

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 1 2022/23



An open and enabling organisation

By 2025 we want:

Performance 2022/2023 – Quarter 1 Update

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

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

Key actions:

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

- Following the update to Corporate Policy Committee on the progress made in relation to Open Data and the transparency agenda, a training package is being developed to support member training and awareness of open data.
- 93% of Freedom of Information requested were completed within the statutory timescales during Quarter 1. This performance exceeds the Information Commissioners expectations of 90% compliance.
- There has been no regulatory action from the Information Commissioners Office.

To increase local democracy.

Key actions:

- Working with town and parish councils
- Virtual meetings

- A regular engagement network between Cheshire East Council and Town and Parish Councils will be introduced. The Chief Officer of Cheshire Association of Local Councils has agreed to Chair the new engagement network. The first of these 6 weekly network sessions will take place in November 2022.
- Regular communications continue to be shared with Town and Parish Councils.
- The revised approach to Consultation and Engagement is under development and will report findings to Corporate Policy Committee in December 2022.
- Highways have initiated a survey of maintenance priorities with Town and Parish Councils.

Our communities will be well informed about things they can do to prepare for emergencies.

Key actions:

- The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support.
- Cheshire East Council develop flexible plans through a process called Integrated Emergency Management, which enables all responding organisations to deal effectively with a major or serious incident at any time of day or night, 365 days a year.

<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"> Consultation has continued to take place on a wide range of key plans and strategies with over 2000 responses being submitted by stakeholders during the period. A cross organisational Consultation and Engagement working group is working to develop and release a consultation and engagement toolkit to support the One Council approach to ensure that all stakeholders experience a professional and consistent consultation and engagement process. A Highways satisfaction survey has been undertaken with members and Town and Parish Councils with feedback offered and an action plan developed. Highways Service Customer Experience redesign has been completed and recommended improvement actions are being implemented.
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review where and how technology can assist and enable 	<ul style="list-style-type: none"> In Q1 2022/2023 there were 92,192 online transactions received. There are now 116,851 digital accounts. This is an increase of 13,530 since the end of 21/22. The total number of accounts was 103,321 at year end. There have been increases across all digital channels, particularly in the use of Chatbot. This is likely to increase further as services expand and functionality is improved.
<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"> In May 2022, Cheshire East Council achieved the Armed Forces Covenant Silver Award under the Ministry of Defence Employer Recognition Scheme. The plans are now being developed to support achievement of the Gold Award. Cheshire East celebrated Armed Forces Day in June 2022, at a special event held at Queens Park. The event was opened by 98-year-old war veteran Sergeant Bernard Morgan RAF VR, was funded by the council and was organised in partnership with Crewe and District Military Vehicle Club and Crewe Town Council.

A financially sustainable council which has increased levels of reserves.

Key actions:

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

- The financial outturn for Cheshire East Council for 2021/22 (excluding expenditure funded by COVID-19 emergency grants) was an underspend of £1.1m. This is net of specific allocations to useable reserves, in line with the Medium-Term Financial Strategy, of £3.1m.
- Financial management is under review considering the impact of increases in costs and demand across council services. Further details are contained within the separate Financial Review report.
- The Council will be audited by Mazars LLP and each of the wholly owned subsidiaries of the Group will be separately audited by Grant Thornton UK LLP. Any findings will be reported to the relevant board or Committee and the Audit and Governance committee and reported on the website of each part of the Group.
- The Estates service is on target to meet its rent roll from its investment portfolio across Assets and Cheshire Farms; and likely to exceed its capital receipt target which will contribute to the Authority's financial sustainability.

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

- Following review by the Finance Sub-committee the contract with Orbitas Bereavement Services contract has been renewed for 5 years from 1st April 2022.
- The review of Ansa Environmental Services has completed and is in the final stages to renew the contract documents with an aim to provide a model outcomes-based contract from 1st April 2023.

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 Survey on workforce culture was undertaken in April 2022 to provide a baseline for 2022/23. 76% of respondents reported that they enjoyed their job and 76% describe their wellbeing as good (there were a total of 1,679 responses, 47% of employees).
- A Lessons Learned workshop has been undertaken in conjunction with Cheshire West and Chester Council in relation to the implementation of the Best4Business system. Several improvement actions have been implemented in order to resolve identified issues.

