

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 1 2023/24



Open

Fair

Green

An open and enabling organisation

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
Priority: Ensure that there is transparency in all aspects of council decision making	
<p>The council to be seen as being a fair open and transparent organisation and able to demonstrate it.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Implement a new committee system • Demonstrate commitment to open data 	<ul style="list-style-type: none"> • The key objective under the “Open” priority, to transition to the Committee system, was achieved under the first year of the Corporate Plan. The Committee system has now been in operation for two full municipal years. In quarter 1, Corporate Policy Committee considered an annual review of the Committee system, as a result of the review, made some minor, best practice updates to the constitution. • 92% of FOI requests were responded to within statutory timescales. This is within the "adequate" category of compliance as set out by the Information Commissioner (ICO). • There has been no regulatory action from the Information Commissioner’s Office. • Following the local elections in May 2023, there was a period of appointments and resetting of governance, therefore Service Committees generally met once during the quarter, in June 2023. The Corporate Policy Committee in June received a report in relation to the annual review of the committee system. The review considered changes to the Council’s constitution that were deemed necessary and good practice following two municipal years of operation of the committee system.
<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Working with town and parish councils • Virtual meetings 	<ul style="list-style-type: none"> • Town and Parish Council Network established in 2022/23. Due to purdah and election implications no meetings took place in Q1 2023/24. The first meeting of the Network, relating to climate change, took place in July 2023.
<p>Our communities will be well informed about things they can do to prepare for emergencies.</p>	<ul style="list-style-type: none"> • Emergency preparedness is led by a Joint Emergency Planning team across Cheshire East and Cheshire West and Chester councils. Information is regularly shared through our communication channels to inform people of things they can do to prepare for emergencies.

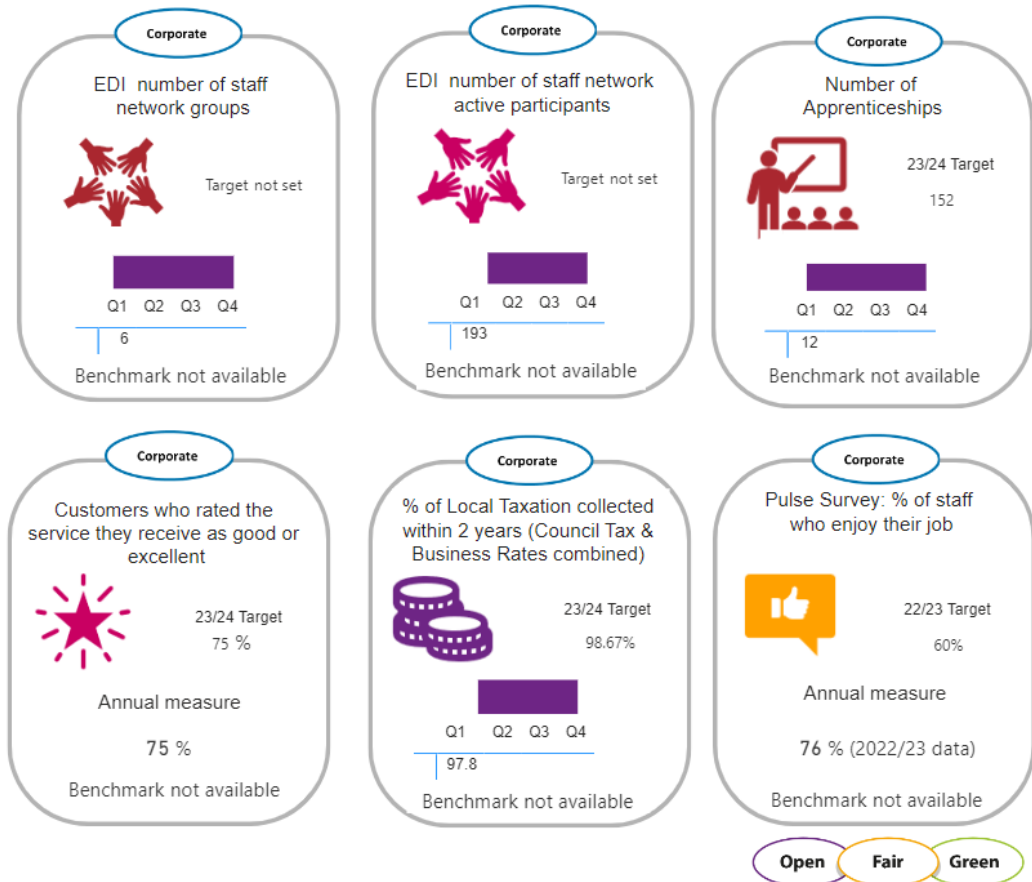
<p>Key actions:</p> <ul style="list-style-type: none"> Enhanced emergency preparedness in communities 	
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Consultation on key plans and strategies 	<ul style="list-style-type: none"> The Joint Local Health and Wellbeing Strategy and Digital Inclusion Plan both published after consultation and engagement in latter part of 2022-2023. In quarter 1, initial planning work took place on developing a new Corporate Plan for Cheshire East. This work will be progressed throughout the 2023/24 municipal year.
<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"> A customer charter was approved during 2022/23. The first progress report to review performance against the Charter is scheduled for quarter 2. New contact centre technology “net call” was implemented during 2022/23.
<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"> The Silver award was achieved in the 2022/23 municipal year. A report due for Corporate Policy Committee in Q3 of 2023/24 outlines the Gold Award requirements and what remaining actions the council proposes to undertake to achieve the Gold Level standard.
<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 	<p>The Estate Service’s Disposals programme has a target of £2,680,000 for 2023/24 based on the assumption the Estates service can sell 10 Council assets, and 3 sets of farm buildings. This is in accordance with current policy, where we are creating larger farm units by merging existing farms as they become vacant. In Q1, Morton Hall Community Centre in Macclesfield was sold via auction producing a £199,000 capital receipt. Of the remaining annual programme, two of the twelve assets have issues flagged with delivery, but the rest are on track at this stage.</p>

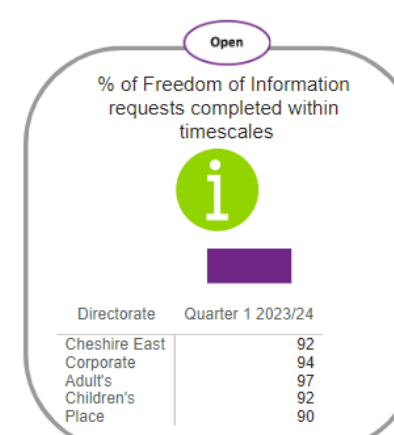
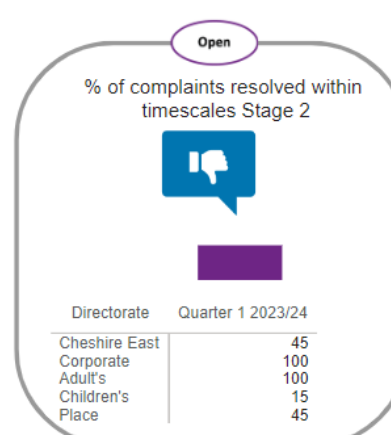
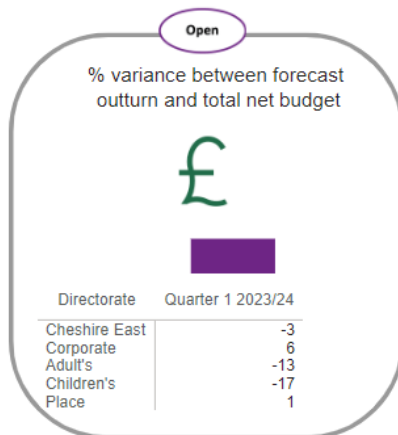
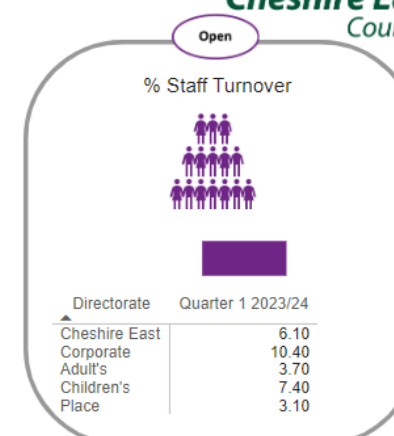
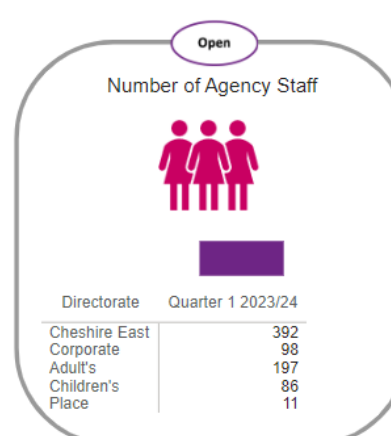
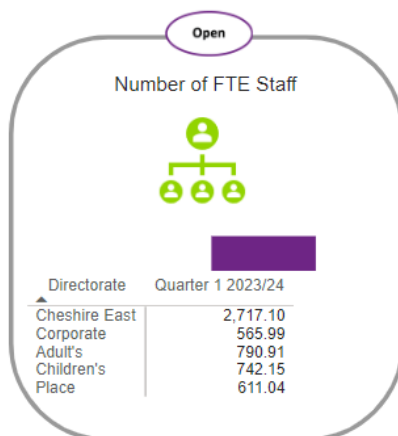
<ul style="list-style-type: none"> • Successful delivery of savings programme 	<p>The income target from the Estate's non-operational portfolio and Cheshire East Farms is £1,836,279 for 2023/24, with actuals for Q1 being on-track at £620,769.</p>
<p>Our Alternative Service Delivery Vehicles (ASDV) delivering 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"> •
<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"> • A staff survey is being developed and is planned to be launched in quarter 3 of 2023/24. • The Best4Business Unit 4 system was implemented in the first year of the Corporate Plan and regular training, guidance and updates continues to be available to staff to maximise the benefits of the system.
<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 	<p>An area of the staff intranet site, known as "Lighthouse" has been created as a dedicated area for guidance and support for staff.</p> <p>A revised agile working policy was produced during the coronavirus pandemic.</p> <p>A programme of work reviewing estates and ICT, known as "WorkplaCE" started a consultation exercise in quarter 1. The results of this internal consultation exercise will inform the volume and nature of corporate buildings in future.</p>

