

*Cheshire East Council*

# Corporate Plan 2021-2025

**Performance Report – Quarter 2 2022/23**



Open

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# An open and enabling organisation

By 2025 we want: Performance 2023/24 – Quarter 2 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"><li>• Implement a new committee system</li><li>• Demonstrate commitment to open data</li></ul>	<ul style="list-style-type: none"><li>• 88% of Freedom of Information requests were responded to within statutory timescales. This is a decrease on Q1 (92%) and falls into the "Unsatisfactory" category of compliance as set out by the Information Commissioner (ICO). The ICO has a minimum expectation of 90% compliance. This decrease in compliance has been due to an increase in requests and challenges in resource and capacity, both within the Information Rights team and throughout the Council.</li></ul>
<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none"><li>• Working with town and parish councils</li><li>• Virtual meetings</li></ul>	<ul style="list-style-type: none"><li>• A Town and Parish Council network was established in 2022/23. This network is managed by the Communities team.</li></ul>
<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none"><li>• Enhanced emergency preparedness in communities</li></ul>	<ul style="list-style-type: none"><li>• 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.</li></ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Consultation on key plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• In Quarter 2, engagement on developing the Cheshire East Plan began. This is planned to continue throughout quarter 3, with the Plan aiming to be approved and launched during quarter 4.</li> </ul>
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Review where and how technology can assist and enable</li> </ul>	<ul style="list-style-type: none"> <li>• The CX One telephony platform continues to be developed to enable easier access to council services. Emails from customers are received directly into the CX One platform with an improved response time from 3 days to 0.5 days average. <ul style="list-style-type: none"> <li>• During busier periods, the take up of an automatic call back request has increased from 389 to 3246 since Q1.</li> <li>• Automatic speech recognition (ASR) has reduced the number of customers having to wait in a queue for a customer service advisor to transfer them to their department of choice</li> </ul> </li> </ul>
<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Award of silver standard prior to award of gold standard</li> </ul>	<ul style="list-style-type: none"> <li>• The Silver award was achieved in the 2022/23 municipal year. A report is planned for Corporate Policy Committee in quarter 3 to outline the requirements of the Gold Award and the outstanding actions to be implemented to achieve the gold standard.</li> </ul>
<p>A financially sustainable council which has increased levels of reserves.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Develop a 4-year MTFS</li> <li>• Develop a sustainable reserves strategy</li> <li>• Successful delivery of savings programme</li> </ul>	<p>The Corporate Policy committee regularly receive a separate financial review report. Like most local authorities, the financial challenges are high due to the current economic climate.</p>

## By 2025 we want:

## Performance 2023/24 – Quarter 2 Update

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

### Key actions:

- Complete programme of reviews of ASDVs

- ASDVs remain under regular review. Governance arrangements have been reviewed and a programme of regular reporting to the corporate leadership team is now established.

A committed and motivated workforce. Cheshire East Council seen as an employer of choice.

### Key actions:

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

- A Pulse staff survey has been developed and will be launched in quarter 3 of 2023/24. Results of the survey are anticipated to be available to inform the Q4 Performance Report.

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

### Key actions:

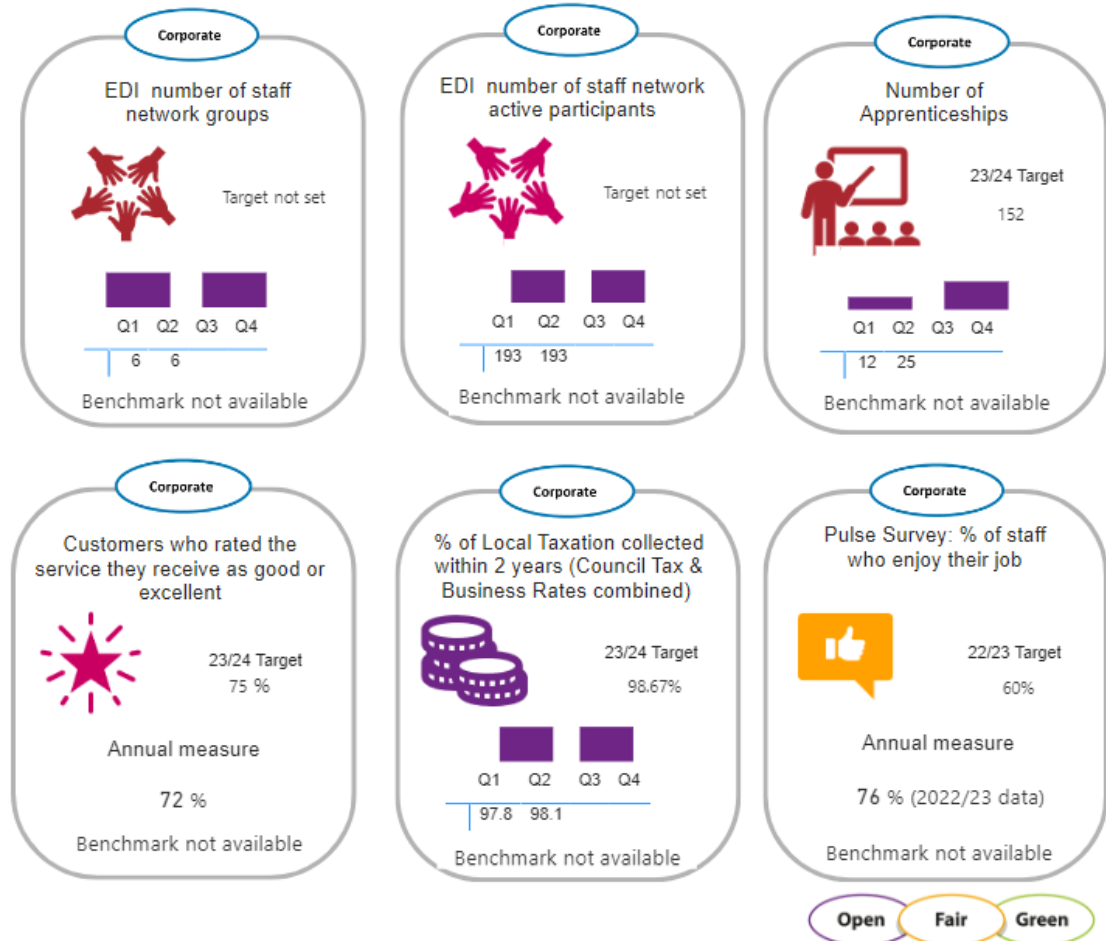
- Clear guidance and support to staff and managers.
- Accelerate roll-out of mobile working

Workforce requirements are being reviewed under the “WorkplaCE” programme. This programme will inform the volume and nature of corporate buildings in future, and how staff will be equipped and supported in their roles.

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Review communications plans and style</li> </ul>	<p>Regular media releases are published and engagement is reviewed and reported upon.</p> <p>The internal e-Newsletter “Team Voice” is circulated to staff on a weekly basis.</p> <p>A Members Bulletin is regularly produced for Councillors.</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"> <li>Undertake regular communications with residents</li> <li>Develop new Customer Experience strategy</li> </ul>	<p>A report is being produced in quarter 3 to update against the implementation of the Customer Experience strategy. The key area outstanding is the implementation of a new target operating model for the first point of customer contact.</p> <p>Regular communications with residents, members and staff are undertaken through the communications and media team.</p>
<p>The council to be regarded as a good partner.</p>	<ul style="list-style-type: none"> <li>The council is a member of a number of key partnerships. An internal review of partnerships took place during quarter 1 and the findings of the review will be considered following recruitment of a new Chief Executive.</li> </ul>

## Performance measures supporting An open and enabling organisation

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



Open

### Number of FTE Staff



Directorate	Q1	Q2
Cheshire East	2,717.10	2,847.80
Corporate	565.99	587.00
Adult's	790.91	844.50
Children's	742.15	804.70
Place	611.04	605.60

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



Directorate	Q1	Q2
Cheshire East	10.72	12.24
Corporate	10.24	11.51
Adult's	12.14	13.72
Children's	10.98	12.01
Place	8.98	10.66