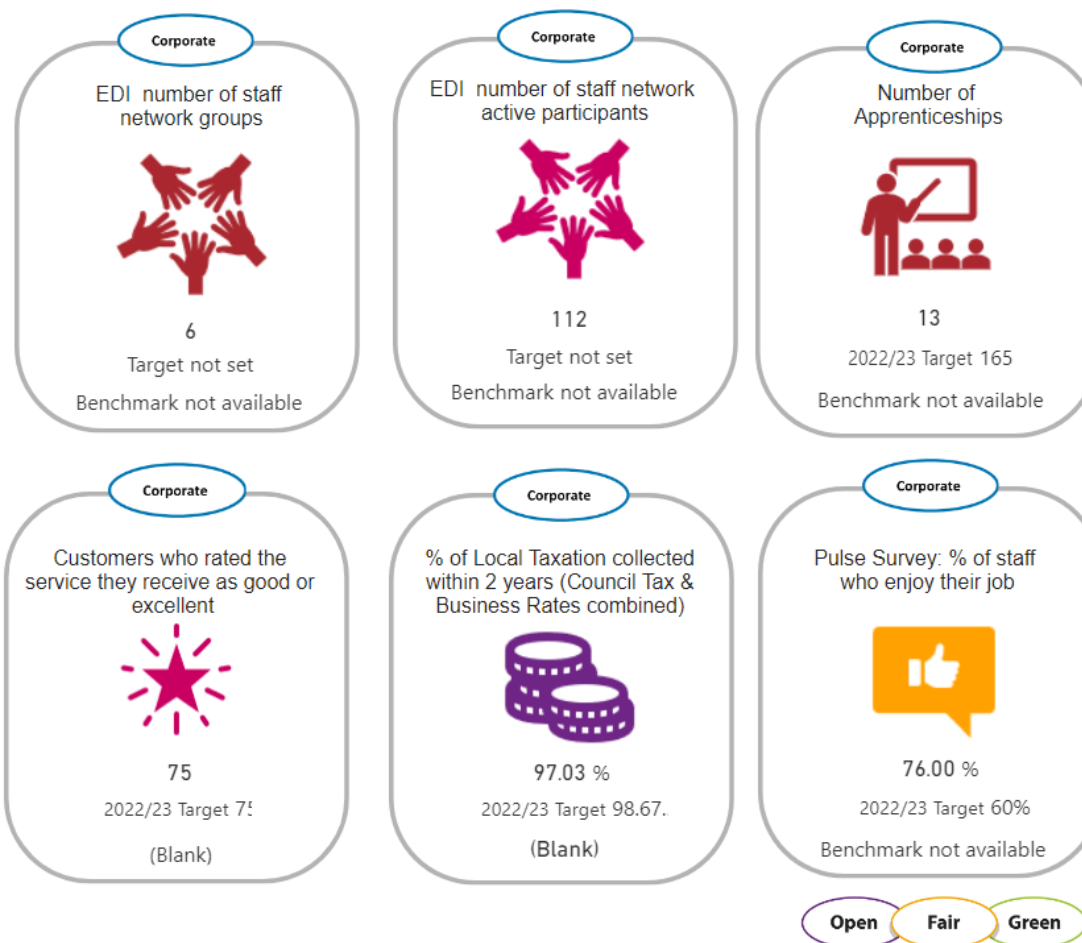
<p>A workforce that can work remotely and flexibly using the latest technology.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Clear guidance and support to staff and managers. • Accelerate roll-out of mobile working 	<ul style="list-style-type: none"> • ICT Services has launched Lighthouse, a SharePoint site serving as a one stop shop for all ICT self-serve information and advice, including online training materials.
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<ul style="list-style-type: none"> • A draft Communications Strategy will be implemented during 2022/23.
<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 	<ul style="list-style-type: none"> • In Q1 2022/23 customer satisfaction with the corporate contact centre rose to 80%. This was compared to 73% for 2021/22. • In 2021/22 a new performance measure for satisfaction was introduced. Customers score their experience out of 10 in relation to the “effort required to complete their request”. During 2021/22 this score dropped from 5.6/10 to 4.12/10. In Q1 2022/23, this score further improved to 3.84 (lower the score, the better the performance). • A new measure in relation to customer satisfaction with online services is under development.

The council to be regarded as a good partner.