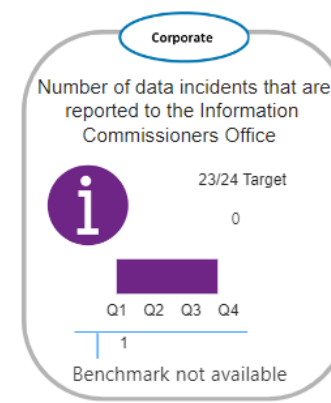
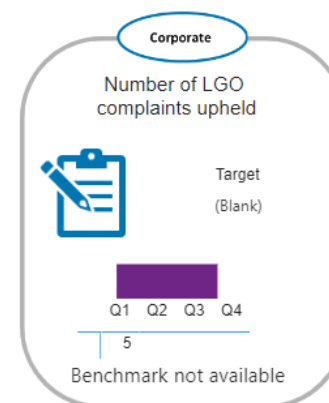
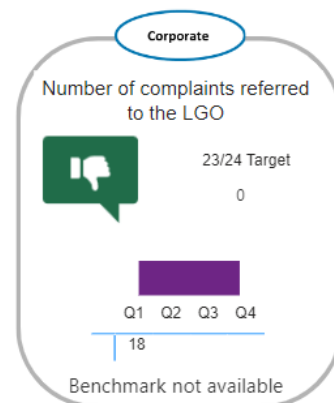
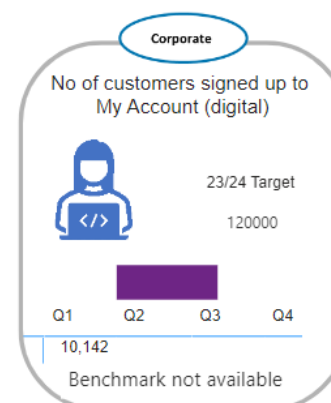
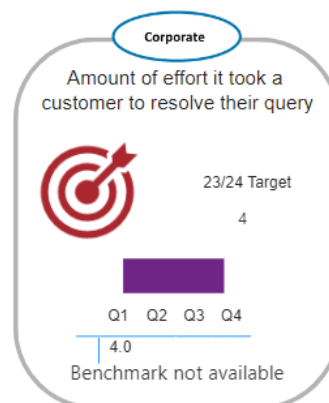
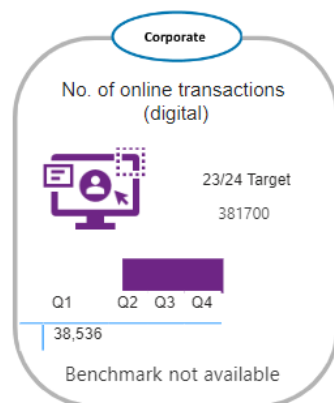
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<p>The communications and media team send out regular news items, media releases and newsletters as part of their core activities.</p> <p>A new Communications Strategy for Residents was approved in 2022/23.</p>
<p>Resident satisfaction with the council to be in line with similar councils.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake regular communications with residents • Develop new Customer Experience strategy 	<p>A new Customer Charter was developed and implemented during 2022/23.</p> <p>Regular communications with residents are undertaken through the communications and media team.</p>
<p>The council to be regarded as a good partner.</p>	<p>The Council is a member of a number of key partnerships. An internal review of partnerships took place during quarter 1 and the outcome of the review is planned to be delivered in quarter 4 of 2023/24.</p>

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







A council which empowers and cares about people

By 2025 we want:	Performance 2023/24 – Quarter 1 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">• The Live Well for Longer Plan, Layout 1 (cheshireeast.gov.uk) was previously approved by the Adults and Health Committee and has now been adopted by the Cheshire East Place Partnership for Health and Social Care as our Framework for Coproduction. The Live Well for Longer Plan is based on the TOGETHER guide principles TOGETHER in Cheshire East to ensure that we are able to develop services together with local people. A recent example of this is the engagement with Children, Families and partners for the development of our Emotionally Healthy Children and Young People service.• Commissioners have worked with Cheshire East's Participation Team and external partners to ensure the voice of children and young people (CYP) underpins the service design. CYP have created the vision and they will be invited to work with Providers to create a brand for the service. The proposed model has been tested with key stakeholders and the market and is designed to create a longer-term shift in focus onto early intervention and prevention.• In quarter 1 we continued to engage with families to seek their views on the environment and offer for family hubs. We now have feedback boxes in each of our family hub locations where customers can post their comments and we have added "You said, we did" display boards so families understand how their views shape our services. Our Cheshire East Parent Carer Forum has supported us to engage with families who are not currently accessing our services, so we get a wider range of feedback to shape our centres to be places that the community feel welcomed and included. Our family hubs branding has been coproduced with key stakeholders, including children and young people and our final logo and brand is ready to launch at the opening of our first two family hubs.• The Live Well for Longer Plan, Layout 1 (cheshireeast.gov.uk) was previously approved by the Adults and Health Committee and has now been adopted by the Cheshire East Place Partnership for Health and Social Care as our Framework for Coproduction. The Live Well for Longer Plan is based on our TOGETHER guide principles TOGETHER in Cheshire East to ensure that we are able to develop our services together with local people. A recent example of this is the engagement with children, families and partners for the development of our Emotionally Healthy Children and Young People Service.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a strong, local, social impact structure • Develop a locality model of working 	<ul style="list-style-type: none"> • 15 local place-based partnerships meeting monthly to discuss local priorities, engaging with residents and responding to local issues. • VCFSE representatives continue to be funded to be part of the place-based care community discussions which meet monthly collaborative efforts. • To build on the place local structure, thematic alliances are under developments which include infrastructure, these include mental health, faith, health and wellbeing and community venue alliances. • Work has taken place in readiness for the opening of our first two Cheshire East family hubs in July. The two sites identified are Oak Tree Children's Centre in Crewe and Oakencloough Children's Centre in Wilmslow. We have been working with our partners to increase the range of services that will be available from our family hubs and widening the support available across the 0-19 (0-25 with SEND) age group. • The restructure of services into the family hubs model has been developed on a north and south locality footprint which closely aligns with the boundaries of partners. The two localities have been further split into 8 collaborative working areas (4 north/ 4 south). For each collaborative we will gather data and local intelligence and work with key stakeholders to identify the top priorities as a partnership to ensure we have the right support in the right places, targeted to the right communities.
<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"> • Cheshire East will be opening a Transit Site in 2024. • Cheshire East and partners continue to work together to raise awareness about Ethnic Groups and to improve Health, Social and Educational outcomes for specific communities including Gypsy, Roma and Traveller people. • Public Health have delivered Training in Primary and Secondary Care Services to raise awareness about the Yellow Card. This Card enables people who are temporary residents or homeless people to gain quicker access to GP or Hospital Services when required. • Cheshire East and Partners continue to meet with SERCO to provide Wrap Around Support to Asylum Seekers living in the Borough. • Working with our local Veterans: • Crewe Armed Forces day

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • C.25000 attendees. • 44 stall holders ranging from military vehicles, army recruitment, local charities and local food vendors. • Macclesfield Armed Forces Day • C. 4000 attendees. • 16 stall holders ranging from military vehicles, army recruitment, Cadet Forces, local charities and local food vendors. • Begun work with Nantwich Town Council on an event Summer 2024. • Worked with 22 individuals referred from charities/organisations working with veterans. Provided support such as housing, benefits, job searches, mental referrals etc. • Supported 1 armed forces breakfast club to become constituted. The group meets monthly with guest speakers offering advice and guidance on Jobs, health, mental health, local employers seeking veterans. C. 50 individuals per meeting. • Veterans Digital Inclusion project - 76 people supported with install of technology to support with mental health sessions, chair based exercise etc. with a view to preventing social isolation. Calendar of sessions provided by the RBL each month. • Social Value Portal procured and training complete. • Began a two-year community development project to reduce health inequalities in our East Timorese community in collaboration with the Institute of Voluntary Action Research (IVAR) and community members. • Public Health team continued to lead Cheshire East implementation of All Together Fairer report for Cheshire and Merseyside and ensured it featured prominently in strategic documents, including the draft Delivery Plan for the Health and Care System. • Cheshire East Digital Inclusion Plan published. • We have supported a higher population of unaccompanied asylum seeking children into the borough. As a marginalised group, we have supported them to find a home, education, social support and with their asylum status.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • Implementation of financial incentives scheme to encourage pregnant women and their households to quit smoking. • Conducted a system-wide review of TB service provision across Cheshire East and West and made recommendations for improvement. • Co-produced training with CWP on infection prevention and control, and hydration, delivered to care homes and various community groups across the borough (e.g., Faith groups, community volunteers, schools staff, support groups). • Health Improvement Team delivered 'Mouth Care Matters' training to residential care staff. • Health Improvement Team delivered suicide prevention training to multiagency professionals. • Developed and launched multi-agency Cheshire East Combating Drugs Partnership for local delivery of Government's 10-year drug strategy. • Five joint strategic needs assessment (JSNA) reviews have been completed this year, through collaboration with partners on poverty, smoking, substance misuse, falls and Crewe. These reviews highlight opportunities for prevention and early intervention. A further review on emotional and mental wellbeing in children and young people is nearing completion and a review on special education needs and disability is underway. The JSNA work programme for 2023/24 includes: a lifestyle survey of residents (to understand extent of healthy lifestyles and barriers to adopting healthy lifestyles), which is under development; a review of care for older people; a review of isolation; and a Macclesfield place-based review. • A Joint Outcomes Framework is under development to monitor progress against the Health and Wellbeing Strategy towards closer integration, prevention, and earlier intervention. The first phase of indicators has been agreed through multi-stage, multiple partner consensus building: Cheshire East Joint Outcomes Framework and Phase Two is underway. • Working with people from Afghanistan • Supported 17 families made up of 103 individuals, to find offers of accommodation following notice from the Home Office that the Chimney House was due to close. • Supporting people from Ukraine • 670 Ukrainian individuals in Cheshire East matched to 158 sponsors.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • 170 supported to find longer term accommodation. • The Emotionally Healthy Children and Young People (EHCYP) Service is currently being recommissioned following an extensive period of engagement and coproduction. The overwhelming feedback from professionals, CYP and their families is that investment and resource is required early, to prevent complexity and crisis. The new model has been designed with that in mind, making the most of available assets to provide a service sitting firmly up stream in early help and prevention, using evidenced-based tools and interventions to address CYP emotional wellbeing and the first opportunity. • We have continued to deliver a range of evidence based parenting programmes to our families. We are researching an appropriate evidence-based parenting programme to deliver through the reducing parental conflict bid funding to address the current gap in this area and links to private law issues. We have expanded the parenting journey lead role to coordinate the wider parenting journey across the 0-19 age range (0-25 for SEND) and will strengthen the existing evaluation of such programmes to ensure we capture outcomes and impact.
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 • Promote regular screening and take up of preventative health opportunities • Improve the mental health of all people working and living in Cheshire East 	<ul style="list-style-type: none"> • Cheshire East Council have partnered with our commissioned provider for Substance Misuse (CGL) to create an intensive outreach service, which focusses solely on rough sleepers and the homeless. Outreach Workers spend time building relationships with people experiencing homelessness, to encourage them into service, where they will be supported to address all aspects of their lifestyle. • Data gathered through the JSNA and engagement around CYP mental health has revealed the lack of support for CYP and their families experiencing self-harm and suicide ideation. With this in mind, a requirement within the specification for the new EHCYP service is the provision of education in this area, to equip CYP, their families and professionals with the knowledge they need to intervene and support with safety planning. • Two Falls Coordinators have been employed in local Acute Trusts as a result of CEC funding with aim of reducing the overall rate of hospital admissions for falls in those aged 65+. Work conducted to date has included surveying staff on how they assess falls risk as well as developing a risk assessment checklist to be utilised by professionals. Phase 2 of the project will involve risk assessments being conducted with people identified as at risk. • Initial planning has taken place on Falls Awareness Week 2023. This is a national awareness week which is used to raise the profile of falls amongst those at risk with the intention of them mitigating this risk. The theme this year will be spreading the word about falls to friends and family. We are currently exploring holding a