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### Number of Agency Staff



Directorate	Q1	Q2
Cheshire East	392	304
Corporate	98	75
Adult's	197	143
Children's	86	76
Place	11	9

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### % Staff Turnover



Directorate	Q1	Q2
Cheshire East	6.10	3.90
Corporate	10.40	1.40
Adult's	3.70	3.60
Children's	7.40	6.80
Place	3.10	3.00

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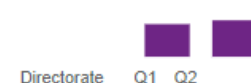
### % variance between forecast outturn and total net budget



Directorate	Q1	Q2
Cheshire East	3.6	5.3
Corporate	2.2	-1.2
Adult's	0.2	3.5
Children's	8.8	13.4
Place	4.1	3.4

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### % of complaints resolved within timescales Stage 1



Directorate	Q1	Q2
Cheshire East	54	56
Corporate	72	80
Adult's	55	62
Children's	19	32
Place	61	61

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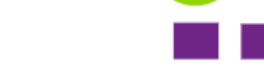
### % of complaints resolved within timescales Stage 2



Directorate	Q1	Q2
Cheshire East	45	31
Corporate	100	100
Adult's	100	100
Children's	15	6
Place	45	33

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



Directorate	Q1	Q2
Cheshire East	92	88
Corporate	94	96
Adult's	97	100
Children's	92	84
Place	90	83

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Corporate

No. of online transactions  
(digital)



23/24 Target

381700

Q1

Q2

Q3

Q4

38,536

0

Benchmark not available

Corporate

Amount of effort it took a  
customer to resolve their query



23/24 Target

4

Q1

Q2

Q3

Q4

4.0

4.6

Benchmark not available

Corporate

No of customers signed up to  
My Account (digital)



23/24 Target

120000

Q1

Q2

Q3

Q4

10,142

0

Benchmark not available

Corporate

Number of complaints referred  
to the LGO



23/24 Target

0

Q1

Q2

Q3

Q4

18

25

Benchmark not available

Corporate

Number of LGO  
complaints upheld



Target

(Blank)

Q1

Q2

Q3

Q4

5

3

Benchmark not available

Corporate

Number of data incidents that are  
reported to the Information  
Commissioners Office



23/24 Target

0

Q1

Q2

Q3

Q4

1

2

Benchmark not available

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# A council which empowers and cares about people

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
Priority: Work together with our residents and our partners to support people and communities to be strong and resilient	
<p>All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.</p> <p>Key actions:</p> <ul style="list-style-type: none"><li>• Embed our vision for children and young people, and working together</li><li>• Work with residents to understand the continuing impact of Covid</li></ul>	<ul style="list-style-type: none"><li>• In Quarter 2 the adults and health committee considered a report which detailed the engagement and coproduction that underpinned commissioning intentions and provided evidence to demonstrate the need to invest in early help and emotional wellbeing support services for children and young people. Members agreed to recommission the programme which a focus on early help and prevention for children and young people, to ultimately reduce demand on statutory social care and mental health services.</li></ul>
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none"><li>• Develop a strong, local, social impact structure</li><li>• Develop a locality model of working</li></ul>	<ul style="list-style-type: none"><li>• The communities team lead a regular series of meetings with the voluntary, community and social enterprise sector. Community Officers are allocated to particular areas of the borough to ensure that effective relationships are developed. This model has been developed around the footprints of care communities.</li></ul>
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p>	<ul style="list-style-type: none"><li>• Work is underway on a gypsy and traveller transit site, work is underway to progress one site in the SADPD.</li></ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Identify a suitable location within the borough and develop a traveller transit site</li> <li>• Increase collaboration with marginalised groups</li> <li>• Secure social value benefits</li> </ul>	
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Deliver evidence based early intervention and prevention services</li> <li>• Reduce loneliness and isolation</li> </ul>	<ul style="list-style-type: none"> <li>• Work across the council continues to work with communities to inspire confidence in public services. This is a core aim of the communities team within Adult Social Care and Health.</li> </ul>
Priority: Reduce health inequalities across the borough	
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Implement the Cheshire East Partnership Five Year Plan</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Promote regular screening and take up of preventative health opportunities</li> <li>• Improve the mental health of all people working and living in Cheshire East</li> <li>• To continue to support a zero-suicide approach</li> </ul>	
<b>Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation</b>	
<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"> <li>• Continued investment in Early Help and Prevention services</li> <li>• Work with our partnerships to ensure there is a joined-up approach to safeguarding children</li> </ul>	<ul style="list-style-type: none"> <li>• Childrens and young peoples services continue to work with partners across Cheshire East to develop family hubs, funded by the Department for Education.</li> <li>• Family hubs support children and young people from birth until they reach the age of 19 (or up to 25 for young people with special educational needs and disabilities). They bring council, health and community services together so that families can access the right support at the right time.</li> <li>• The first childrens centres in Cheshire East to be developed into hubs are: <ul style="list-style-type: none"> <li>• Oakenclough Family Hub</li> <li>• Oak Tree Family Hub</li> <li>• Monks Coppenhall Family Hub</li> <li>• Ash Grove Family Hub</li> <li>• Congleton Family Hub</li> </ul> </li> </ul>
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.</p> <p>Key actions:</p>	

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs</li> <li>• Safeguard adults at risk</li> <li>• To address causes of abuse, neglect or exploitation</li> <li>• To ensure that officers are adhering to legislation and promoting best practice</li> </ul>	
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, that we will:</p> <ul style="list-style-type: none"> <li>• Be a good corporate parent</li> <li>• Improve education, training and employment outcomes</li> <li>• Work to achieve permanence and keep children safe</li> <li>• Improve health and wellbeing outcomes</li> <li>• Prepare young people for adulthood</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
Priority: Support all children to have the best start in life	
All children enjoy access to high quality childcare and support programmes that maximises their	

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<p>development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Maintain high numbers of children placed in high quality childcare settings</li> <li>• Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families</li> </ul>	
Priority: Increase opportunities for children, young adults and adults with additional needs	
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Ensure that all recommendations from Ofsted inspections have been addressed and improvements are embedded in practice.</li> <li>• Focus on further improving communication across the SEND partnership</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Review the pathways for transition to adulthood</li> <li>• Expand the local provision of SEND places to enable more children to attend a school</li> </ul>	
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults</li> <li>• Promote citizen engagement and participation</li> </ul>	<ul style="list-style-type: none"> <li>• .</li> </ul>
<p>Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential</p>	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population.</li> <li>• Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Provide support and challenge where children are not attending school or receiving an appropriate education.</li> <li>• Support children to catch up on the learning they lost during Covid</li> <li>• Support children and young people's mental health and wellbeing to resolve problems as early as possible</li> </ul>	
<p>Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services</p>	
<p>Vulnerable and older people live safely and maintain independence within community settings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Work with partners to develop appropriate accommodation and extra care housing models</li> </ul>	<ul style="list-style-type: none"> <li>• In Quarter 2 the Adults and Health committee endorsed the adoption of a new Cheshire East Falls Prevention Strategy for 2023-2026. The strategy has been co-produced by a multi-agency partnership steering group and refined via a formal consultation process that took place in quarter 4 of 2022/23.</li> </ul>
<p>People are cared for and valued by a professional and caring workforce.</p> <p>Care4ce to become an exemplar high quality trading company.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Develop a quality trading company</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



By 2025 we want:	Performance 2023/24 – Quarter 2 Update
<ul style="list-style-type: none"> <li>• Recruit and train a skilled and motivated workforce.</li> <li>• Provide a professional pathway for progression</li> </ul>	
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Expand and develop the Home First service to support people to stay at home longer</li> <li>• Work to develop integrated health and social care teams</li> <li>• Carers Strategy to be implemented</li> <li>• Develop the Shared Lives service</li> <li>• Increased use of technology</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p>	