- The Council continues to be a key partner in relation to integrated health and social care.
- The Council hosts a regular Cheshire East Leaders Board for key stakeholders.
- A review of key partnerships across the Council is being undertaken during 2022/23. To commence this review a mapping exercise has been completed during Q1 to capture all key partnerships that council officers support.

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



Cheshire East 2914.51
Adult's 848.52
Children's 818.1
Corporate 597.86
Place 650.02

Open

Vacancies as % of actual FTE (Aug 22)



Cheshire East 7.49 %
Adult's 7.21 %
Children's 7.09 %
Corporate 7.23 %
Place 8.57 %

Open

Number of Agency Staff



Cheshire East 242
Adult's 122
Children's 34
Corporate 80
Place 6

Open

Staff Turnover



Cheshire East 4.9 %
Adult's 3.9 %
Children's 6.2 %
Corporate 4.8 %
Place 4.8 %

Open

% variance between forecast outturn and total net budget



Please see first Financial Monitoring Report

Open

% of complaints resolved within timescales Stage 1



Cheshire East 82 %
Adult's 100 %
Children's 49 %
Corporate 82 %
Place 87 %

Open

% of complaints resolved within timescales Stage 2



Cheshire East 68 %
Adult's 100 %
Children's 57 %
Corporate 100 %
Place 67 %

Open

% of Freedom of Information requests completed within timescales



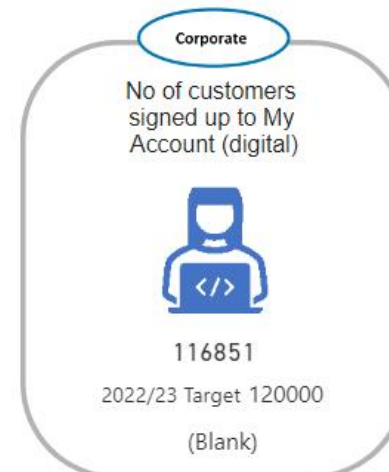
Cheshire East 93 %
Adult's 95 %
Children's 95 %
Corporate 95 %
Place 92 %

Open

Fair

Green

OFFICIAL



A council which empowers and cares about people

By 2025 we want:	Performance 2022/23 – 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">• Our expectation is that all services should work together with families and residents as this is how we will achieve the best outcomes. We are continuing to embed a culture of co-production.• During 2021/22 the council divided the former “Peoples” directorate into a Children and Families directorate and an Adults, Health and Integration directorate to allow greater focus in each specialism. During 2021/22 each area established the key areas for transformation and improvement to enable and support residents and communities.• A new children and young people’s plan for 2022-26 was coproduced and launched at a young people’s event in August 2022.
<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">• Cheshire East Council’s online health and wellbeing system MyCareView has achieved national recognition by winning two awards: the Gold Award at the iESE Public Sector Transformation Awards 2022 for the ‘Best Use of Digital and Technology’, and an award at the Health Tech Awards 2021. MyCareView is available through the NHS App and is currently providing nearly 40,000 people in Cheshire East with access to healthcare services and the data held about them in primary and secondary care.• Cheshire East Council’s Test and Trace Team have worked relentlessly over the past two years to protect residents and staff, and the work of the team has been recognised as national best practice. The team implemented one of the first dedicated locally supported contact tracing teams, regularly reaching over 95% of local cases, and often being in the top 10 performers in the country. The Cheshire East ‘Swab Squad’ undertook

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
	<p>well over 30,000 tests in the community and supported over 100 businesses during 2021 and were national finalists in the LGC Awards in 2022.</p> <ul style="list-style-type: none"> • Cheshire East Council launched an exciting new crowdfunding initiative, Cheshire East Crowd, to encourage and create community led projects that will make a difference. Residents who have ideas on how to improve their community now have the opportunity to gain funding via the crowdfunding platform. Examples of projects supported so far include a community sensory projector in Crewe, a repair café in Macclesfield, the restoration of the footpath along part of the Trent and Mersey canal bank at Wheelock Wharf, and a project to provide adaptive bikes on a local cycle track in Poynton. • The Cheshire East Social Action Partnership (CESAP) has established a Voluntary, Community, Faith and Social Enterprise (VCFSE) Leaders Group, to lead on local issues for the sector. CESAP and the VCFSE sector are embedded across the Cheshire East Place Health and Care Partnership at all levels including within our local care communities, which now have a VCFSE representatives who will feed back to the VCFSE Leadership Group. VCFSE reps are also on child health hub project group, home first and learning disability sub-groups. • Cheshire East Council was successful in its bid for up to £1 million of the government's Family Hubs Transformation Fund to join up services locally, improve the connections between families, professionals, services, and providers, and put relationships at the heart of family help. Family hubs will 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). The council has until March 2024 to implement the new way of working.
<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 	<ul style="list-style-type: none"> • A location for a Traveller transit site has been agreed and planning permission has been granted. Welfare checks are undertaken with every unauthorised encampment, ensuring that the families have access to fresh water and any health services. The site is off Cledford Lane in Middlewich. • Regular engagement sessions with marginalised groups, such as the Gypsy, Roma and Traveller community, and refugee and asylum seeker communities are continuing to take place, led by the Communities team. • A dedicated officer to support veterans and the armed forces community started in post in 2021/22. This has enabled new links with the armed forces to be created and support groups and hubs.