By 2025 we want:

- To continue to support a zero-suicide approach

Performance 2023/24 – Quarter 1 Update

- series of events, but the week will also involve a press release, social media messages and newsletter articles.
- Procurement is taking place for a market research agency to run a lifestyle service for the Council. This will be used to provide additional information for JSNA sections and will also inform the recommissioning of services. This will include understand the barriers that people face in areas of deprivation to accessing relevant services.
 - Recommissioning work is taking place on the Universal Information and Advice service which provides financially related advice to residents (currently delivered by the CAB). This will include coproduction work with residents in September following up on feedback from an initial survey conducted in 2022.
 - Posters and leaflets have been circulated to key locations within the Borough such as libraries and schools to promote the Live Well Cheshire East resource which includes a service directory. This is to be followed up by a press release, social media activity and emails to key stakeholders.
 - Delivery of NHS Health Checks has continued to improve with a 11% increase on Q4 delivery figures. Training was also offered to GP Practices to support staff to improve the quality of health checks delivered, over half of practices attended the training.
 - 80% of participants of One You Cheshire East's Move More (physical activity) programme have maintained their activity levels 6 months after completing the programme. For participants completing the Stand Strong (falls prevention) programme, 96% have seen an increase in strength and balance and 97% have increased their stability. There was also a 73% completion rate for participants starting the weight management programme in Quarter 1.
 - Supported CWP IPC in screening asylum seekers for latent TB infection.
 - Following an LGA review of the Health and Wellbeing Board, we identified a member of the Strategic Housing Delivery Group to represent Housing providers and the Health and Wellbeing Board going forward.
 - Commenced a review of Avoidable Deaths (those before age 75 due to a defined list of causes), which will highlight inequalities by electoral ward across Cheshire East and provide top causes of avoidable deaths to enable targeted prevention activity in each Care Community area.
 - Public Health led the development of the first draft of the Delivery Plan for Health and Social Care (2023-28), incorporating prevention, proactive care and the reduction of inequalities. Due for publication in Q2/Q3.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> A joint strategic needs assessment (JSNA) review on poverty was published earlier this year, and includes Place wide recommendations for actions on poverty, as well as specific recommendations regarding food and fuel poverty, and health and wellbeing. It also incorporates examples of best practice from other areas, which can be drawn upon: https://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/healthier-places/poverty.aspx . All JSNA reviews highlight variation across Cheshire East, and the need to reduce this variation. The Tartan Rug has also been updated and is due to be published in the coming months, again this highlights the variation and where the greater intensity support is required.
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> <p>Key actions:</p> <ul style="list-style-type: none"> Continued investment in Early Help and Prevention services Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> We redesigned, consulted and then launched the multi-agency threshold of need document. The launch events focussed on effective and timely early intervention and prevention. Further master class training sessions are planned to breakdown the key elements of early intervention including identification of need, use of assessment and screening tools, using newly designed early help paperwork, improved knowledge of services available to support families, engagement and consent. We have employed two Partnership Family Help Officers, formally known as Locality Support Officers to support the wider partnership in their delivery of holistic and effective assessment and intervention. We have also strengthened the process by which we request sight of all early intervention delivered across the partnership from those practitioners without direct access to our case management system. We have reduced duplication by offering a service to find out if early intervention, or social care intervention, is already in place. Planning permission was granted in quarter 1 to our partner and charity, OnSide, for the new Youth Zone in Crewe. The state-of-the-art youth centre will provide 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. Expected to open in 2025, the Youth Zone will be open to young people aged 8-19, and up to 25 for those with additional needs, seven days a week. We are improving the reports available across early help in order to really understand and analyse what support is in place and where gaps may exist. We have recruited a reducing parental conflict (RPC) coordinator who has designed and an e-learning module to raise awareness of parental conflict as well as a toolkit for practitioners to use with parents and are sourcing a parenting programme to meet the needs identified.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • We have strengthened our multi-agency arrangements for children at risk of exploitation, validated at the six month review in June by the DfE and independent improvement advisor. • We continue to deliver the holiday activity and food fund (HAF). HAF supported a total of 1,091 young people, providing 5,158 healthy and nutritious meals, over 17,000 hours of support over 43 locations across Cheshire East. Our next steps for the HAF programme is to ensure we have the right children attending, including those on income related free school meals and our most vulnerable children. This will be made easier when we implement the shared platform booking system at the end of the year which will give us far greater data than we currently can obtain from the various providers. • The household support fund (HSF) programme continues to deliver food, utilities and wider support to vulnerable families across Cheshire East. The grant is currently active until 31 March 2024 and has been live since 01 April 2023. Since April, the grant has delivered a total of 80,000 vouchers via bulk deliveries to over 20,000 people. The enquiry form is currently operating successfully, providing over £250,000 worth of targeted support to over 1,950 people.
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs • Safeguard adults at risk • To address causes of abuse, neglect or exploitation 	<ul style="list-style-type: none"> • The Safeguarding Adults Board held its Annual Development Day in June 2023. The SAB Constitution has been updated and the Board identified its priorities for the next 12 months. The Service User Subgroup contributed to the Development Day and produced pocket sized cards for Frontline Staff to remind them to incorporate the principles of Making Safeguarding Personal in their practice. • The Safeguarding Adults Board and the Safer Cheshire East Partnership facilitated 4 interactive workshops for Health and Social Care Staff which focussed on the Theme of Dementia, Carers and Domestic Abuse. The workshops were hosted by Odd Arts and attended by 150 staff. Feedback has been excellent. • Updated Guidance on how to respond and report incidents of Domestic Abuse was published and shared with staff on Elder Abuse Day in June 2023. • The Safer Cheshire East Partnership supported the Knife Angel Project in Crewe during June 2023. The powerful statue, made from knives, was in Memorial Square, and acted as an important and salient reminder of the impact of knife crime on individuals, families, and communities. Young people attended many organised events during the month, and many knives were handed in to local Police Stations as a result. • The Safer Cheshire East Partnership also organised a Day of Action in Shavington in July 2023. Officers from Partner organisations visited 200 households, to raise awareness about Violence and Intimidation against Woman and Girls, and to seek feedback from Local Residents about this issue.

By 2025 we want:

- To ensure that officers are adhering to legislation and promoting best practice

Performance 2023/24 – Quarter 1 Update

- Learning from recent Safeguarding Adult and Domestic Homicide Reviews, has been shared with Managers and staff. The purpose of each Review is to consider how organisations have worked together and to identify areas of good practice and where systems need to improve. This promotes best practice and legal compliance.
- The Cheshire East PREVENT Board is required to complete an annual Benchmarking Exercise for the Home Office. This quality assurance process looks at partnerships, processes and impact on vulnerable people who may be at risk of radicalisation and how support is being provided to reduce these risks. Cheshire East has been rated as Exceeding in its work.
- We have reviewed and agreed the Step Up and Step down policy. The key changes include no more step up meetings as these were leading to delay and therefore increased risk, which was a change made following our last inspection. We now have tracking in place for all step down cases to ensure actions are progressed in a timely way to ensure that the needs of children and families are met. We have also strengthened the expectations around escalation.
- We have sourced funding for a new role in the front door to support appropriate signposting to mental health pathways and to link to trauma-informed practice. This is currently going through the job evaluation process.
- We are reviewing the daily VPA (vulnerable person assessment) meeting to ensure they are attended by the right people, effective and meaningful to direct the right cases to the right services. Dip sampling will be carried out by the local authority and police in September. A high number of cases that come through to the front door are still for information, advice and guidance rather than the need for a referral so we are working to understand this more. Training is being planned for the newly designed vulnerability hubs in police headquarters. Discussions are ongoing to ensure we are sharing information in line with our data protection agreements.
- We have received ministerial approval of additional investment into frontline practice to further strengthen our statutory safeguarding practice.
- This year's 'Act Now' safeguarding conference took place at Sandbach School on 30 June. The annual event is organised by young people and supported by the Safeguarding Children in Education Settings (SCiES) team. It provides the opportunity for professionals to listen to children and young people about serious issues from their perspective – this year the theme was child on child abuse and the subjects chosen were sexual violence and harassment, social media, knife crime and hate crime.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
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Priority: Be the best corporate parents to the children in our care

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:

- 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

- Joint strategic needs assessment JSNA reviews have been completed on poverty, smoking, substance misuse, and Crewe, which includes findings relevant to our children and young people. In addition, two further reviews are due to conclude later this year covering emotional and mental wellbeing in children and young people, and special educational needs and disability.
- The Joint Outcomes Framework also includes indicators to monitor health and wellbeing in our children and young people.
- We are continuing to carry out performance clinics to review performance for services supporting cared for children. We are currently at above 80% compliance on all areas, including statutory visits, plans and assessments for cared for children.
- Our ‘staying close’ bid to the DfE was successful in quarter 1. This model provides an enhanced support package for young people leaving care from children’s homes, including an offer of move-on accommodation, alongside a package of practical and emotional support. These bespoke packages of support help develop their confidence and skills for independent living, and for their emotional health and wellbeing. We have recruited five additional Personal Advisors (PAs) to take this initiative forward and are currently recruiting to the team manager post. We are establishing the governance through a staying close working group to ensure this work is appropriately supported, monitored and evaluated.
- Agreement is now in place to progress with a care leavers App as a way of communicating with our young people via social media. It will also increase their access to Cheshire East’s local offer for care leavers and be able to provide us feedback on issues that affect them
- In quarter 1 we were success with 8 adoptions (last year’s total was 11) to provide these children with stability, permanence, and the love and nurture of a permanent family.
- We are closely monitoring and working to improve our compliance with courts through a weekly legal tracker meeting, now chaired by heads of service.
- We are working with health colleagues to improve the timeliness for health assessments, including the introduction of a new pathway, which is now in place.
- Our stability, step up and step down panel has been introduced to provide strategic oversight for all children in residential placements. This will ensure they have the opportunity to live in a family wherever possible and to monitor closely the longer term financial commitments of their care.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>Priority: Support all children to have the best start in life</p> <p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Maintain high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families 	
	<ul style="list-style-type: none"> • Joint strategic needs assessment JSNA reviews have been completed on poverty, smoking, substance misuse, and Crewe, which includes findings relevant to our children and young people. In addition, two further reviews are due to conclude later this year on: emotional and mental wellbeing in children and young people, and special educational needs and disability. • Coproduction work has been undertaken to improve the wording of the letters received by parents and carers as part of the National Child Measurement Programme. Further work is underway to evaluate the effectiveness of the letters in supporting families to seek support following receiving information regarding children falling outside the healthy weight range. • The take up of our two year old offer of free education and childcare has remained stable. We continue to work with schools and other providers to develop further places for these children. Children who are eligible for a place and not accessing are proactively targeted with postcards reminding them that they are eligible and signposting them to the family information service who can help to find places. • The New Start for Life Team are working with the childcare and sufficiency team to develop a second stage to the targeted pathway for those still not accessing their two-year old place after the postcard and not engaging with family hubs services, this will be a telephone contact to proactively support the family to access a childcare place and/ or their local family hub. The success of this approach when in place will be measured by the family hubs managers quarterly to assess the impact. • In June this year we launched a new portage quality and inclusion team, the team are structured around the 8 collaborative areas so settings have two key points of contact for their area and their support visits are undertaken by a consistent person who gets to the know the settings and their children. The core offer has been matched to address the Ofsted inspection themes with the first visit in autumn term focusing on a welfare visit to proactively identify and support settings to implement the welfare requirements effectively. Three owners and managers events were delivered by the early years team for childcare providers in quarter 1 to launch the new team and core offer. • The new portage start for life team has started to deliver universal and targeted parenting journey sessions across our family hubs estate. The team are still recruiting to vacancies to get to full service delivery capacity however are now delivering parenting journey sessions weekly with across our family hubs and outreach sites and the volume of children and families seen in these sessions has increased significantly with up to 70 participants at some sessions.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • The parenting journey strategic and working groups have increased membership and a new term of reference to cover the 0-19 age range. The former stops are transitioning into steps to cover the key parenting transition points from birth to adulthood. The start for life universal offer has agreed key performance indicators for the first time to enable the strategic group to effectively monitor impact and make changes where impact is low. A targeted offer is in development and will be aligned to collaborative area priorities. The Five plus offer (Step into school and beyond) is being mapped across the partnership. • Our Cheshire East Chatters programme continues to support children in our childcare settings through training for childcare practitioners in screening and interventions to support children with speech and language delay. All participants who attended the sessions demonstrated increased confidence from the pre and post evaluation questionnaires. Numbers of participants attending the training was lower than usual in quarter 1 - childcare employees have fed back that the booking system can be a barrier and the team are trialling Eventbrite bookings for the next round of training advertised. • Our Talking Walk-ins are popular and continue to be offered in family hubs across Cheshire East. 65 families accessed these in quarter 1, an average of 6 children per session. Following these a number of children were referred to other services as a result, including 'Play Can Make a Difference' Specialist Speech & Language Therapy service. Some attended for further advice and onward referral was not required for others, however families were reassured by having the opportunity to speak with a professional about their child's communication. This means that referrals are not made unnecessarily. Responses from our online evaluation with parents and carer attending show that they value this service
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from Ofsted inspections have been addressed and 	<p>Priority: Increase opportunities for children, young adults and adults with additional needs</p> <ul style="list-style-type: none"> • Joint strategic needs assessment JSNA reviews have been completed on poverty, smoking, substance misuse, and Crewe, which includes findings relevant to our children and young people. In addition, two further reviews are due to conclude later this year on: emotional and mental wellbeing in children and young people, and special educational needs and disability. • Pathways and support – particularly in education settings – will form a key part of the renewed Preparing for Adulthood programme. The action plan developed from the completion of the NDTi audit tool will detail key actions when this is developed in September 2023 • Cheshire East has been awarded £1 million to support our transformational change through the DfE's 'delivering better values' programme of support . The two key areas in our action plan are to strengthen the graduated approach and support for children and families through inclusive practice and transition. We have held a range 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

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>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 	<p>projections that it is not possible to mitigate the spend in this area sufficiently to achieve a sustainable position.</p> <ul style="list-style-type: none"> • We have strengthened our governance arrangements across the partnership with the Executive Director of Childrens Service appointed as chair of the SEND partnership board. • Following the publication of the new inspection framework for SEND, we have been working across the partnership to ensure that all services are collaboratively working together to refresh and update of our self-evaluation. This is ensuring that across the partnership we are identifying our key areas for improvements and supporting to develop clear actions and targets. • The Cheshire East 0-25 SEND Partnership is currently conducting a survey to hear from professionals, families, parent carers, children, young people, educational settings and anyone who contributes in the delivery of SEND services for children and young people aged 0 – 25. The partnership is aiming to hear about what is working well and what we could do better to improve the experiences and outcomes of our children and young people with SEND. The outcomes of the survey will be analysed to ensure that they align with our strategy and self-evaluation. • 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. • Timeliness for Education, Health and Care Plans completion within 20 weeks including exceptions (cumulative for the year) for Quarter 1 is 62%, this continues to improve on a quarterly basis and is above the national average figure of 58%. • The Educational Psychology Service (EPS) has developed the triage process specifically to improve timeliness across both EPS and SEND services. The EPS had achieved 95% timeliness in July; the highest figure recorded since September 2021. In Q1 the EPS has provided 188 pieces of psychological advice and provided consultation to schools for 190 children. • In June preparations were underway for our first ever supported internship graduation event to celebrate the achievements of 34 graduates alongside friends, family, job coaches and employers.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • The Preparing for Adulthood (PFA) Strategic Group has been re-established. A national PFA audit tool is being used to determine the work we need to do to ensure all young people with additional needs in Cheshire East are supported to be as independent as possible from the earliest age. • In Q1 the first annual attachment and trauma conference was held for those working with children and young people across Cheshire East. The evidence-base of trauma informed practice was delivered to those in attendance with the intention of equipping delegates with the knowledge and understanding of how-to better support families in our community who may have been impacted by previous adverse experiences. • The Educational Psychology Service (EPS) continues to enhance the traded offer available to educational settings and stakeholders across Cheshire East which currently includes a range of training and coaching opportunities.
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults • Promote citizen engagement and participation 	<ul style="list-style-type: none"> • The Preparing for Adulthood team includes five social workers, three social care assessors and has access to one local area coordinator (LAC). • The primary duty of the Preparing for Adulthood team is to assess young people for eligibility under the Care Act 2014 and to support them to achieve the four goals of Preparing for Adulthood; access to higher education and or employment; independent living; community participation and being healthy as possible.. • Currently the Preparing for Adulthood team has 159 young people open to its service, it receives on average 5 referrals a month. • The Council created a bespoke Supported Internship Coordinator post 4 years ago as part of the Supported Employment Team. The number of supported internship places has increased from below 10, to over 40. The in-year conversion rate into paid employment is currently 79%. • There are now 7 organisations operating in Cheshire East providing high-quality Supported Internship programmes. • Young people with an EHC plan who are in employment is strong in Cheshire East we have a team of youth support advisers who work with the SEND Key workers, families, young people and providers to ensure that all options are open for young people, we currently have 40 young people with and EHC plan in employment / training or apprenticeships. • The Council has made good use of its Multiply allocation to commission out a range of numeracy courses across the Borough.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> • Direct Payments is the preferred method of enabling people to exercise choice and control over their care and support arrangements under the Care Act. Data from 2023/24 of young people who have moved into adult social care (18-25) showed that 32 out of 71 clients had taken a direct payment. That is 45% of this cohort had a direct payment which compares very favourably with the general adult figure of 21%. • The success of the Supported Internship programme with Siemens is show cased in the video below. • Equality - Diversity and Inclusion - United Kingdom (siemens.com) • The below is a link to an article produced with Granada Reports- sharing the success of young people with complex needs progressing into paid work. <p>Non-verbal man who had no understanding of world becomes 'incredible employee'; ITV News Granada</p> <p>Areas for development and priorities for 2023/24:</p> <ul style="list-style-type: none"> • We need to review the Preparing for Adulthood team's capacity to respond to increasing numbers and complexity of demand. • We need to further develop the accommodation with care and support market to provide a wider range of choice for young people. • The Council has been awarded £1.8m under the People and Skills strand of the Shared Prosperity Fund. (The Shared Prosperity Fund is the domestic equivalent of European funding). The Council will be focussing on 3 interventions below. Mobilisation is planned for November and a dedicated Project Manager is to be recruited. <ol style="list-style-type: none"> 1. Employment support for economically inactive people. 2. Skills courses including basic and career skills. 3. Digital Inclusion courses.

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
	<ul style="list-style-type: none"> Delivering more specialised bespoke Systematic Instruction training for in-work Pas, one course delivered to 12 PAs w/c 5.6.23 and another planned. Systematic Instruction is a specialised in-work instructional technique allowing young people with complex needs to gain real skills and paid employment. Celebrating success – a graduation ceremony is planned for Supported Interns, employers and parents/carers. <p>Embedding training in Schools and Colleges to support pathways on to a Supported Internship programme. This will aim to identify young people earlier and raise aspirations of young people with SEND. The first course is due to take place June 2023, the second course is November 2023.</p> <ul style="list-style-type: none"> We are aiming to develop training resources for employers working with young people and adults with additional needs. Utilising and embedding additional external funding from AtoW to help young people sustain paid work.
Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p> <p>Key actions:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Work is underway to progress the range of school capital schemes approved by the Children and Families Committee earlier in the year to address the 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. The local authority has increased its focus on educational outcomes for our disadvantaged learners. We have engaged with key stakeholders, including a borough wide conference with schools, which took place at Alderley Park Conference Centre. Over 180 people attended the event, mainly schools. We are currently collating this information to inform our future plans. A new monitoring system for pupils accessing alternative provision has been developed and piloted. This will provide a high level overview of the outcomes for this group of vulnerable young people which will allow commissioning teams to challenge providers to improve outcomes where necessary. We are working on a digital process to provide better awareness and responsiveness to children missing education. Schools will receive updates and training on this system in September so that children not

By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>school or receiving an appropriate education.</p> <ul style="list-style-type: none"> • 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 	<p>attending can be quickly identified and supported to return to education. Part of this support will be a multi-agency panel who will work with the school to generate new ideas for support and to track progress</p> <ul style="list-style-type: none"> • We have secured new opportunities for schools to best utilise existing national and local offers around mental health support for children and young people. This included a funded training opportunity for secondary schools in Cheshire East. 22 secondary schools expressed an interest in the Youth Endowment Fund Trauma Informed Schools UK. Of these 11 schools were eligible to go ahead. Half will be selected as intervention and half will be the control group. The intervention schools will each receive over £12000 worth of training, consultation and support to fully embed trauma informed principles. • We facilitated our second Senior Mental Health Lead Network in April 2023. The network includes a range of professionals across health and education working towards common goals to improve outcomes for Children and Young People. Our spotlight session this term focused on attendance and staff wellbeing and supervision. We also launched the Cheshire East iThrive service directory. This can be used by any professionals who seek to promote mental health awareness and help children and young people with mental health and wellbeing needs or those at risk of mental health difficulties (whether staff in educational settings, social care, voluntary or health sectors or others). See attachment for more information about development and implementation
<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"> • A joint strategic needs assessment (JSNA) review on falls has been completed, which highlights opportunities for prevention and early intervention. • A lifestyle prescription tool has been developed to support people with long term conditions in making changes to their lifestyles, reducing their risk of disease progression, need for further medication and the development of other conditions. This tool is being rolled out over Autumn 2023, having been developed in partnership across Cheshire East Place (Cheshire East Council, NHS, Voluntary, Community and Faith Sector Enterprise (VCFSE) colleagues) and refined following a pilot in January 2023. • Ongoing engagement with partners seeking development opportunities, particularly with regard to the council owned Crewe site which is going out to tender. A report is due to Adults and Health committee regarding further initiatives the council could take to stimulate the building of more ECH.
<p>People are cared for and valued by a professional and caring workforce.</p>	<ul style="list-style-type: none"> • Care4CE continues to support the care market and assists in the prevention of provider failure or provider quality issues, staff work alongside providers to train and support improvements.