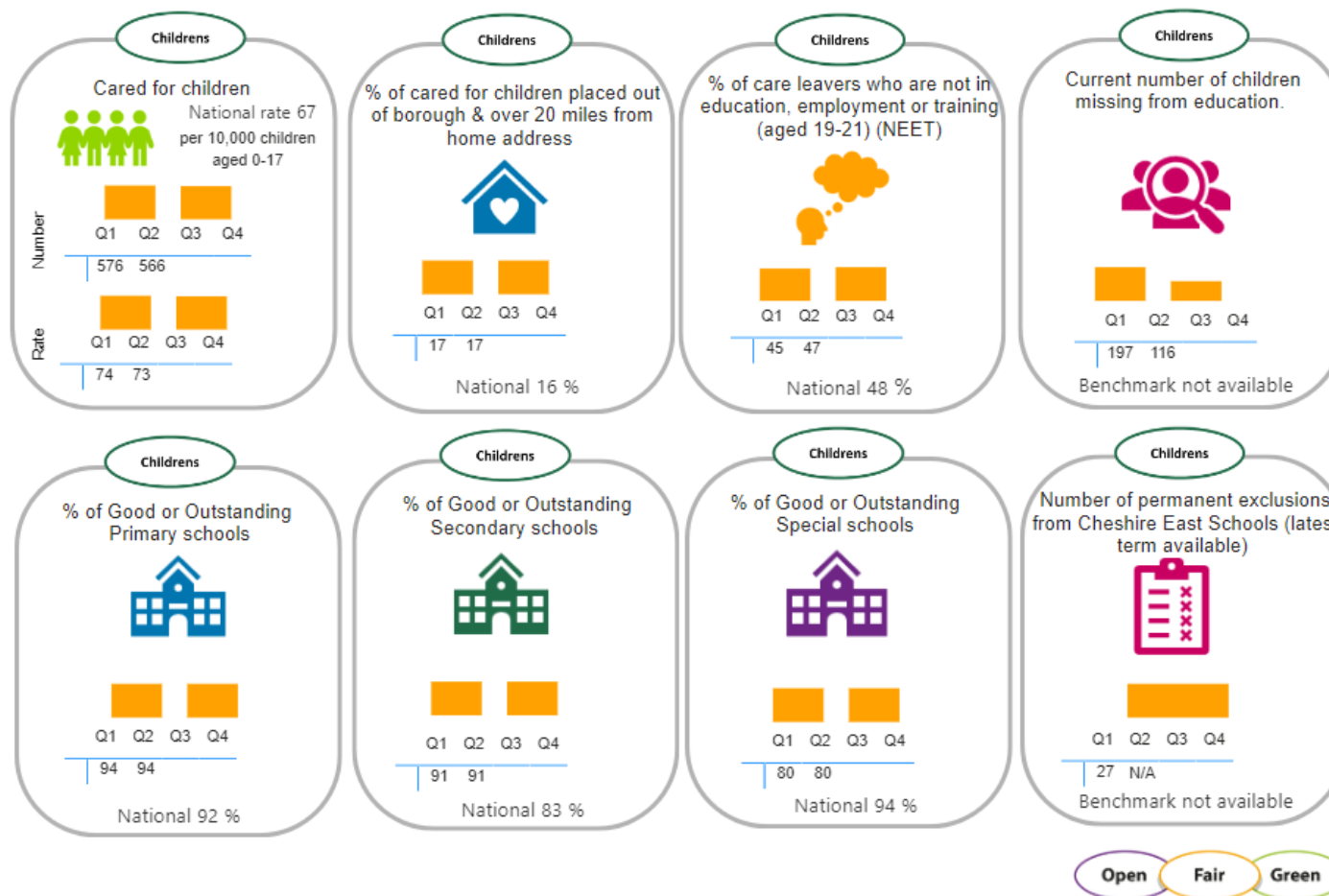
By 2025 we want:

Performance 2023/24 – Quarter 2 Update

- Fully implement social work practice within adult social care
- Maintain and improve the quality of care and support services

## 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

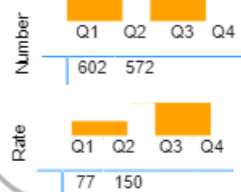


Childrens

Childrens Social Care Referrals

Benchmark not available

per 10,000 children aged 0-17



Childrens

Children with an education, health and care plan (EHCP)

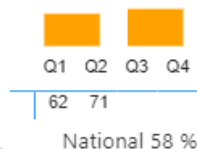
National rate 3.7%

per 10,000 aged 0-25



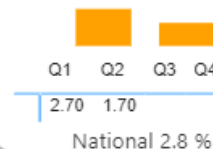
Childrens

Education, Health and Care Plans completed within 20 weeks inc. exceptions (cumulative year)



Childrens

% of young people not in education, employment or training (NEET) individuals [yr. 12-13]

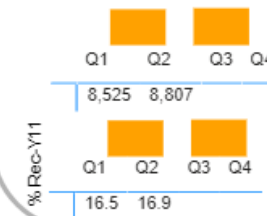


Childrens

Pupils eligible for free school meals

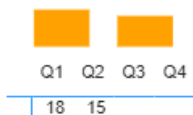


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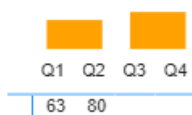
Childrens

Repeat Referrals



Childrens

% Assessments completed within 45 days

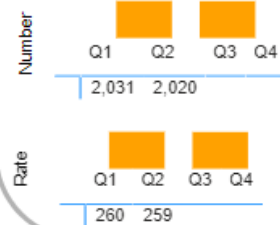


Childrens

Children in need

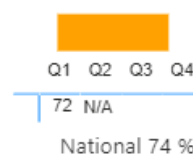
National rate 321

per 10,000 children aged 0-17



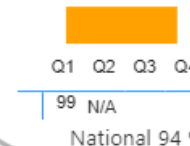
Childrens

% eligible children taking up 2 year old offer (termly figure only)



Childrens

% children taking up 3 and 4 year old offer (termly figure only)

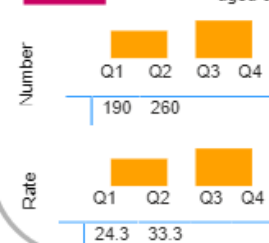


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Childrens

Children with a child protection plan

National rate 41  
per 10,000 children  
aged 0-17



Childrens

% of children with a second or subsequent child protection (CP) plan (rolling year)



Childrens

% of children on CP plans reviewed within timescales



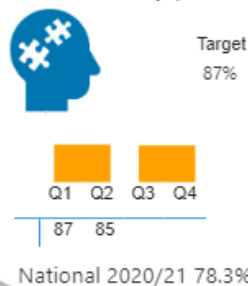
Adults

No. of carers who received an assessment



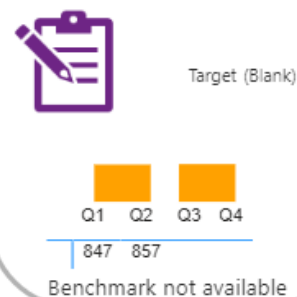
Adults

Proportion of adults with a learning disability living in their own home or with their family (ASCOF 1G)



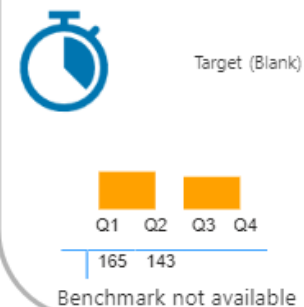
Adults

Number of Support Plan Reviews completed in quarter

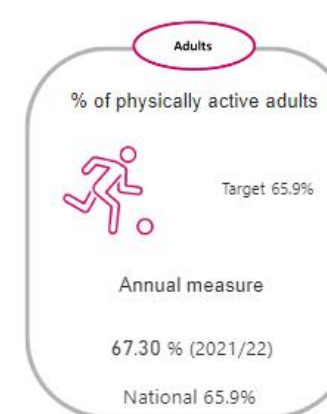
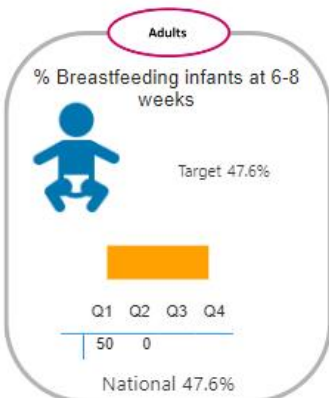
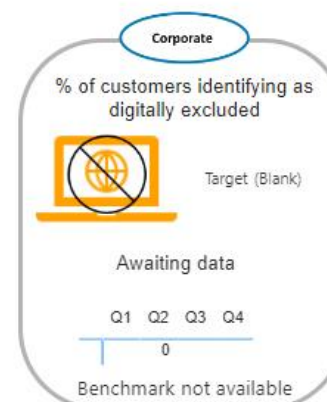
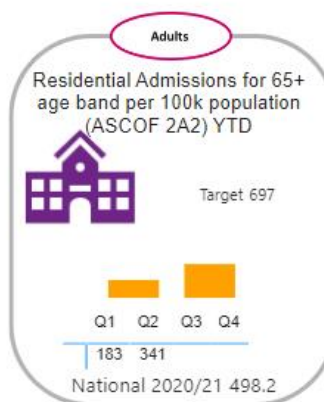
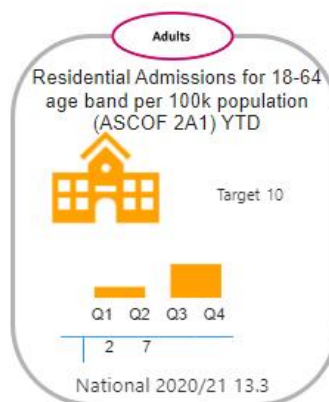