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<ul style="list-style-type: none"> • Increase collaboration with marginalised groups • Secure social value benefits 	<ul style="list-style-type: none"> • New social value webpages were launched in June 2022 to maximise social value opportunities and impact. A social value unit has been developed to support this area of work with specialist skills and expertise, which is now supporting over 20 commissioning activities and projects across the council. • Cheshire East Council has led the development of the Social Value Award (quality mark) across Cheshire and Merseyside. 46 organisations have achieved the award to date, including the council.
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • Cheshire East Council agreed to support individuals brought to the UK under the Afghan Relocation and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS). Wrap around support was provided by Cheshire East Council and partner agencies for 390 individuals from 12 August 2021 to 30 August 2022. 5 families were resettled into permanent accommodation in Cheshire East. • Since 18 March 2021, Cheshire East Council have also supported Ukrainian refugees under the Homes for Ukraine scheme. The council have undertaken safeguarding checks on 302 sponsors and made 370 'thank you' payments, with 515 Ukrainians arriving in Cheshire East and all receiving welcome payments, along with 127 school/ early years placements offered. • The co-produced Live Well for Longer plan will be received by the Adults and Health Committee in September 2022, which includes addressing loneliness and isolation. • Two new mental health crisis cafes opened in February 2022: Crewcial in Crewe and The Weston Hub in Macclesfield. Crisis cafes are warm and welcoming safe spaces for people seeking support whilst in mental health distress. The vision for both cafes has been co-produced with people who use mental health services, families, and communities including the police, social services, the fire service and health and social care professionals. The cafes are the result of a partnership between Cheshire and Wirral Partnership NHS Foundation Trust (CWP), Cheshire East Council, Independence Supported Living (ISL) and East Cheshire Housing Consortium (EHC).
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"> • Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. Cheshire East has continued to develop a Place Partnership Board to allow for local decision making over health-related functions. • Cheshire and Merseyside have been awarded the Suicide-Safer Community status by Living Works. • A network of food poverty providers has been developed and aims to support the sustainability and coordination of activity. During 2022/23, the network is also considering the impact of the cost-of-living crisis on residents.

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<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 • To continue to support a zero-suicide approach 	<ul style="list-style-type: none"> • A new mobile health and wellbeing service was launched in May 2022. The service supports residents by offering blood pressure checks, weight management advice and general health and wellbeing advice and support. It aims to reach people who would not normally come forward for formal health services. This service, which builds on the social capital established by the swab squad, has received strong engagement and highly positive feedback from residents. Working in partnership with the NHS, our health and wellbeing service are continuing to offer free health checks across Cheshire East on the mobile health and wellbeing bus. The health check is an assessment to identify risk of developing early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia over the next ten years. The check takes 20 to 30 minutes and asks simple questions, relating to family history and choices which may put health at risk. The checks record height, weight, age, gender and ethnicity, and a blood pressure reading is taken. • A new NHS health check contract commenced with GP practices in April 2022. This consists of formal health checks with individuals including blood pressure, body mass index and cholesterol measurement. This contract incentivises the targeting of patients from areas of deprivation. • In July 2022, the council's Adults and Health Committee agreed to launch a trial smoking cessation incentive scheme to support pregnant women and others in their household to quit smoking. Smoking is the leading cause of preventable illness and premature death in England, with about half of all lifelong smokers dying prematurely, losing on average around 10 years of life. •
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 	<ul style="list-style-type: none"> • Children's services are continuing to focus on achieving excellence in social work practice and embedding Signs of Safety. Nationally and locally, there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in some higher caseloads. Children's services are working together with HR to develop a refreshed recruitment and retention strategy to address this. The Executive Director of Children's Services is co-leading a regional Cheshire and Merseyside workstream to look at regional solutions to recruitment and retention within children's services. • A new Neglect Strategy was launched in July 2021, which was co-produced with children, young people and partners. We have continued to embed our partnership neglect strategy to reduce the number of children and young people who experience neglect. There has been an increase in professional early identification of neglect which is enabling early intervention. We also continue to see the number of repeat referrals reduce which is an indicator of sustained change following intervention