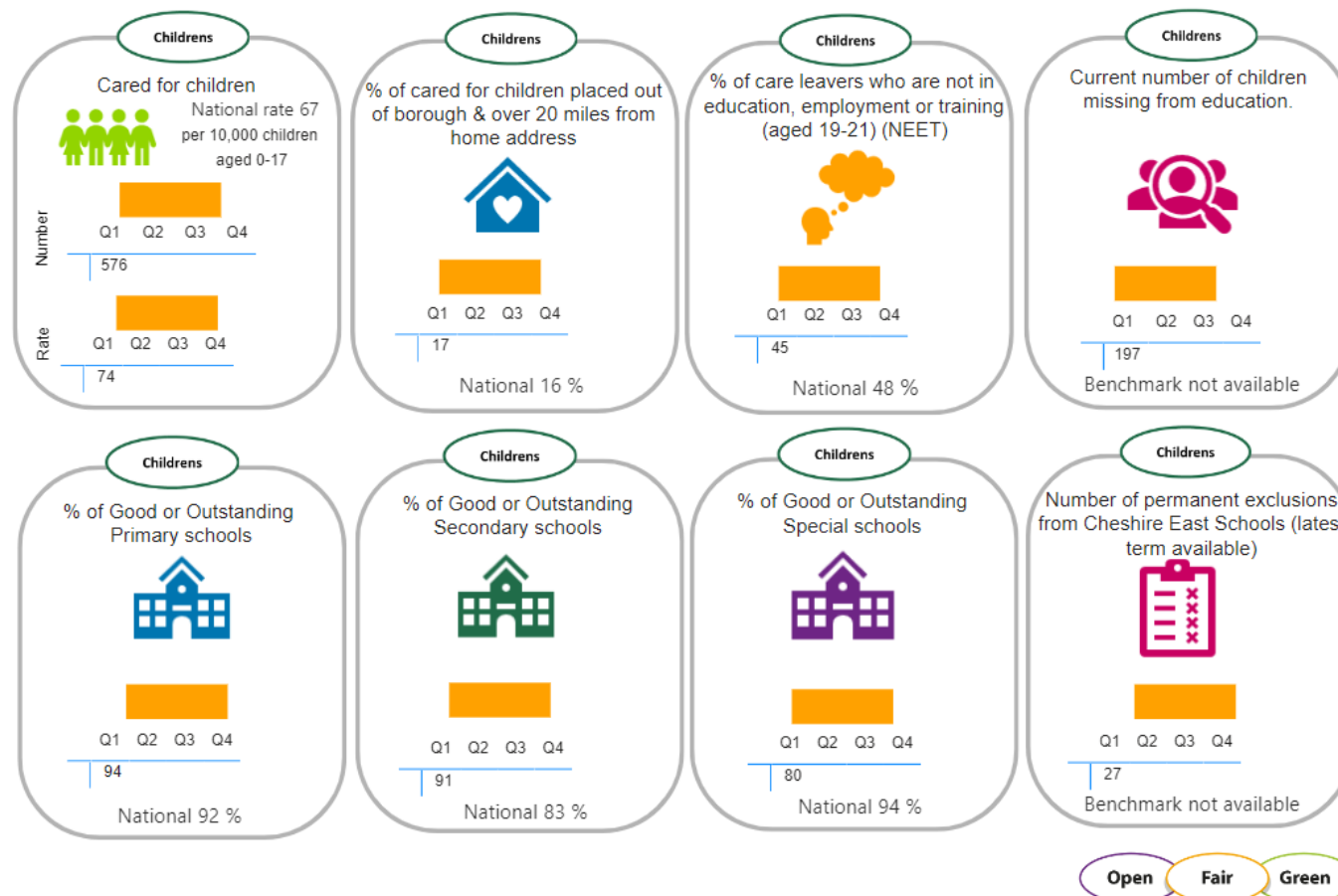
By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>Care4ce to become an exemplar high quality trading company.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a quality trading company • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	<ul style="list-style-type: none"> • Care4CE has commenced the recruitment of apprentices to train young people in the provision of care and health services, the recruits will receive on the job training working with a mentor and work towards NVQ qualifications. • Care4CE staff continue to receive bespoke and mandatory training, staff are also encouraged to look to applying for professional apprenticeships leading to professional qualifications in Social Work and Occupational Therapy. • At this time the development of a trading company is not in the interests of the Council due to the severe cost of living pressures and the fragility of the social care market.
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<p>Continued work at both hospitals to improve joined up operating DTA models which includes:</p> <ul style="list-style-type: none"> • Transformation towards a financially sustainable model for step up and step-down beds, to consolidate/reconfigure existing pathway 2 bed-based 'step-down' and 'step-up' provision and create clusters across the Borough. This will release funds to support alternative provision, to ensure people return directly to their homes thus improving outcomes and enhanced performance of service delivery. • Investment in our Reablement Team has enabled them to provide more support to reduce hospital admissions; provide direct support in acute hospitals both in wards and A&E and provide direct care and support in people's homes. • Training was conducted with ASC staff in June and July on use of technology as well as roadshows enabling staff to see device demonstrations. This had the goal of supporting an increase in referrals for TEC as an alternative to traditional care provision. It should be noted that a wide range of devices can be accessed via our TEC contact including pendant devices, tablets, smartwatches and epilepsy monitors. Work is also taking place to look at how TEC can be better utilised in Supported Living Accommodation. This has included visits to Heatherbrae and Warwick Mews. •

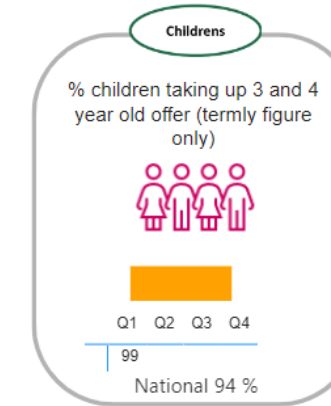
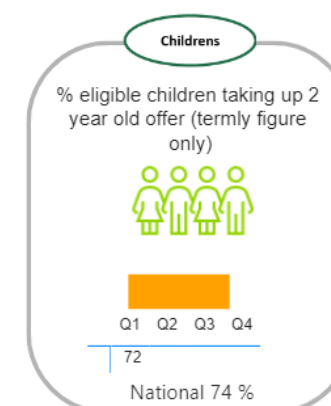
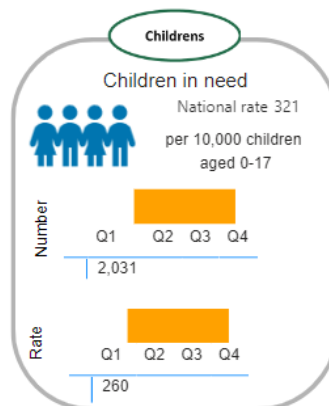
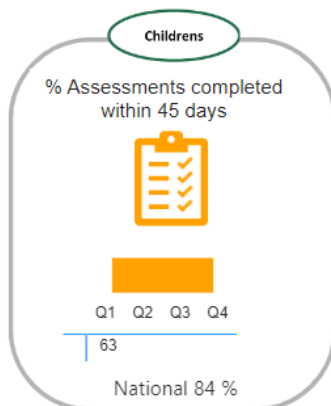
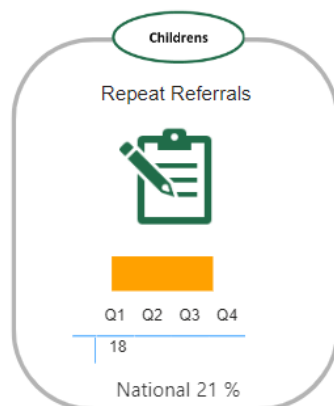
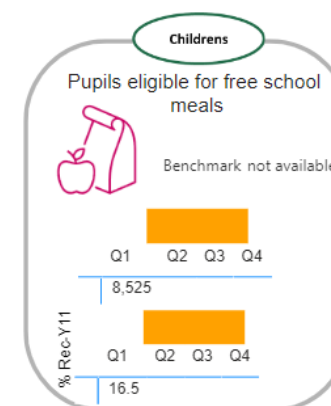
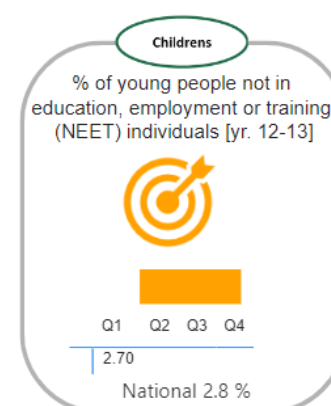
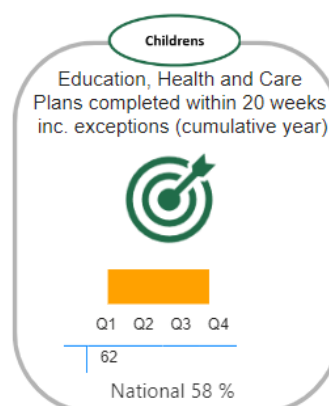
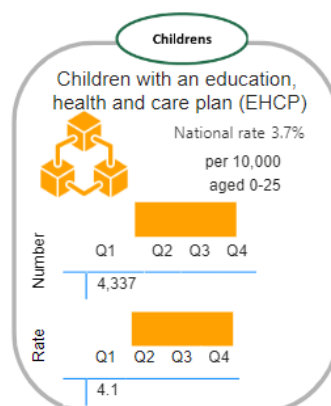
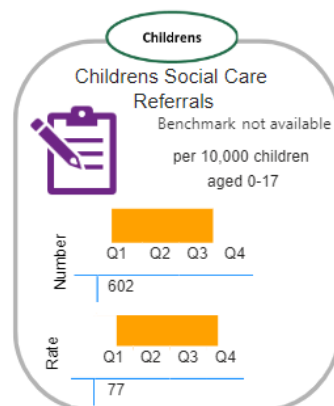
By 2025 we want:	Performance 2023/24 – Quarter 1 Update
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • The JSNA on Living Well for Longer is in line with our duties under the Care Act which underlie the initial conversations with residents and where required longer term assessments and support planning. • Ongoing monitoring of the quality of social work practice is routinely undertaken by practice managers and locality managers within supervision and audits. • All staff are training and updated on the Care Act and other key legislative frameworks and best practice models. • The recent establishment of the Social Care Reform, Practice Assurance and Development Team will enhance the capacity to improve quality of practice. • Lessons from safeguarding reviews and complaints are routinely reflected upon in detail to look at lessons learnt and areas of improvement required.