Adults

Timeliness of DOLS Application processing



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# A thriving and sustainable place

By 2025 we want:

Performance 2023/24 – Quarter 2 update

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

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

Key actions:

- Deliver housing to meet the needs of all residents including vulnerable and older people in the borough
- Review and evaluate the need for a private rented sector licensing scheme
- Ensure affordable homes are “tenure blind” and focussed on quality

We continue to work in partnership with our Registered Housing Providers to increase the number of affordable homes within Cheshire East – A total of 219 new homes have now been completed (Q1 and Q2) with projections indicating that we will exceed the annual target of 355 affordable homes.

A Market engagement session was undertaken to enable the progression of the procurement of council owned land assets to bring forward new affordable homes.

Work has now started on the Gypsy and Traveller transit site, which will provide a safe place for the travelling community to stay whilst in the area, reducing the level of unauthorised encampments.

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

Key actions:

- Improve and adapt our libraries to meet any changing needs which offer value for money

In July the Council’s Environment and Communities Committee approved a set of revised opening hours for the libraries service and provided delegations to officers to implement those changes.

In parallel with those discussions the team has also been proactively engaging with Town and Parish Councils around top up for library services and can confirm that the following local councils have now confirmed that they intend to fund these services for the next 3 years;

- Crewe Town Council – top up to maintain opening hours of 9.30am – 6pm each weekday (7.5 hours per week)
- Nantwich Town Council – top up to maintain opening hours of 9.30am – 6pm each weekday (4 hours per week)

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By 2025 we want:	Performance 2023/24 – Quarter 2 update
<ul style="list-style-type: none"> <li>Update and refresh the Library Strategy</li> </ul>	<p>The scheme remains open to other Town or Parish Councils who may wish to sign up.</p> <p>Works to secure immediately available income opportunities have also progressed with the following now in place;</p> <ol style="list-style-type: none"> <li>Alexander clinic- Health and wellbeing</li> <li>Barclays Bank – Macclesfield, Wilmslow and Holmes Chapel</li> <li>NatWest bank Popup service- Knutsford</li> <li>Weight watchers- Holmes Chapel</li> </ol> <p>As per the Committee resolution at the point that the current review is fully implemented work will commence on a Library Strategy which will focus on how the Library Service becomes more financially self sustaining via a medium to long term view on income generation opportunities.</p>
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Improve our leisure centres</li> <li>Provide walking and cycling recreational routes and outdoor recreational space</li> </ul>	<p>Strategic Leisure Review – officers working with the Council’s appointed delivery partner Everybody Health and Leisure have continued to bring forward the review which is the subject of a report to the Environment and Communities Committee in November, seeking permission to consult on proposals for the future of Council funded leisure services.</p> <p>The redevelopment of Congleton Leisure Centre now been completed with an official opening ceremony held in late June. Initial monitoring of use suggests that the investment will as planned achieve a wide range of benefits.</p> <p>The Learn to Swim scheme has grown to 9,700 swimmers participating in weekly lessons and leisure memberships have exceed 20,000 for the first time, with over 2.5 million individual visits to our leisure centre sites.</p> <ul style="list-style-type: none"> <li></li> </ul>
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Establish baseline and review current strategy and policies</li> </ul>	<ul style="list-style-type: none"> <li>We continue to 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</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 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"> <li>• To keep the Local Plan Strategy under review</li> <li>• Provide an effective Planning Service with capacity to efficiently determine planning applications</li> <li>• Robust and effective planning enforcement</li> <li>•</li> <li>• Implementation and maintenance of additional supplementary policy documents</li> <li>• Effective and competitive Building Control Service</li> <li>• Continued application of CEC Design Guide principles and focus on Place</li> </ul>	<p>Planning application performance against statutory performance measures is above target for major applications (97%) but below (82%) 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.</p> <p>The number of applications in the backlog continues to reduce (approximately 350 over normal 'on hand' levels). Fast track days continue to provide focused sessions for the backlog bringing consultees together with a particular focus on the older applications. The number of applications now being determined within 8 weeks is also improving.</p> <p>The number of enforcement notices has increased over the quarter reflecting good work to address some the backlog of cases seeking to protect the Borough from unlawful developments.</p> <ul style="list-style-type: none"> <li>• The Modernisation Plan focus continues to be directed to reducing the backlog; the pending staffing restructure; the implementation of the new IT system; and improvements to the customer experience – all being monitored by Transformation Board. Both the restructure and the IT system implementation have revised timeframes due to various delays including issues with the IT supplier, which have added to existing challenges.</li> </ul>
<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"> <li>• Review the community asset transfer policy</li> </ul>	<p>The Council continues to use its revised community asset transfer policy advising partners and services on the process to be followed.</p> <p>The Council continues to release assets as appropriate to support the Capital Programme. In Q2 service is on target to deliver anticipated credit for the financial year.</p> <ul style="list-style-type: none"> <li>•</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Deliver Cultural Strategy and Place Marketing Action Plan</li> <li>• Deliver Tatton Park business plan</li> </ul>	<p>The value of the Visitor Economy for Cheshire East has recovered well since the Covid pandemic decimated the sector in 2020. The most up to date STEAM tourism economic impact modelling data shows an increase of 60% on 2020 figures and over 44% on 2021 figures. This provided a total of £879m of value to the Cheshire East economy in 2022, with almost 13 million visitors enjoying Cheshire East last year.</p> <p>Cheshire’s Destination Management Organisation, Marketing Cheshire, have recently been awarded LVEP status (Local Visitor Economy Partnership). This will enable greater partnership working with Visit Britain/Visit England national tourism agency, as well as opening up opportunities to new funding.</p> <p>Since the pandemic, hospitality businesses have had significant issues around recruitment and a partnership with the Department for Work and Pensions and Cheshire College to develop a renewed focus and approach to hospitality recruitment, retention, and skills has been progressed. This work is now starting to see results, giving local people new career opportunities and helping local businesses access potential employees to cover their vacancies. An innovative school's partnership with hotels has also been initiated, enabling training and experience opportunities for young people in the hospitality sector.</p> <p>The shared service ‘Archives - A Story Shared’ programme, including the building of the new History Centre in Crewe, was successful in achieving a £4.9 million grant from the National Lottery Heritage Fund. The project is now at detailed technical design stage with specifications being agreed for tendering.</p> <p>Following the commissioning of a series of mural artworks in Macclesfield, an interactive art map has been produced which has generated positive publicity and additional footfall for the town. In Crewe, the Heritage Wall public art piece has been installed on the façade of the new multi-story car park as part of the Royal Arcade scheme and a Cultural Education Partnership (LCEP) has been established, bringing together 20 schools and educational organisations, across the surrounding areas, together with cultural organisations to improve cultural experiences and opportunities for children and young people.</p> <p>A programme of events and activities on Lyceum Square in Crewe was delivered over the Summer 2023 period with new groups, audiences and individuals using the space. The Lyceum Theatre, along with theatres across the UK, still face challenges with audiences yet to return to pre-covid levels. The Rocky Horror Show was well received by audiences however, and Panto ticket sales are currently ahead of last year.</p> <p>Tatton Park, which has received ‘Green flag’ and ‘Green Heritage site’ awards this year, continues to be an important driver of the borough’s visitor economy, and an important environmental and community resource. The financial year 2023/24 continues to provide challenges to the operating of visitor attractions across the UK, with remaining shifts in visitor dynamics post-pandemic, the effects of the national economic situation including inflation</p>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
	<p>rates and the cost of living, all having an impact on visitor numbers to the park and its attractions along with secondary spend.</p> <p>Tatton has held a number of established and new events this year; the Easter Festival performed well and a partnership with publishers Harper Collins has enabled a refreshed offer to the important family audience through ‘Tiger who came to Tea’ and ‘Mog the Cat’ themed interactive experiences in the Gardens, Mansion and Farm. High and low season planning to review activity ensures new approaches to refresh the offer and stimulate visitor demand: both Halloween and Christmas events at Tatton involve new themes and external partnerships. Pricing and promotional initiatives are ongoing and include flexible ticket pricing for peak and off-peak periods, online admission discounts and targeted promotional incentives. Catering and Retail continue to report brisk trading during good weather periods and Parkland admission entries are holding up against budget targets.</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"> <li>• Use our full range of education, engagement and</li> </ul>	<p>The CCTV wireless project is progressing on a town-by-town basis across the Borough in conjunction with our contracted provider. The project, which is set to complete by the end of the calendar year, will improve performance and security and greater functionality capitalising on technological advances.</p> <p>Working with colleagues from Staffordshire County Council, officers from the Animal Health and Welfare Team have helped to secure a successful prosecution involving animal welfare, cattle identification and movement offences involving individuals from both Macclesfield and Biddulph. Penalties included lifetime bans from keeping animals, 280 hours of unpaid work, a suspended jail sentence and fines and costs in excess of £45,000.</p>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
<p>enforcement tools to protect our communities.</p> <ul style="list-style-type: none"> <li>• Take formal enforcement action as appropriate</li> <li>• Clear and integrated enforcement approach with relevant fit for purpose policies</li> <li>• Investment in technology to enhance CCTV delivery</li> </ul>	<p>Following evidence of smoking in a smokefree premises, contrary to the Health Act 1996, the Commercial Services team were successful in seeking the revocation of the premises licence earlier this year. The premises subsequently appealed the revocation to the Magistrates Court but were unsuccessful. The District Judge dismissed the appeal, quoting the evidence of officers as both credible and reliable.</p> <p>In a joint venture, officers from Regulatory Services, Planning Enforcement and Cheshire Police took action against an illegal airport parking operation in Styal. Ultimately it was the health and safety prohibition notice that brought operations to a close, served as a result of the poor site conditions and the imminent risks to health.</p> <p>As part of service activities to tackle illicit tobacco, five test purchases were undertaken at identified retail premises. All five businesses failed requirements and are to be subject to further investigation.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<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"> <li>• Work with the police and partners to share intelligence and problem solve local issues</li> <li>• Refresh the Safer Cheshire East Partnership Plan for 2020-23</li> <li>• Raise awareness around safeguarding</li> </ul> <p>Raise awareness around safeguarding and community safety issues</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 2 update