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<ul style="list-style-type: none"> • Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> • A joint targeted area inspection took place in Cheshire East between 27 June and 15 July 2022. This focused on the multi-agency identification of risk and need in response to child criminal exploitation, including sexual exploitation. Work is already underway across the Safeguarding Children's Partnership to strengthen the approach to supporting these children and young people. The findings from the inspection will be published on 26 September 2022. • A new Director of Strong Start, Family Help and Integration and a new Head of Service for Early Years, Family Help and Prevention have been appointed to drive the continued focus on early help and prevention. A redesign of the service is underway to ensure that it meets our ambitious plans to support the needs of our children and families. • £2,203,892 of household support fund is available in Cheshire East in 2022-23 to support lower income households in the borough with food, utilities, housing costs and other essentials. • Government funding of £878,640 was used to establish holiday activity clubs for young people eligible for free school meals, including food provision across 61 locations in Cheshire East, to our lowest income families during 2022.
<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"> • Work has continued to raise awareness about abuse, neglect and exploitation. • A multi-agency Complex Safeguarding Forum has been established to discuss cases of exploitation and risk management. • The Chanel Panel meets monthly to support and divert vulnerable children and adults from being drawn into terrorism or being groomed into radicalisation. The Prevent Panel has been evaluated by the home office and rated as 'good' overall. • Two new mental health crisis cafes opened in February 2022: Crewcial in Crewe and The Weston Hub in Macclesfield. Crisis cafes are warm and welcoming safe spaces for people seeking support whilst in mental health distress. • Cheshire East Council's housing team received the Domestic Abuse Housing Alliance accreditation in July 2022, meaning they offer a safe and effective response to domestic abuse.

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<ul style="list-style-type: none"> To ensure that officers are adhering to legislation and promoting best practice 	
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, that we will:</p> <ul style="list-style-type: none"> Be a good corporate parent Improve education, training and employment outcomes Work to achieve permanence and keep children safe Improve health and wellbeing outcomes Prepare young people for adulthood 	<ul style="list-style-type: none"> Cared for children and care leavers have been consulted on what is important to them, and their responses have informed the development of the new Cared for Children and Care Leavers Strategy for 2022-26. This strategy sets out our ambitions as corporate parents and what actions we will take to continue to develop our support. Training was provided for elected members in May and July 2022 to improve their understanding of the needs of cared for children and care leavers to enable them to be a good corporate parent. This is delivered annually. A governing board was introduced in 2021 for the virtual school to provide oversight, scrutiny and direction to the education of cared for children. The Board monitored the impact of covid upon children and young people's education and attendance. There are dedicated specialist attendance officers who have robust systems in place to track and monitor attendance daily and can ensure timely support is in place. Targeted and creative approaches have been delivered to prioritise educational outcomes of our children, including a survey to children and young people about their experiences during the pandemic.
Priority: Support all children to have the best start in life	
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p>	<ul style="list-style-type: none"> The take up of the 2-, 3- and 4-year-old offer remains consistently high, ensuring that children are receiving support at the earliest opportunity. For the 2-year-old offer the percentage take up was 77% during Q1 22/23. For the 3- and 4-year-old the figure was 96% take up. These figures have increased when compared with the 2021/22 outturn figures, which were 73% for the 2-year-old offer, and 95% for the 3- and 4-year-old offer.