Performance measures supporting A council which empowers and cares about people

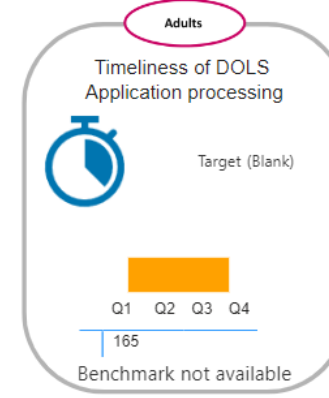
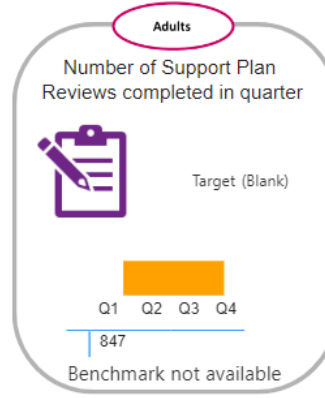
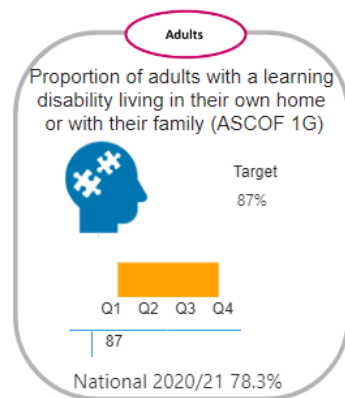
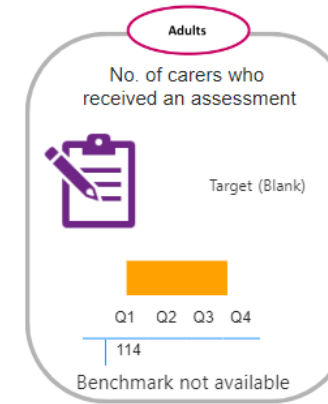
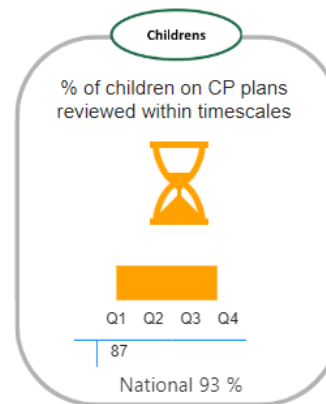
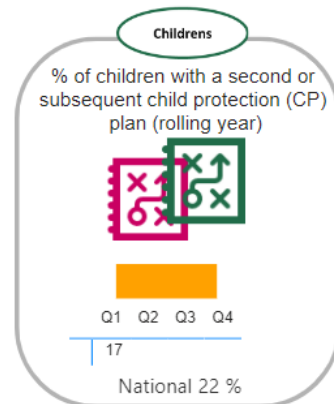
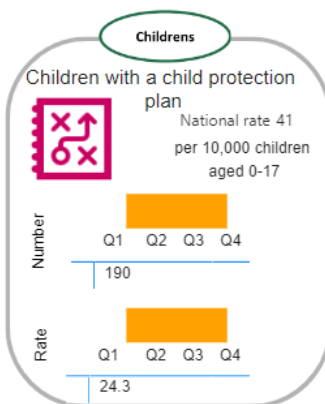


- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate 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

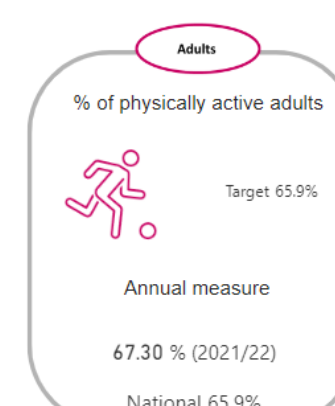
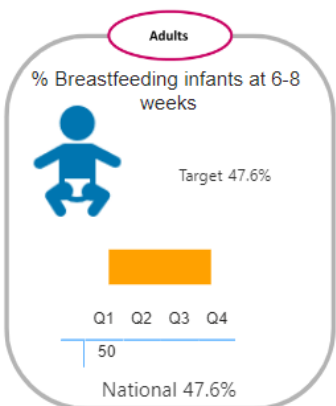
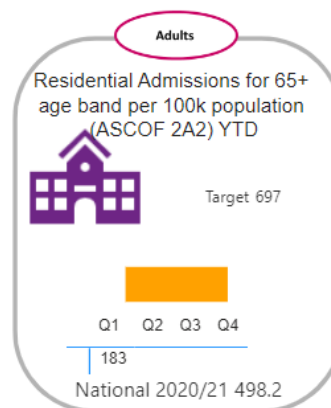
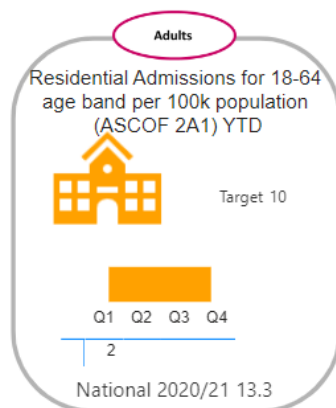




Open Fair Green



Open Fair Green



A thriving and sustainable place

By 2025 we want:

Performance 2023/24 – Quarter 1 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

We continue to work in partnership with our Registered Housing Providers to increase the number of affordable homes within Cheshire East – In quarter one, 126 new homes were completed, with projections indicating that we will exceed the annual target of 355 affordable homes.

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

Key actions:

. A public consultation exercise took place on the revised proposed opening hours took place earlier this year and significant amount of responses were received to which the final proposals took into account. Ongoing conversations with Town and Parish Councils are taking place to explore the possibility of them providing funding for those libraries which are due to lose hours. To date six expressions of interest have been received and Cheshire East Council is working with those interested parties.

Formal staff consultation will begin in September with a view to changes to proposed opening hours from November

OFFICIAL

OFFICIAL

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<ul style="list-style-type: none"> • Improve and adapt our libraries to meet any changing needs which offer value for money <ul style="list-style-type: none"> • Update and refresh the Library Strategy 	<p>23</p> <p>The summer reading challenge is taking place across all libraries' sites and initial indication suggest that this is the busiest year to date.</p> <p>A revised libraires strategy is planned for 24/25 once the revised corporate plan has been adopted</p> <ul style="list-style-type: none"> •
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve our leisure centres • Provide walking and cycling recreational routes and outdoor recreational space 	<p>The Learn to Swim Scheme has grown to 9,809 swimmers participating in weekly lessons. And membership is over 20,000.</p> <p>The redevelopment of Congleton Leisure Centre is now complete with an official opening event held on 26th June. Initial attendance figures are high and will continue to be monitored through the contract management process in place with Everybody Health and Leisure as the Councils appointed operator.</p> <ul style="list-style-type: none"> • The MTFS proposal relating to a strategic review of future leisure provision across the borough and how this aligns to health needs is progressing with a report due to be presented at Environment and Communities Committee later in 2023, in advance of a public consultation. This review will also highlight the development of a clear investment plan to be delivered over the next 3 years.
<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"> • We continue to work with owners of empty properties to try and bring properties back into use. The level of long term empty homes continues to be maintained at below 1% of the total number of residential properties.

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • To keep the Local Plan Strategy under review • Provide an effective Planning Service with capacity to efficiently determine planning applications • Robust and effective planning enforcement • • Implementation and maintenance of additional supplementary policy documents • Effective and competitive Building Control Service • Continued application of CEC Design Guide principles and focus on Place 	<ul style="list-style-type: none"> • Planning application performance against statutory performance measures is above target for major applications (94%) 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. • The number of applications in the backlog continues to reduce (approximately 400 over normal 'on hand' levels) and applications are now being allocated to officers on registration. Fast track days continue to provide focused sessions for the backlog bringing consultees together where possible which is a source of further delay. 50% of applications are now being determined within 10 weeks, a significant improvement from 6 months ago. • Progress on the Modernisation Plan continues with the focus on the application backlog; staffing structures; the implementation of the new IT system; and improvements to the customer experience and updated communications strategies – all being monitored by Transformation Board. The IT system implementation has been delayed due to issues with the supplier adding to existing challenges. Significant progress against the key recommendations is however being made.
<p>To make best use of our surplus buildings and assets to support the borough and our partners.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review the community asset transfer policy 	<p>Land to the rear of Harrop Road Allotments, Bollington transferred to the Town Council. This resulted in the CEC no longer being responsible for any future reactive maintenance costs.</p> <ul style="list-style-type: none"> • There are 13 other asset transfers underway, 10 of which are at an advanced stage with Legal Services instructed. These are being actively monitored through the Council's disposal programme.

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver Cultural Strategy and Place Marketing Action Plan • Deliver Tatton Park business plan 	<p>The Councils' refreshed Cultural Framework is operational and commissioning activity is ongoing.</p> <p>Delivery of the Council's Visitor Economy strategy is being progressed.</p> <p>The core business of managing and conserving the Tatton Park estate, opening it to visitors and delivering the lease obligations has continued. Progress is being made on Tatton Vision Phase 2 projects, including delivery of Canaletto Impossible Perspectives, along with adding value to the visitor experience to improve positive perceptions, increase yield and extend length of stay.</p>
Priority: Welcoming, safe and clean neighbourhoods	
<p>Crime and anti-social activity and anti-social behaviour to be reduced.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Use our full range of education, engagement and enforcement tools to protect our communities. • Take formal enforcement action as appropriate • Clear and integrated enforcement approach with relevant fit for purpose policies 	<p>Cheshire East Council Trading Standards Team won a national award in recognition of its efforts to raise awareness of the dangers of using loan sharks. This is the second time the service has received this award given by the England Illegal Money Lending Team.</p> <p>Our Scams Awareness and Aftercare project, operated in partnership with Age UK will be extended across the whole of Cheshire East. The project has secured funding from the Police and Crime Commissioner for Cheshire and is set to provide regular 'scam' bulletins, interactive workshops and personalised advice on a one-to-one basis for those affected by scams.</p> <p>During an operation with Cheshire Police, the Trading Standards Team seized a significant quantity of illicit tobacco and counterfeit, and non-compliant disposable vapes from retail premises in Crewe. The operation also included the successful deployment of two specialist sniffer dogs who located the tobacco within hidden storage areas.</p> <p>The CCTV team have been praised by Cheshire Police after sharing evidence that led to the arrest of an individual involved in the possession and sale of drugs in one of our town centres. The team continue to share information and intelligence with the local police to help identify offences and offenders.</p> <p>The community Enforcement team continues to make a significant impact in and around the alleyways in Crewe.</p>

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<ul style="list-style-type: none"> Investment in technology to enhance CCTV delivery 	<p>Q1 – 3 x section 46 Breach Fixed Penalty notices have been issued.</p> <p>FPN's issued for Borough:</p> <p>0 x Abandoned Vehicle 0 x Breach of Community Protection Notice 1 x Duty of care Household waste 2 x Fly tipping 0 x Breach of Dog Fouling and Dog Control PSPO]</p>
<p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.</p> <p>Key actions:</p> <ul style="list-style-type: none"> 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 <p>Raise awareness around safeguarding and community safety issues</p>	<p>In 2022, the Safer Cheshire East Partnership produced a Strategic Intelligence Assessment for the period 2022-2025. The Partnership are working on seven priority areas:</p> <ul style="list-style-type: none"> Violence against women and girls Exploitation of adults and children Cybercrime Serious and Organised Crime Domestic Abuse Knife Crime Road Safety <p>A plan is being created to explain what actions the Partnership will undertake in relation to the seven priority areas.</p>

By 2025 we want:

To protect residents and improve our environment.