The 2023 Annual Status Report (ASR) on Air Quality for the whole of Cheshire East has been approved by Defra. The report provides an overview of air quality across the whole Borough as well as detailing specific actions aimed at improving air quality in conjunction with our internal and external partners. This latest ASR also identifies a number of our existing Air Quality Management Areas where concentrations of nitrogen dioxide have been consistently below the Air Quality Objective for nitrogen dioxide paving the way for revocation work in 2024.

The AQ Team has recently submitted a bid to Defra for additional grant funding to support further work around particulates including monitoring equipment, improved website information and also awareness raising around the causes of poor indoor air quality. Defra will announce successful bids in March/April 2024.

The service continues to work to established monitoring and inspection programmes across areas such as food and feed, animal welfare, permitted processes, etc. Performance is monitored internally and as part of statutory returns to organisations including the Food Standards Agency (FSA), Defra with resources realigned as appropriate in year.

Following the implementation of the new Private Hire and Hackney Carriage Licensing Policy, we have been working with our colleagues in Adult Safeguarding to deliver specific safeguarding training to our licensed drivers. To date over 550 drivers have completed the mandatory training and delivery sessions continue to be arranged into the new year.

Following requests from the taxi and private hire trade, the Licensing Team have arranged meetings to discuss any issues and areas of concern. The plan is for structured meetings with the production of an FAQ document to be shared with all licence holders following the events.

The Trading Standards Team are currently taking part in a funded surveillance project to determine whether sales of vapes online are supported by the necessary age restricted checks both at point of sale and delivery. The results of the project will feed into national intelligence to determine whether more enforcement-based project work is required.

Under the Safety of Sports Grounds Act 1975 sites with a capacity of more than 5000 (football) or 10,000 (other sports) require a safety certificate issued by the local authority. This work is overseen by the Sports Ground Safety Authority and Cheshire East were subject to an Audit back in July 2023. Feedback provided by the auditor stated, *'Overall I have confidence in the ability of the authority to perform its role in respect of safety at sports grounds and recognise the good progress that has been made over the past year which has led to an improved safety culture'*.

By 2025 we want:	Performance 2023/24 – Quarter 2 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"> <li>• Review and improve our play areas and parks</li> <li>• Work with partners to provide a more welcoming environment</li> <li>• Secure funding for additional recreation provision along with improvements to the current provision</li> <li>• Increase the number of rewilded areas within our parks and open spaces</li> </ul>	<p>The Council continues to inspect, repair and where investment is available improve our play areas and parks. A major project funded by the Crewe Towns Fund will refurbish 8 pocket parks as key green spaces amongst densely populated areas of Crewe. This quarter projects are underway to a value of £800k on four pocket parks located at McLaren Street Playing Fields; School Crescent; Derby Docks; and Queens Street Recreation Ground with works completing in quarter 4 of this year. The improved parks will offer health, wellbeing and amenity enhancement to these vibrant green spaces amidst densely populated areas of Crewe.</p> <p>We have completed as part of the Councils Medium Term Financial Strategy (MTFS) an operational review of the grounds maintenance programme for our parks, public open spaces, and other green spaces and developed a draft policy and proposals for future maintenance on our green space. These were approved for consultation at September Environment and Communities Committee, with the consultation due to close on the 24<sup>th</sup> of November 2023. <a href="https://cheshireeast.gov.uk">16/10/2023 - Consultation launched on green spaces maintenance (cheshireeast.gov.uk)</a>. Following review of consultation feedback we intend to bring revised policy and maintenance proposals for a final decision in February 2024.</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> <ul style="list-style-type: none"> <li>• Introduction of the Municipal Waste Strategy</li> <li>• To review and consult on the household waste recycling provision</li> </ul>	<p>The Council's official recycling rate for 2021-22 is 56.3%. This is a slight reduction from the 2020-21 at 57.5%. We expect to see this drop further with the introduction of the Councils Garden waste subscription charge in Q4 of this year. The Council will therefore need to look to additional measures to increase reuse and recycling in future years to achieve the current 50% target and the national recycling target of 60 % by 2035. To contribute to this for the first time the council is working with its contractor to offer mattress recycling as part of its household waste recycling centre service.</p> <p>We will continue to monitor the key measure of 'kg residual waste per household'. It will be important to reduce residual waste per household to achieving recycling targets through continuing waste and recycling education and campaigns as well as potential service changes. As part of this work the council though Ansa undertake a large-scale waste prevention program with over 100 volunteer hours last quarter. Key highlights include Primary School Junior recycling officer of the year event held at Reaseheath College, attending talks and shows such as Refresh Knutsford, Nantwich show and ongoing programs such as textile workshops, 'Love Food, Hate Waste', Home Composting and 'Life with less plastic'.</p>



