage the countryside estate to maximise the biodiversity.</li> <li>• The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work as part of delivering 100 ha of planting by 2025.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<ul style="list-style-type: none"> <li>• Deliver the tree planting programme</li> </ul>	
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"> <li>• Delivery of major infrastructure programmes</li> </ul>	<ul style="list-style-type: none"> <li>• The Poynton Relief Road opened to traffic on 3 March with a well-attended opening event. The scheme is already providing significant relief from congestion in Poynton Town Centre.</li> <li>• The North West Crewe Highway scheme has been under construction since May 2022 and remains on programme for a planned opening in Spring 2024.</li> <li>• The Inspector’s report on the Public Inquiry for the compulsory purchase order for Middlewich Eastern Bypass has been submitted to the Secretary of State. A decision is awaited. Meanwhile, work continues on the Full Business Case prior to submission to the Department for Transport for confirmation of funding.</li> <li>• Scheme development and land acquisition has also continued on the A500 Dualling scheme and Compulsory Purchase Orders are being prepared for publication in May</li> </ul>
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Deliver planned investment to maintain the highway network</li> <li>• Review of appropriate strategies, such as speed management</li> </ul>	<ul style="list-style-type: none"> <li>• The service delivered year 1 of the Council’s additional investment of £19m during 2022/23. In approving the 23/24 MTFS, the Council approved the spreading of its investment over 4 years instead of the original 3 years, this is to help meet the current financial challenges that are faced by the Authority.</li> <li>• The Highway revenue and capital programmes were largely managed within the budget available; however, due to the considerable inflationary pressures, some of the schemes in the approved programme were not delivered but have been moved into the 23/24 programme for delivery, supported by the Council’s approval of supplementary capital estimates for inflation impact.</li> <li>• It should be noted that the asset is being managed in a state of conditional decline.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 update
	<ul style="list-style-type: none"> <li>• In Q4 a suite of Asset Management Documents, The Highway Safety Inspection Code of Practice, Highway Tree Safety Inspection Policy and associated Code of Practice along with the Highways and Transport 23/24 Programme and Its Not Water reports were presented and approved by the Highway and Transport Committee at its meetings in January and March 2023.</li> <li>• The planned member engagement sessions relating to speed management strategy were delivered.</li> <li>• The highway programme for 2023/24 was agreed and circulated to all members, this included a refresh of the online works programme and move towards map-based information relating to the programme and status updates.</li> </ul>
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> <li>• The procurement exercise for On-street Residential Charging Scheme sites did not yield a commercially viable and affordable bid from suppliers, therefore the Council has entered onto a further market engagement with the industry to review the approach to delivery of these sites. This procurement exercise will also prepare the Council for the Government’s new Local EV Infrastructure Scheme programmes to be confirmed in 2023.</li> </ul>
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Complete Local Transport Plan parking reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Action plans to deliver the MTFs parking initiatives are being prepared and will be reported to Highways Committee during 2023/23. These plans are being informed by updated survey information on the demand for car parking in each town. Plans will be published for public consultation in Summer 2023.</li> </ul>

## By 2025 we want:

To promote uptake of cycling in our local service centres.

Key actions:

- 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

To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.

- Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key

## Performance 2022/23 – Quarter 4 update

- We continue to work with partners on the Bollin Valley Way and developing shared routes where possible. 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.

- The local bus network has been impacted by the withdrawal of Arriva NW buses from Cheshire on 22 April 2023. A network of new routes has been delivered by other commercial operators and it will take a period of time for passengers to respond to this revised offer. Typically, the frequencies of local buses have been reduced although most routes have been retained as part of the network.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>employment sites</p> <p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Submit proposals to Rural Transport Fund</li> <li>• Develop quality bus partnerships with operators and town councils</li> </ul>	<ul style="list-style-type: none"> <li>• Significant changes to the local bus network occurred as a result of Arriva's decision to cease operations in Cheshire. This occurred from the beginning of quarter 1 2023/24.</li> </ul> <p>With other commercial operators providing many routes, a number of rural connections on less well-used routes were removed from the network as a result of these being commercially unviable and the Council not being in a position to provide revenue support (subsidy).</p> <p>Places that were impacted include</p> <ol style="list-style-type: none"> <li>1) Sutton and Langley – reduced frequency of service</li> <li>2) Goostrey – service operating on alternate days only</li> <li>3) Prestbury – service integrated with another route.</li> </ol>
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Operators work together to share real time information</li> <li>• Bus routes planned to provide multi-modal connectivity</li> <li>• Cheshire East bus app developed</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced Partnership Board meetings commenced with key operators. Membership be reviewed following withdrawal of Arriva North West from the borough.</li> <li>• Monitoring indicates that patronage (total) remains at circa 20% below pre-pandemic levels. Concessionary travel is at 25% (overall) below pre-pandemic levels.</li> <li>• Impact of national £2 fare cap trial is being monitored, evidence to date indicates circa 4% growth in total patronage overall, but significant variations between routes locally.</li> </ul>



### By 2025 we want:

More residents to use walking routes.