Key actions:

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

Performance 2023/24 – Quarter 1 update

The 2023 Annual Status Report on Air Quality for the whole of Cheshire East has been completed and submitted to Defra for review. The report provides an overview on air quality monitoring results for the whole Borough as well as detailing our specific actions aimed at improving air quality in conjunction with our internal and external partners. Monitoring results for 2022 indicate a continued decrease in the levels of Nitrogen Dioxide, including those results within our current Air Quality Management Areas.

Following the award of Defra grant funding for cycling related projects in Congleton and a borough wide vehicle anti-idling and domestic burning campaign, we are now working on final plans to commit any remaining funding in the current financial year. Signage has been developed in conjunction with our local schools to raise 'on street' awareness of the problem of vehicle idling and we are working with our colleagues in Local Transport Planning to identify the best use of the remaining cycle grant funding.

The Air Quality Team have restarted their school education programme which was curtailed on account of the Covid-19 pandemic. Bookings are already being taken for the new education year 2023-2024 which starts in September and help to support a specific objective in our Air Quality Action Plan.

More recently the Regulatory Services Team has been given further grant funding to specifically support activities in and around Smoke Control Areas. This will be progressed in year.

The Food and Feed Enforcement Plan has been completed and submitted to the Food Standards Agency for review and comment. The Plan outlines the inspection burden in relation to food hygiene/standards and feed premises for the year and the arrangements and resources in place to support proactive and reactive work.

The new Food Law Code of Practice was published in June 2023. This document provides the national framework for the delivery of official controls in food businesses. This latest iteration also includes the new Food Standards Delivery Model arrangements which will increase the intervention frequency for higher risk premises a process being rolled out over the next 12 months. The Food Hygiene Delivery Model is also set for an overhaul with an anticipated implementation date of April 2025.

Where appropriate, inspection and monitoring programmes for the service have been produced for the year to support performance monitoring and statutory requirements. Examples include food and feed inspections, animal welfare licensing, mobile home licensing inspections, private water supplies and permitted processes.

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<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 	<p>The Council continues to inspect, repair and where investment is available working with key community stakeholders to enhance our play areas and parks.</p> <p>A major project funded by the Crewe Towns Fund to the sum of £1,271,698 along with additional external grant contribution amounting to £400,000 is progressing on schedule, with the initial tranche of works now mobilising for the first tranche of four of eight Pocket Parks at McLaren Street, Derby Docks, School Crescent and Queen Street.</p> <p>This scheme will offer health, wellbeing and amenity enhancement to these vibrant green spaces amidst densely populated areas of Crewe.</p> <p>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 and other key stakeholders including refugee liaison groups to continue to maximise outreach and promote accessibility to the health and wellbeing benefits offered by this initiative.</p> <p>The Council has again been awarded a full suite of Green Flag awards by Keep Britain Tidy, for no fewer than 11 of the borough's parks, nature reserves and green spaces at Bollington Recreation Ground, Brereton Heath Nature Reserve, Congleton Park, Fountain Fields in Middlewich, Milton Park in Alsager Queens Park in Crewe, Riverside Park in Macclesfield, Sandbach Park, Tatton Park, Tegg's Nose Country Park in Macclesfield and The Moor in Knutsford. These awards represent the quality, condition and overall cleanliness of these parks and open spaces, with three sites at Tatton Park, Congleton Park and Queens Park also retaining their Green Heritage Site status as endorsed by Historic England for the management of a park's particular historic features.</p> <p>Following the council's consultation on its Medium Term Financial Strategy (MTFS) we are undertaking an operational review of the grounds maintenance programme for our parks, public open spaces, and other green spaces. This evaluation process will include a review of the frequency of grass cutting, tree and flower bed maintenance and herbicide application as we attempt to understand the local needs and ensure we can also make essential savings.</p>
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>	<p>The Councils estimated recycling rate for Q1 at 56% is slightly lower this quarter compared to that of previous years, but still above annual target, due to the reprofiling of waste being reported into Waste Data Flow.</p> <p>The Council has been working to introduce systems for the new garden waste subscription service. Residents will be able to sign up to the council's garden waste recycling scheme in October 2023, and the service will go live from 15 January 2023 (dependent on their scheduled collection date).</p>

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<ul style="list-style-type: none"> • Introduction of the Municipal Waste Strategy • To review and consult on the household waste recycling provision 	<p>In waste prevention we are an APSE award finalist for 'best health and well-being initiative' for waste reduction volunteers' scheme and would like to thank all of our volunteers for the work they undertake in promoting waste reduction, reuse and recycling.</p>
<p>To improve biodiversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Increased rewilding • Embed biodiversity, including offsetting, across Cheshire East Council estate • Deliver the tree planting programme 	<p>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. This Quarter we are working with key partners at Mersey Forest to plan our planting for the next planting season October to May 2023 – 24.</p> <p>As part of the ongoing review of the grounds maintenance programme for our parks, public open spaces, and other green spaces there is the opportunity to provide more no-mow or rewilded areas, which would diversify the range of habitat types in our parks and open spaces and transform grasslands to serve as an additional habitat and food resource for birds, small mammals, and insects in support of the council's aims to enhance and protect the borough's natural environment, and to restore nature.</p>
Priority: A transport network that is safe and promotes active travel	
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Delivery of major infrastructure programmes 	<ul style="list-style-type: none"> • Poynton Relief Road opened in March 2023 • The North West Crewe highways package that improves safe access to the hospital and enables economic growth remains on programme for completion in Spring 2024 • The Middlewich Eastern Bypass Compulsory Purchase and Side Road Orders were confirmed following a public inquiry. The Full Business Case is now being prepared for submission to the Department for Transport before their grant is released (subject to their approval) to allow construction to start in early 2024.
<p>Safer and well-maintained roads.</p> <p>Key actions:</p>	<p>An annual indicator of safe and well-maintained roads has been developed by measuring annually the percentage of roads requiring structural maintenance. The target is no more than 4% of A roads and 5% of B and C roads. The last annual information gathered in this area, showed that the target was exceeded in both areas, with 3% of A roads and 4% of B and C roads identified as requiring structural maintenance.</p>

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> • Submitted Expression of Interest as first step towards accessing £2.172m of funding. • Development of specification to deliver chargepoints for which funding is already secured • Rollout of chargepoints to support council's EV fleet.
<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"> • Project group set up within Strategic Transport & Parking to ensure delivery of the MTFS budget proposals within parking services. • The project includes town by town parking reviews.
<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"> • Baseline review of publicly available cycle storage facilities in town centres • Construction of part of Hurdsfield Road/Black Lane improved active travel route in Macclesfield • Successful bid for ATE funding to deliver Manchester Road, Wilmslow (northern) active travel scheme • Successfully secured significant funding towards the A530 Greenway from HS2 •

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<p>To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.</p> <ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites 	<ul style="list-style-type: none"> • Secured funding towards adaptive signal technology to mitigate public transport impacts of HS2
<p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Develop quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • The Flexilink service will be consulted upon in quarter 2 of 2023/24 to see if it can be improved and expanded.
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	

By 2025 we want:	Performance 2023/24 – Quarter 1 update
<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 	<p>Work with partners on the Bollin Way and developing shared routes continues where possible. The promotion of trails at the Council's countryside sites and Tatton Park is ongoing.</p>
Priority: Thriving urban and rural economies with opportunities for all	
<p>Delivery of a strategic regeneration plan for Crewe.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programmes 	<ul style="list-style-type: none"> • Archives – A Story Shared has appointed contractors for the History Centre in Crewe and work has started to develop the programme to RIBA4. • Mechanisms have been put in place to ensure delivery of a programme of activity at LY2 and a Summer programme is underway. • The Economic Development Service continue to programme manage the Levelling Up Funds (Future High Street and the Towns Fund) from central government and successfully made the required returns. The team have worked closely with the Dept of Levelling Up, Housing and Communities (DLUHC) on the project adjustment request to approve the reallocation of funding across local projects as a method of mitigating the inflationary risks and construction costs. • Through the work of the economic development service, £6.4m from the Youth Investment Fund has been secured as match funding for the Crewe Youth Zone. This match sits alongside the existing £4m of funding

By 2025 we want:	Performance 2023/24 – Quarter 1 update
	<p>in place from both the Towns Fund and the Council funding. It means that all the funding is now available to build the new state-of-the-art youth centre.</p> <ul style="list-style-type: none"> • In June 2023 the Ly2 project was completed, which is the accelerated towns fund project. This is the conversion of the Lyceum Square into a new outdoor venue, which includes a multi-level stage, large digital screen, new lighting, defensible space for pedestrians The towns fund project 'Repurposing Our High Street' project went live and launched its a grant scheme, two murals an art-carpet and a green wall to screen off the service yard from the market centre. The first events have been held in the square as part of the Crewe Summer Season and it has included hosting Crewe Pride. • A key Towns Fund project managed by the Economic Development Service 'repurposing our high street project' commenced in Q1. It awarded its first grant to a new business that took up premises in Crewe town centre. The project manager is currently developing a pipeline of projects and is meeting with commercial property owners and letting agents to advise them of this new scheme. The purpose of the scheme is to bring empty shops and commercial buildings back into use in Crewe town centre, it will provide up to £30,000, depending on the length of lease. The funding is provided to the new business to assist in business needs refurbishments, it does not fund the property owners/ landlords. This project works closely with the broader business advice hub that the Business and Growth Team within the Economic Development Service are delivering. •
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programme for Macclesfield 	<ul style="list-style-type: none"> • The Audience Agency have been commissioned to provide audience insights into cultural activity in Macclesfield which will be fed into the development of a new cultural strategy for the Town. • Final designs have been signed off by DLUHC for the Macclesfield indoor market public toilets and changing places. The implementation of this project phase has started and consultations have been held with the market traders, who are supportive of this project. The construction of the new facilities is expected to start on the second week of August 2023 with a planned 8-10 week construction period • The vinyls over the pedestrian bridge at Macclesfield Rail Station have been completed. This was the last of the art work, which is part of the Treacle T-Art trail. Connecting to the murals on the seven shutters along Sunderland Street and the station lift shaft mural. • The Macclesfield team like other teams across the council have been developing bid ideas for the UKSPF. It is expected if these bids are signed off internally to be submitted in quarter 2

By 2025 we want:	Performance 2023/24 – Quarter 1 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 	<p>The Economic Development Service's business and growth team has launched the business and growth hub as part of the UKSPF in 2022/23. This service is now operational, supporting start-ups and SME's seeking growth support in Cheshire East. A summary of the key outputs in Q1 are:</p> <ul style="list-style-type: none"> • > 1000 visits to the hub • 103 businesses have registered on the hub • >100 downloads of the templates / tools /guides • >100 inbound support requests (e-mail / phone/ chat etc.) • >140 outbound support activities ('phone / ZOOM meeting / face-to-face) • 15 business diagnostics completed with businesses • 7 Growth plans in preparation with businesses • 2 Growth plans finalised and in action. <p>In addition in Q1, The business and growth team have:</p> <ul style="list-style-type: none"> • Supported x3 local large-scale employers (new and existing) with growth plans (Likewise, Jet2 and Ornuia) via key account management by the team and senior CEC officers. • Responded to x36 new enquiries from businesses seeking support from Cheshire East Council in their business growth plans, local issues and/or general advice. • Delivered the Cheshire East representation at UKREiiF, a high profile regeneration and investment forum based in Leeds attended by 7000 delegates, including end users, developers and institutional investors. Cheshire East council partnered with Cheshire & Warrington LEP, Cheshire West & Chester and Warrington & Co to position the sub region and specific Cheshire East development schemes (Handforth, Crewe Town Centre) as an investment opportunity, to a targeted and wide-reaching audience. • Ongoing operational and strategic engagement with external partners such as Department of Business & Trade (DBT) and Cheshire & Warrington LEP to create sub regional package of business support toolkit, and to also respond proactively for DBT call outs to understand local economic strengths. This is intended to focus on our strengths and to increase new inward investment opportunities for Cheshire East.
<p>Maximise the commercial and regeneration opportunities</p>	<ul style="list-style-type: none"> • Secured key assurances through the HS2 Phase 2b petitioning process, including a study for Crewe station and further critical design work <p>Secured commitment from Government to establish a cross-Whitehall/CEC task force to focus on accelerating regeneration opportunities around the Crewe Hub</p>