By 2025 we want:	Performance 2023/24 – Quarter 2 update
	<p>The Council is undertaking a review of the boroughs Household Waste Recycling Centre provision and procuring a new service operating contract for provision from 2025. This was approved at September Environment and Communities Committee for works on feasibility, public consultation and to undertake operating contract procurement for a succinct list of options for future service delivery.</p>
<p>To improve biodiversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Increased rewilding</li> <li>• Embed biodiversity, including offsetting, across Cheshire East Council estate</li> <li>• Deliver the tree planting programme</li> </ul>	<p>As part of our Carbon Natural Inset program the Council is working in partnership with Mersey Forest to deliver tree planting for the next two planting seasons 2023/24 and 2024/25 as part of our commitment to a 120ha of natural carbon offset. We are also developing a catchment-wide approach to the Bollin Valley, with a range of partners, and developing proposals to improve the Crewe Valley Brook corridor as well as supporting the Local Nature Partnership.</p> <p>Elements of the farms estates has been identified for tree planting in year and work is underway to achieve this.</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"> <li>• Delivery of major infrastructure programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Poynton Relief Road opened in March 2023. A public event was facilitated to open the road which included local politicians/press to a resounding success.</li> <li>• 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.</li> <li>• The Middlewich Eastern Bypass Compulsory Purchase and Side Road Orders were conformed following a public inquiry and the Full Business Case was submitted to the Department for Transport for their approval to release their grant to allow construction to start in early 2024.</li> </ul>
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Deliver planned investment to maintain the highway network</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of planned investment programmes for highway assets progressing. In year challenges relating to changes in asset condition being managed within programme/budget. Highway service is mindful of emerging Council financial challenges and assessing potential changes as part of the Place Directorate response.</li> <li>• Development of new pedestrian crossing strategy ongoing.</li> <li>• Adoption of Speed Management Strategy, further process to manage requests being developed.</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
<ul style="list-style-type: none"> <li>• Review of appropriate strategies, such as speed management</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> <li>• Preparation of our bid to the Local Electric Vehicle Infrastructure (LEVI) Fund is well advanced, through liaison with the advisory body set up by OZEV. We expect to submit this business case at the end of November 2023 to secure funding.</li> <li>• Following confirmation of funding, the Council will run a competitive procurement process to invite bids for providing circa 250 public EV charge points throughout the borough.</li> <li>• In addition, the Council is currently procuring chargepoints in 15 locations using funds from the On-Street Residential Chargepoint Scheme as approved at Highways Committee in July 2022.</li> </ul>
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Complete Local Transport Plan parking reviews</li> </ul>	<ul style="list-style-type: none"> <li>• The Council's review of public car parking has completed in 6 week consultation stage (as of 1<sup>st</sup> November 23).</li> <li>• Over 5,000 representations were received on the proposals put out to consultation. These will be analysed and options to respond will be developed over the autumn to inform a report to Highways and Transport Committee in January 2024.</li> <li>•</li> </ul>
<p>To promote uptake of cycling in our local service centres.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Installation of cycle storage facilities in Cheshire East car parks</li> <li>• Invest in new cycle routes and improve existing ones</li> <li>• Prohibit parking in existing cycle lanes</li> </ul>	<ul style="list-style-type: none"> <li>• The Council is pursuing 2 strategic cycle routes, both with a funding contribution from the DfT's Active Travel Fund.</li> <li>• Manchester Road, Tytherington has been re-scoped to focus on some key junction/crossing provisions in the vicinity of local shops and the high school.</li> <li>• Manchester Road, Wilmslow has been awarded funding for the northern section of the scheme (Wilmslow cemetery to Handforth) – detailed design work is proceeding</li> <li>• Manchester Road, Wilmslow (southern section) has been subject to a design review involving Active Travel England to define a number of alternative options. Further community consultation will take place later in the year.</li> </ul>
To improve the speed and efficiency of public transport and	<ul style="list-style-type: none"> <li>• Opportunities for development of rapid bus corridors is discussed at the Bus Partnership Board.</li> </ul>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
<p>encourage more residents to make fewer car journeys.</p> <ul style="list-style-type: none"> <li>Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites</li> </ul>	<ul style="list-style-type: none"> <li>Initial options are to upgrade facilities to complement bus company investment in new vehicles. A programme will be confirmed in the spring drawing on recent BSIP+ funding announcements and integrated transport funding announcements by Government following on from the publication of the Network North strategy.</li> </ul>
<p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Submit proposals to Rural Transport Fund</li> <li>Develop quality bus partnerships with operators and town councils</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on proposals to update the framework for prioritising funding for local supported (subsidised) buses has been completed. Highways and Transport Committee will consider a report in November 2023 recommending a revised approach.</li> <li>The Enhanced Partnership Board meets quarterly to steer how investment in local bus network is used. This will include options for the recently announced BSIP+ funding to Cheshire East (circa £1.18M pa) for 2023/24 and 2024/25</li> <li>The Council hosted the first annual Bus Partnership Forum at Alderley Park on 26<sup>th</sup> October 2023. The meeting included representative of bus operators, passenger groups, local businesses and Councillors to debate how we identify priorities for the partnership over the coming year.</li> </ul>
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>Operators work together to share real time information</li> <li>Bus routes planned to provide multi-modal connectivity</li> <li>Cheshire East bus app developed</li> </ul>	<ul style="list-style-type: none"> <li>Information is shared using DfT's open data procedures.</li> <li>Cheshire east council monitors bus patronage on a monthly basis. The most recent figures (September/October) record numbers down by 4%, likely due to the influence of recent severe weather events. The number of Farepayers were just above pre covid levels whilst concessionary travel remains at circa 85% of pre-covid numbers.</li> <li></li> </ul>
<p>More residents to use walking routes.</p>	<p>The Green Infrastructure team continue to work with partners on the Bollin Way and to develop and promote shared routes where possible. The promotion of trails at Cheshire East's countryside sites and Tatton Park is ongoing.</p>

By 2025 we want:	Performance 2023/24 – Quarter 2 update
<p>Key actions:</p> <ul style="list-style-type: none"> <li>• Promote existing routes and nature trails</li> <li>• Create new walking routes between service centres</li> </ul>	<p>Maintaining the Public Rights of Way network through resolving issues and obstructions on paths and supporting local communities to develop opportunities for permissive paths to avoid road walking is ongoing. Progressing s106 funded improvement schemes to increase accessibility on routes between development sites and service centres and the wider path network, plus working with landowners and developers to accommodate, divert and improve Public Rights of Way continues.</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"> <li>• Successful delivery of the regeneration programmes</li> </ul>	<p>Challenging times exist in the regeneration and property sectors, and the team responsible for delivering and overseeing the regeneration of Crewe town centre are continuing to progress all projects despite the significant and persistent cost inflation in the construction sector which represents a major risk to all capital projects.</p> <p>With support from the Government's Future High Streets Fund (FHSF) for Crewe, the Council has made progress with:</p> <ul style="list-style-type: none"> <li>• Flag Lane Link: a highways and cycle scheme improving connectivity into the town centre from the west of Crewe. The main part of this scheme completed in summer 2023 and is now operational;</li> <li>• Adaptive Signals: innovative new traffic signalling technology installed to the south of the town centre. This is expected to become operational by December this year;</li> <li>• Southern Gateway: the creation of a new pedestrian and cycle link between Oak Street/High Street and Forge Street, as part of a wider scheme to improve connectivity between the railway station and the town centre. Progress has been made in acquiring the necessary land and site works are expected to start in early 2024;</li> </ul>

- Civic Centre/History Centre preparation: as part of a linked project to deliver a new History Centre, technical and legal work has progressed in relation to the demolition of the former library, deck and undercroft car park. Work is expected to commence in November this year;
- Technology and Digital Innovation Campus (TADIC): plans have advanced for the creation of new co-working space at the former Municipal Building offices (NB not the historic civic amenities). Contractors have been appointed to undertake works commencing late 2023 and completing summer 2024, whilst marketing of the opportunity for a tenant/operator is underway. Separately, although no longer expected to be co-working space, plans to improve and safeguard Christ Church have been developed with works expected in early 2024.
- Sustainable Energy Network: Investment in energy improvements being implemented including to Lifestyle Centre, Lyceum Theatre and Delamere House to deliver carbon reduction and enable future heat network.