#### Key actions:

- Promote existing routes and nature trails
- Create new walking routes between service centres

### Performance 2022/23 – Quarter 4 update

- We continue to work with partners on the Bollin Valley Way and developing shared routes where possible. We continue to promote our countryside sites and trails and trails at Tatton Park via all social media platforms

### 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 Multi storey car park and new bus station is on schedule to be delivered by January 2024. Further work is being undertaken by the developer for appraisal of Phase 2, the new leisure and retail development.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Successful delivery of the regeneration programme for Macclesfield</li> </ul>	<ul style="list-style-type: none"> <li>• Macclesfield Town Centre Public toilet is under detailed designs with a view to installing in 2023.</li> </ul>
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Work with our partners and key stakeholders to understand what is important to our towns</li> </ul>	<ul style="list-style-type: none"> <li>• The Economic Development team have started early discussion with Nantwich Town Council with regard to s106 Town Centre improvement funds.</li> <li>• The Wilmslow Town Centre Business Improvement District (BID) is now live, and the Head of Economic Development is part of the board.</li> </ul>
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> <li>• The Council secured key assurances and commitments from HS2 Ltd and Central Government through petitioning against the HS2 Phase 2b hybrid bill. These included a commitment to fund and deliver a study to determine the key interventions needed at Crewe Station to meet future passenger growth demands and support regeneration and to fund the time critical design work for the recommended interventions.</li> <li>• In addition, the Council secured a commitment from Government to create a formal Taskforce from the Leadership meeting with clear governance, terms of reference and escalation routes. The Taskforce will provide a robust framework and shared accountability for the HS2 regeneration opportunities in Crewe.</li> </ul>

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>- Deliver the Rural action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Addendum to the UK Shared Prosperity fund approved by government from start of 23/24.</li> </ul>

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"> <li>• Deliver actions in the Cheshire East Council Carbon Action Plan</li> </ul>	<p>Key progress this quarter:</p> <ul style="list-style-type: none"> <li>• Carbon inset: Our first solar farm is progressing with solar panels ordered prior to works starting on site shortly. This planting season an additional 7 hectares of trees have been planted.</li> <li>• Assets and Heat: Work to Council buildings continues with 9 air source heat pump installations nearing completion and works to Delamere House Crewe, window replacement and air source heat pump installation about to begin on site following completion of design and preconstruction phase.</li> <li>• Wider Borough 2045 target: Base line modelling of Carbon emissions form the Borough is completed and approval has been granted by the Environment and Communities committee to develop a key priorities action plan over the coming year.</li> <li>• The education directorate is involved in a wide range of capital schemes to increase sufficiency of school places. The planned £90Million investment in our schools will align with the council’s ambitions for carbon reduction, and significant work is undertaken to fully engage with innovative approaches to address environmental issues.</li> </ul>
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By 2025 we want:

## Performance 2022/23 – Quarter 4 update

- Estates (Facilities Management) have been successful in each round of public sector decarbonisation funding and have delivered to time and budget on each phase, which include the following.

- 14 Air Source Heat Pumps have been installed across the operational estate.
- Photo Voltaic Panels have been completed and are operational on a total of 19 building. This includes the top floors of two multi storey car parks in Macclesfield which have been covered in panels, making those sites cost neutral, income will also be achieved through export.
- Improved insulation in 10 buildings
- A window replacement programme in Delamere House has commenced
- LED lighting improvements have been completed in 15 buildings.