By 2025 we want:	Performance 2023/24 – Quarter 1 update
associated with HS2 for the whole borough	
<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"> • Further the Connecting Cheshire Partnership(CCP), has achieved the following outputs for the Digital Cheshire ERDF programme, It has: • Connected 287 business to its supplier Airband, with more to come prior to September. • Provided a Business Support Programme Concluded - 250 businesses have benefitted from 12 hours of support. • Contract closure is underway for Digital Cheshire project and the project has received its final ERDF audit. • The new Digital Investment Plan for Cheshire Warrington and Halton has started to mobilise, and the following activities have been achieved: <ul style="list-style-type: none"> • procurement documents have been drafted and approved by all partners consulted for new Business Support Scheme and Demand Stimulation projects, this procurement will go live in Q2. • The First Community Fibre Project utilising the CCP Top-up Voucher Scheme concludes its build, subject to network testing in Broomhall, Nantwich • BDUK Project Gigabit Procurement is now underway across Cheshire – the contract has approx. £47m (estimated to start Feb 2024) • Applications to the UK Shared Prosperity Rural Fund top up are being prepared

By 2025 we want:	Performance 2023/24 – Quarter 1 update
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<p>The Authority is making good progress on its ambitious target to be carbon neutral by 2025 with a key focus this year on</p> <ol style="list-style-type: none"> 1) Fleet: the transition of a minimum of 20 petrol / diesel vehicles to electric with charging facilities followed by a further 60 the following year. 2) Solar: To progress the second solar farm to submit a planning application by September 2023 with decision needed by April 2024. 3) Natural Offset: The planting of the next two key large woodlands this planting season Oct 2023 - May 2024. <p>The projects are all funded within the Council Medium Term Financial Strategy and in progress this quarter. In addition, work is progressing on our first solar farm at Leighton Crewe with construction beginning in the Autumn.</p> <p>The Estates (Facilities Management) have been successful in each round of public sector decarbonisation funding and have delivered to time and budget on each phase:-</p> <ul style="list-style-type: none"> • This quarter we have seen major work begin of Delamere House Crewe to insulate the building with replacement windows in preparation for the decarbonise air source heating system. Works are due to complete within the next quarter • 14 Air Source Heat Pumps (ASHPs) have been installed across the operational estate. A further 9 ASHPs installations are scheduled to commence during the next quarter. • Photo Voltaic Panels have been completed and are operational on a total of 19 buildings. 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. A further 7 installations are scheduled to commence during the next quarter. • Improved insulation in 12 buildings • LED lighting improvements have been completed in 15 buildings, with a further 3 installations scheduled to commence within the next quarter. <p>Across the operational estate as a result:</p> <ul style="list-style-type: none"> • 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

By 2025 we want:

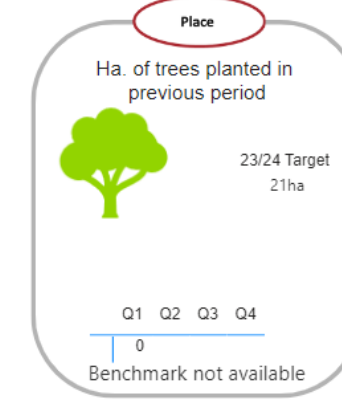
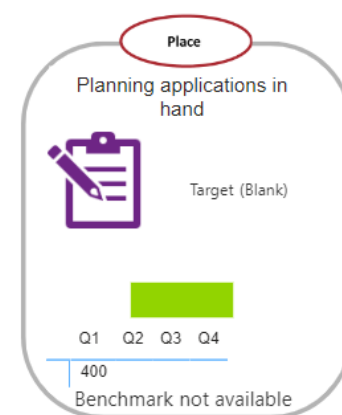
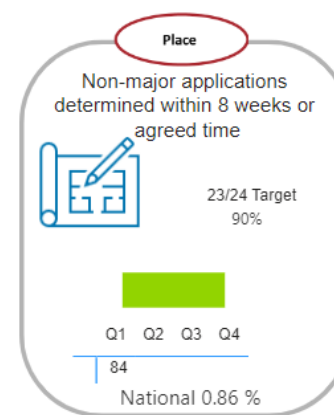
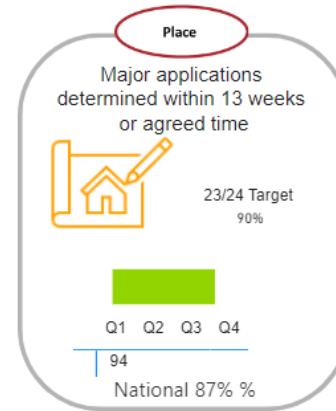
Performance 2023/24 – Quarter 1 update

other building categories have shown a decrease.

- Gas consumption decreased slightly across all building categories compared to the previous reporting period, with the exception of leisure gas consumption which shows a slight increase, this continues to be monitored.
- Electricity generation is much higher
- Additionally, as part of the Social Housing Decarbonisation Fund, 49 homes were retrofitted in Q1

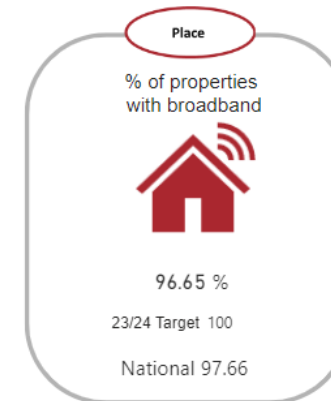
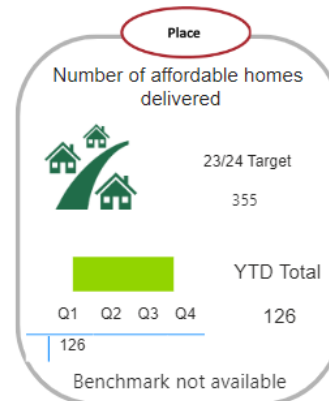
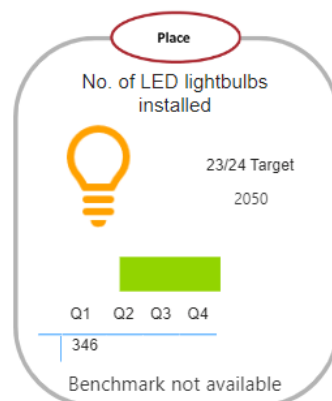
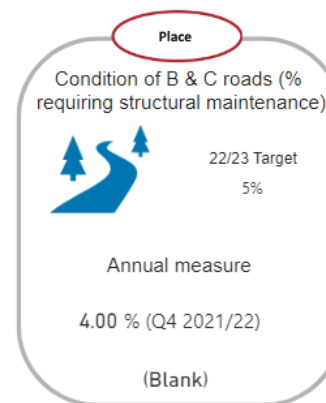
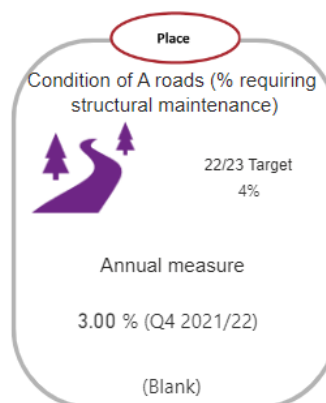
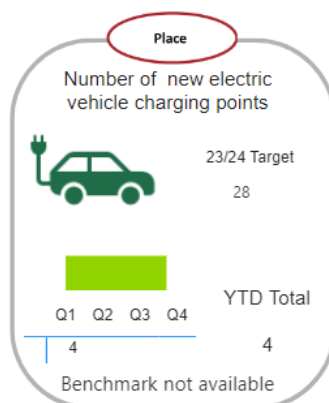
Performance measures supporting A thriving and sustainable place

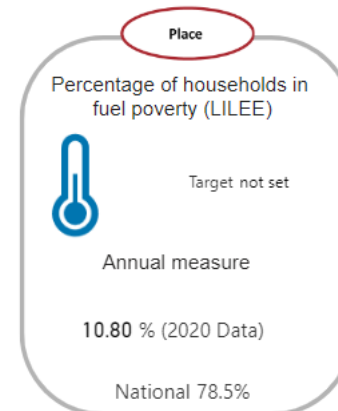
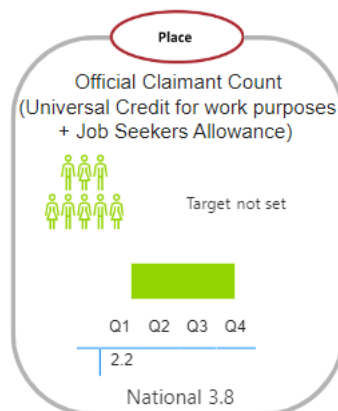
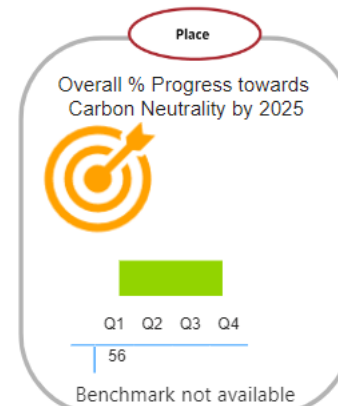
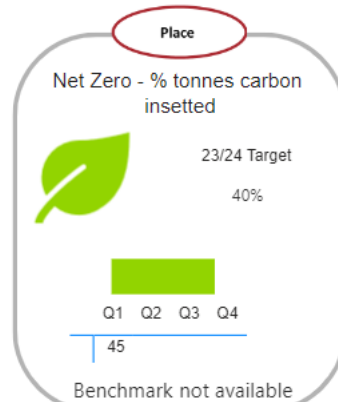
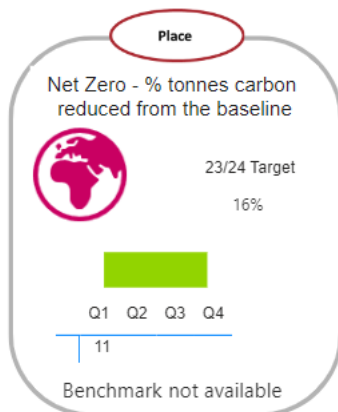
- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025



Open Fair Green

**NB trees are only planted in planting season*





Open **Fair** **Green**