Following the July decision of Economy & Growth Committee, it was agreed that the In Town Living project could not be delivered within the timescales of the Future High Streets Fund. Whilst the department is seeking an alternative means of delivering housing schemes on Chester Street and/or Delamere Street car parks, the grant funding is being reallocated to other projects in the Crewe FHSF programme.

The Council has continued to fulfil its role as accountable body for Crewe Town Board and the governance of the Towns Fund (TF) and Accelerated Towns Fund (ATF) grants which support regeneration in Crewe. The Economic Development team has led in delivering a number of these projects including:

- The Ly<sup>2</sup> project at Lyceum Square launched in July, providing a new public entertainment and performance space at the heart of the town centre, adjacent to the Lyceum Theatre and Market Hall. The project includes stages, a giant video screen, new artwork, seating and planting areas to provide an attractive setting for visitors.
- Mill Street Corridor improvements, as part of the wider scheme to better connect the railway station to the town centre (also refer to the Southern Gateway FHSF project above). Designs have been developed and costed, alongside consultation with local residents and stakeholders ahead of a planning application expected this autumn. As part of this project, detailed designs have been developed for new wayfinding in Crewe town centre; although expected to be delivered in a phased programme, subject to availability of funding, this will ensure a consistent style and format to help orientate visitors to Crewe's established and new amenities.
- History Centre public realm improvements secured planning consent and will be delivered alongside the FHSF

By 2025 we want:	Performance 2023/24 – Quarter 2 update
	<p>and National Lottery Heritage Fund elements of the project to provide new public realm and parking.</p> <ul style="list-style-type: none"> <li>• The Repurposing Our High Streets grant scheme was launched. Established to support businesses/organisations taking on vacant town centre premises, this project is being delivered by the service's Business &amp; Growth team.</li> <li>• The Crewe Youth Zone project secured planning consent, and officers are working across the council with Onside and Crewe YouthZone charity to progress the development of this site at Oak Street carpark, with works expected to commence early 2024.</li> <li>• Royal Arcade Phase 1: Works continue to progress in delivering a new bus station and multi-storey car park at the heart of Crewe town centre, although a site incident has caused a delay to the project, which is now expected to complete in spring 2024. The new car park will provide capacity for other existing surface car parks to be used for other, more active uses, including the Ly<sup>2</sup>, History Centre and YouthZone projects referred to elsewhere.</li> <li>• The newly refurbished Market Hall continues to operate successfully. Opened in May 2021 and the data continues to show that it is becoming an anchor retail, leisure, and entertainment venue in the town.</li> <li>•</li> </ul>
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Successful delivery of the regeneration programme for Macclesfield</li> </ul>	<p>Macclesfield regeneration activity has been limited in scale over the last year due to lack of availability of capital funding and lack of support from competitive central funding sources. However, the team has submitted a number of bids to the Council's open call for projects to be funded under the UKSPF.</p> <ul style="list-style-type: none"> <li>• A £50,000 fund secured by the Development and Regeneration Team from Avanti towards the Treacle TART (Treacle Town Art Trail) project, has now been fully utilised with the production of a new art trail map. With CEC contributions in the form of officer time from the Cultural Economy Team and the Regeneration and Development Team, the Avanti funding secured has been used to fund impactful murals across the town centre, now documented in the <a href="https://cheshireeast.gov.uk/town-art-trail">Town Art Trail (cheshireeast.gov.uk)</a></li> <li>• Officers in the Development and Regeneration Team continue to work collaboratively with Macclesfield Town Council and other members of the Macclesfield Town Centre Recovery Working Group. Through a positive collaboration between the Development and Regeneration Service and the Town Council, a Changing Places Grant and a significant financial contribution from Macclesfield Town Council have been combined to enable the toilets in Macclesfield Indoor Market, formerly only accessible to market traders, to be upgraded and enlarged to provide modern facilities suitable for public use. Work on site has been ongoing in the last reporting period and the new facilities are due to be officially opened on 15<sup>th</sup> November 2023.</li> <li>• When opened the facility will deliver general toilet facilities open to the public in the heart of the town centre, as</li> </ul>

## By 2025 we want:

## Performance 2023/24 – Quarter 2 update

well as a brand-new Changing Places Toilet Facility as well as a new baby changing and unisex facility. Providing toilets for public use in Macclesfield Market should increase footfall in the market, boosting trade for indoor market traders. This project will also allow the closure of dated inaccessible public toilets in Park Green, which are to be sold at auction to generate a capital receipt and, hopefully to be put to a use which will better support town centre vitality.

- In terms of town centre vitality, the loss of Marks and Spencer to the town centre is a significant concern but the property has been purchased by a third party with plans to remodel in flight. The impacts of the opening of the Barracks Mill out of town retail park in late 2022 are being monitored. Data shows that Macclesfield has not yet recovered to pre-pandemic footfall levels with average footfall in April-September 2023 being -10% lower than the same period in 2019. This is in contrast to Crewe where the data indicates footfall has increased by 15% during the same period.

Successful town centres in our other key towns.

Key actions:

- Work with our partners and key stakeholders to understand what is important to our towns

- Our Market towns - The Regeneration and Development team also focus on maximising the vitality of our other nine key service towns (listed below), addressing another of the key priorities in the corporate plan. In 2022 Town Centre Vitality Reports were finalised for these nine key service centres. These plans identify key opportunities to support town centre vitality in these centres as and when funding can be secured. Opportunities are wide ranging and do not necessarily require significant capital funding. Many opportunities can be potentially taken forward by Town Councils or other bodies, such as the new Wilmslow Business Improvement District Body, established in November 2022, and now raising funding via a new BID levy from Wilmslow Town Centre businesses. Some Town Council's have referenced the Town Centre Plans in project proposals submitted seeking Shared Prosperity Funding, and some have been successful in attracting such funding. (See section on UKSPF)

Town	Recorded footfall data Apr-Sep 2019	Recorded footfall data Apr-Sep 2023	% change
Alsager	2,423,083	1,775,019	-27%
Congleton	5,544,967	6,779,777	22%
Crewe	7,426,696	8,527,541	15%
Handforth	1,693,362	3,575,247	111%
Knutsford	5,632,532	5,254,322	-7%
Macclesfield	9,970,236	8,957,240	-10%
Middlewich	1,967,039	2,478,071	26%
Nantwich	3,570,825	4,021,986	13%
Poynton	2,743,695	2,747,132	0%



## By 2025 we want:

## Performance 2023/24 – Quarter 2 update

<b>Sandbach</b>	4,188,655	4,987,742	19%
<b>Wilmslow</b>	7,659,768	6,869,057	-10%

- Comparing annual footfall data for the six month period April-Sep 2023 with the same six month period in 2019 (pre-covid) continues to reveal significant variations in footfall recovery across centres, with Handforth showing very significant higher footfall levels than pre-covid, Handforth, Congleton, Crewe, Middlewich, Nantwich and Sandbach also with higher footfall levels, Poynton with footfall having returned to pre-covid levels but Macclesfield, Wilmslow, Knutsford and Alsager all having reduced footfall when compared to the pre-covid position.
- Over the last six months of 2023 the Regeneration and Development team has continued to progress the UK Shared Prosperity Funding programme and a new UKSPF Programme Manager has now been appointed.
- The £1,406,039 core UKSPF allocation for 22-23 was not received until February 2023. Despite this, the Council managed to spend £676,789 by end March 2023 on a range of projects including Ly2, active travel schemes, establishing a business support hub ([Cheshire East Council - Business Support Hub \(cebusinesshub.org.uk\)](http://cebusinesshub.org.uk)) and providing community grants. Given the lateness in agreeing 22-23 allocations, DLUHC agreed that unspent core UKSPF allocations from the first year of UKSPF could be added to 23-24 allocations. Unfortunately, confirmation of this and the current year's allocation was not received until the second quarter of this financial year creating unwelcome pressure to spend in a compressed timeframe.
- A call out for project proposals has been undertaken and a range of projects to be taken forward both by the Council and external organisations has been appraised by independent appraisers and this was presented to the Local Strategic Group for the scheme for guidance. At the time of drafting this report, the Acting Executive Director Place, utilising the delegation from full Council is in the process of agreeing these projects. These are expected to be announced shortly.
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Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough

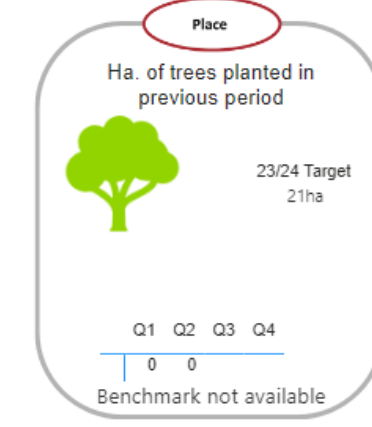
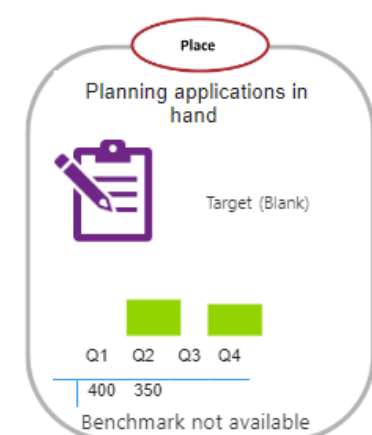
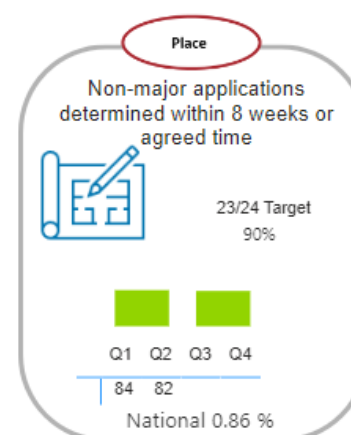
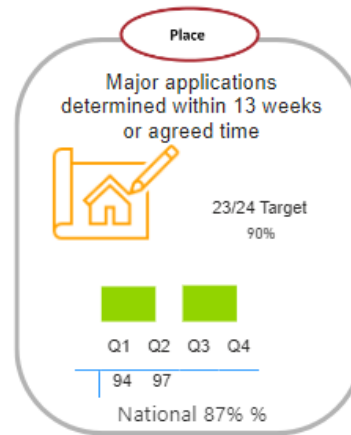
On 4<sup>th</sup> October 2023, the Prime Minister announced that Government was cancelling the HS2 scheme north of Birmingham. This includes both Phase 2a, which would have enabled direct HS2 services from Crewe to London and an hourly HS2 service from London to Macclesfield, and Phase 2b, which would have enabled up to 5-7 HS2 trains per hour to call at Crewe.

The Prime Minister also announced that also announced that Government will reinvest every single penny of HS2 funding, £36 billion in hundreds of new transport projects in the north and the midlands, across the country via a new plan, Network North. The Network North document identifies £19.8bn of reinvestment for projects and initiatives across the North. However, these plans fail to address the direct losses and impacts of the decision for Cheshire East.

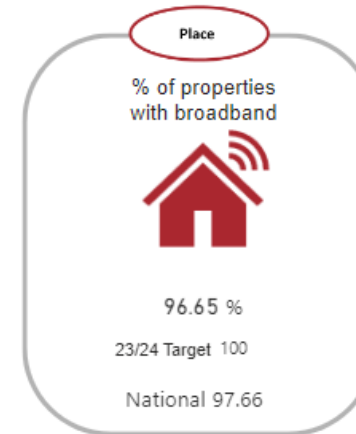
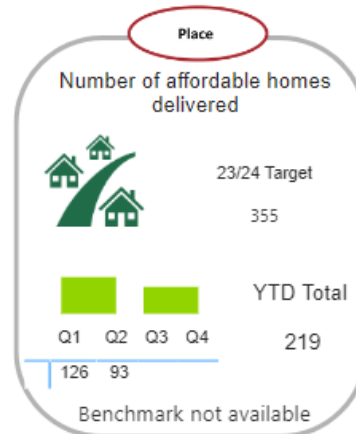
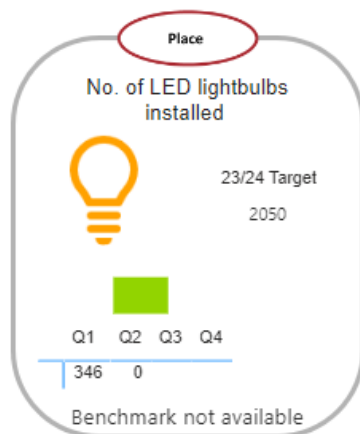
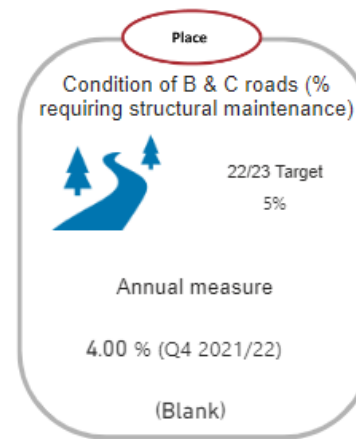
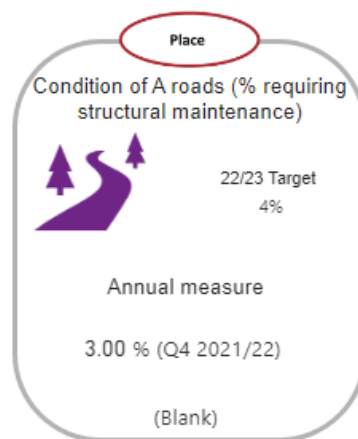
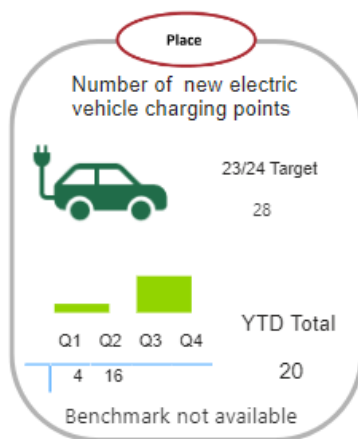
By 2025 we want:	Performance 2023/24 – Quarter 2 update
	<p>The Council is currently pursuing a compensation and investment package from Government that would provide a 'fair and equitable deal' that would restore the long-term economic outcomes that HS2 would have unlocked for Crewe and the wider borough.</p> <p>Post the HS2 decision by the prime minister, the Council is continuing to work with officials from DLUHC and DfT on the Deep Dive examining the regenerative impact of major rail investment in Crewe. This initiative was started by the two departments with the Council during summer 2023.</p>
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>- Deliver the Rural action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plans to use Rural England Prosperity funding to support Cheshire East based rural businesses are being developed to enable a grant scheme for small scale investment in micro and small rural enterprises and the development and promotion of the rural visitor economy.</li> </ul>
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> <li>• Deliver actions in the Cheshire East Council Carbon Action Plan</li> </ul>	<p>The Council is on track to be carbon neutral as an organisation by 2025, however, there remains a risk related to the delivery of our second solar insetting scheme. Gas use, particularly within leisure centres, and larger fleet vehicles continue to present areas of challenge for decarbonisation.</p> <p>Carbon Action Plan priorities continue with work to decarbonise Council buildings. Seventeen solar installations have been completed, providing approximately 1GWh per year. The Council has also put in place a programme of replacing gas boilers with air source heat pumps with 15 installations underway. We continue to replace petrol and diesel vehicles with electric across our services and we have installed 26 new or upgraded electric vehicle charge points with more in plan for the second half of this year.</p> <p>Wider Borough 2045 target: Base line modelling of Carbon emissions form the Borough is completed and approval has been granted by the Environment and Communities committee to develop a key priorities action plan. A consultant has been contracted and engagement with special interest groups and councillors is underway to produce a draft action plan which will then be subject to public consultation.</p> <ul style="list-style-type: none"> <li>• Our Housing Team continue to contribute towards the delivery of the Council's Carbon Action Plan with 163 households helped to achieve affordable warmth (Q1 and Q2).</li> </ul>

## Performance measures supporting A thriving and sustainable place

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



Open Fair Green



Open Fair Green