As a result:

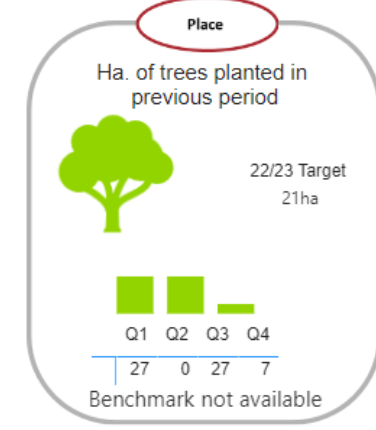
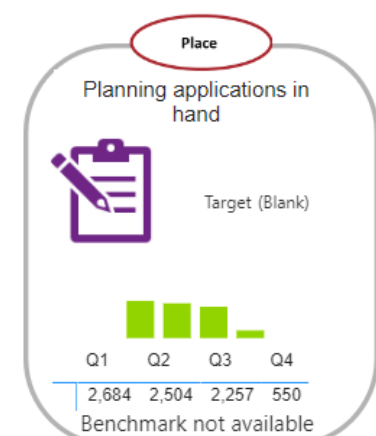
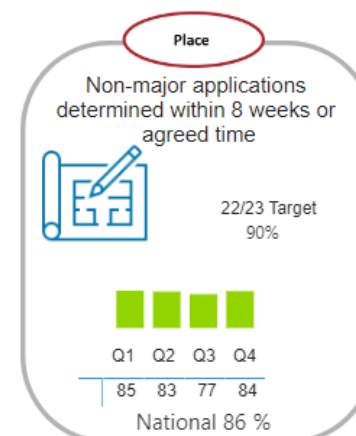
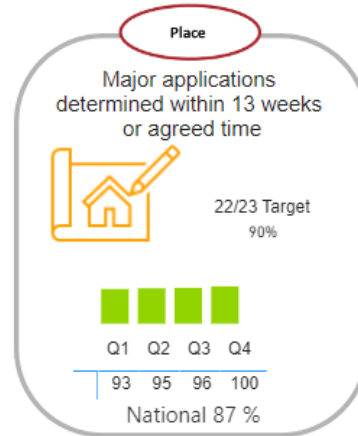
- Overall emissions (And equivalent for the green electricity) show a reduction from the previous period.
- Whilst electricity consumption has naturally increased in those building where ASHPs have been installed, all other building categories have shown a decrease.
- Gas consumption decreased slightly across all building categories compared to the previous reporting period, which the exception of leisure gas consumption which shows a slight increase, this continues to be monitored.
- Electricity generation is much higher.

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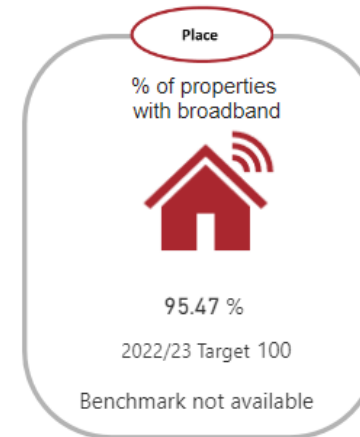
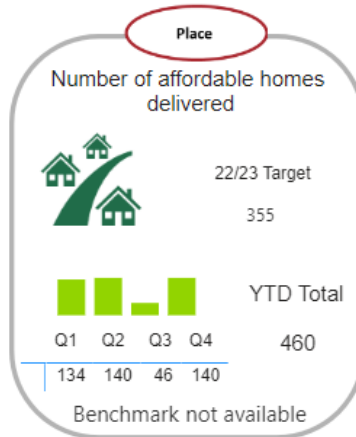
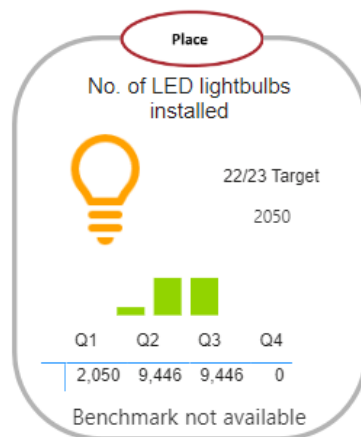
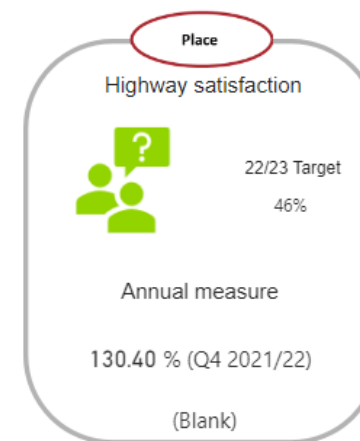
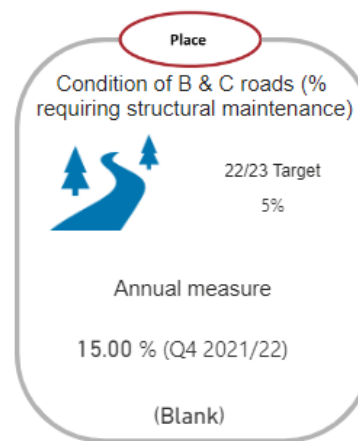
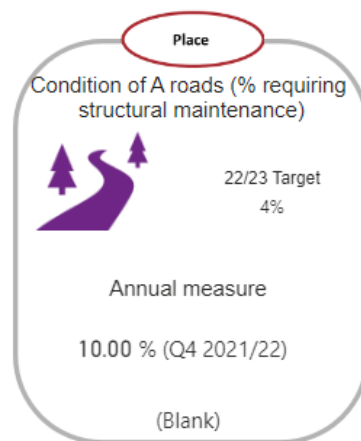
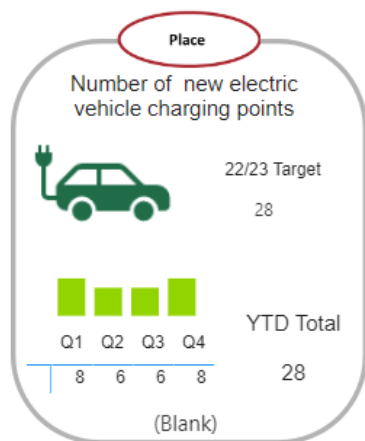
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## Performance measures supporting A thriving and sustainable place

- 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

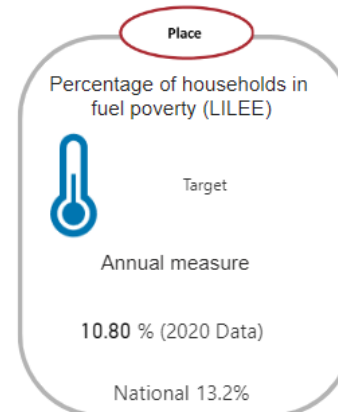
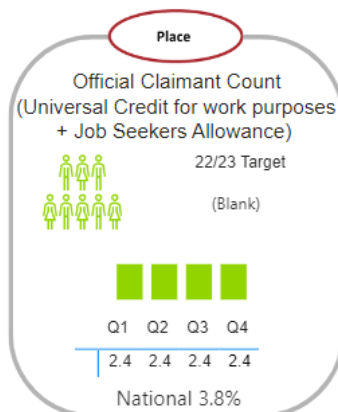
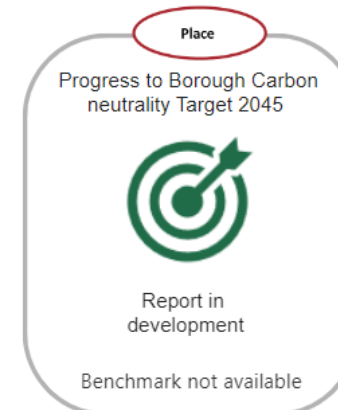
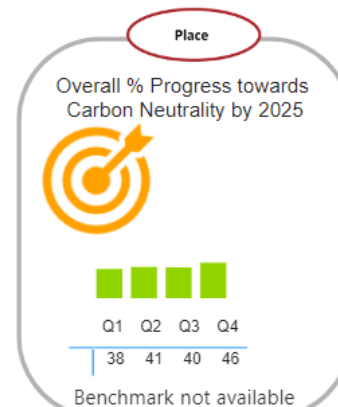
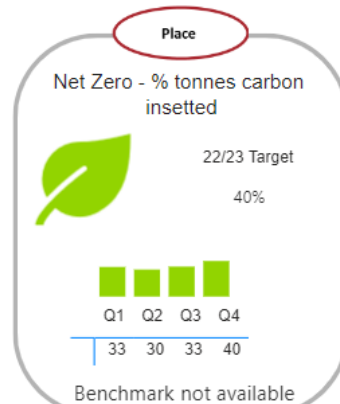
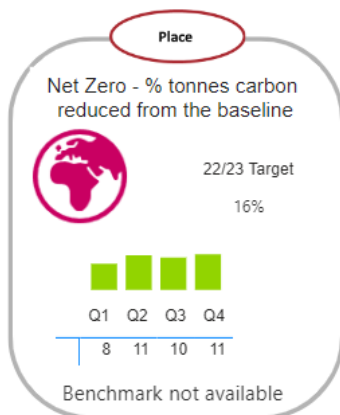


Open Fair Green



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