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<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 	
Priority: Increase opportunities for children, young adults and adults with additional needs	
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from Ofsted inspections have been addressed and improvements are embedded in practice. • Focus on further improving communication across the SEND partnership • Review the pathways for transition to adulthood 	<ul style="list-style-type: none"> • The SEND revisit took place in May 2021, conducted by Ofsted and the Care Quality Commission. This visit found that sufficient progress had been made in addressing the two areas of significant weakness identified in the previous inspection in 2018. However, there is further work to do in order to achieve the quality of support that we aspire to for all our children and young people, and that some timeliness and quality of work is being impacted by the challenges to recruitment and retention. • Work has continued to deliver the five priorities within our SEND strategy 2021-24 and improve the quality of services. Workstream groups have been established with representatives from across all partners including education, health, social care, and parent carers to ensure improved communication and coproduction. • Staff capacity has been increased across the SEND service to meet the increase in demand, however recruitment and retention is a significant challenge, as is the financial impact of demand to SEND services. We are participating in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. • The Preparing for Adulthood Strategy has been reviewed and updated together with partners, children and young people and parent carers. <ul style="list-style-type: none"> ○ We have expanded local provision of SEND places, creating: ○ Six additional enhanced mainstream provisions ○ 24 additional resource provision places.

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<ul style="list-style-type: none"> Expand the local provision of SEND places to enable more children to attend a school 	<ul style="list-style-type: none"> 225 additional special school places are either in use or in progress. 80 supported internships have been created across the 2021/22 and 2022/23 academic years We are increasing our local SEND educational provision and are on track to deliver over 250 new special school places. We also launched a new strategy to support children and young people experiencing neglect, which has improved identification of neglect across the partnership. Our new Children and Young People's Plan and Cared for and Care Leavers Strategy are in development with our young people and will be launched in summer 2022.
<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"> New supported living schemes are continuing to be developed. A new self-contained 16 unit supported living development in Crewe became operational in April 2022 for people with learning disabilities including those with a physical disability and acquired brain injuries. The Cheshire East Council led Welfare to Work Partnership continues to coordinate employment support to vulnerable groups, including joint working on employer engagement, transition support, the promotion and roll out of Kick Start and the creation of a directory of all available services. The new approach to consultation and engagement, which commenced at the end of 2021/22, aims to coordinate all engagement and participation activity, which will offer greater insight and intelligence to develop and improve services. A learning disability conference was held in June 2022 which heard the views and experiences of children, young people and adults with learning disabilities, and the people who support them, on what is good and what needs to get better. The conference has informed our plans for developing services, and we are including the aspirations and needs of our learning disability and Autism community in our future commissioning and contracting arrangements.
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 	<ul style="list-style-type: none"> Our priority is to ensure that all children have a high quality, enjoyable education that enables them to achieve their full potential. During Q1 2022/23, 90% of primary schools have been rated good or outstanding, 76% of secondary schools and 75% of special schools. These figures remain under the national benchmarks. Our Education Covid-19 Recovery Group has continued with a robust focus on key areas affecting our schools and colleges, including attendance, mental health and wellbeing, special educational needs and disabilities (SEND) and behaviour. Additional staff were recruited to support families arriving in Cheshire East on the Afghan resettlement programme and Homes for Ukraine scheme. 123 school applications were processed, and direct support was provided to

By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<p>needs of children and respond to our growing population.</p> <ul style="list-style-type: none"> • Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities. • Provide support and challenge where children are not attending school or receiving an appropriate education. • Support children to catch up on the learning they lost during Covid • Support children and young people's mental health and wellbeing to resolve problems as early as possible 	<p>children and families to support children to attend school. A resource portal has been created for schools to use when supporting children from overseas.</p> <ul style="list-style-type: none"> • A new Strategic Partnership Board has been established to provide a forum of specialist leads to monitor the ongoing demand for school places. Priority planning areas are identified where there are expected shortages and schemes are underway to address this demand.
<p>Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services</p>	
<p>Vulnerable and older people live safely and maintain independence within community settings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with partners to develop appropriate accommodation and extra care housing models 	<ul style="list-style-type: none"> • Extra care housing supports people aged 55 and over who may require 24-hour support to live independently in their own home. Schemes consist of individual apartments; most provide communal facilities and regular social activities. There are currently 5 extra care schemes in Cheshire East run by housing associations, and other schemes that are managed privately. Work is continuing to ensure that there are appropriate accommodation models to meet demand. • An opportunity to develop an additional extra care housing scheme in Crewe town centre is being tendered through the council's housing development framework. • A housing supplementary planning document has been developed which sets out the needs and requirement for extra care housing.

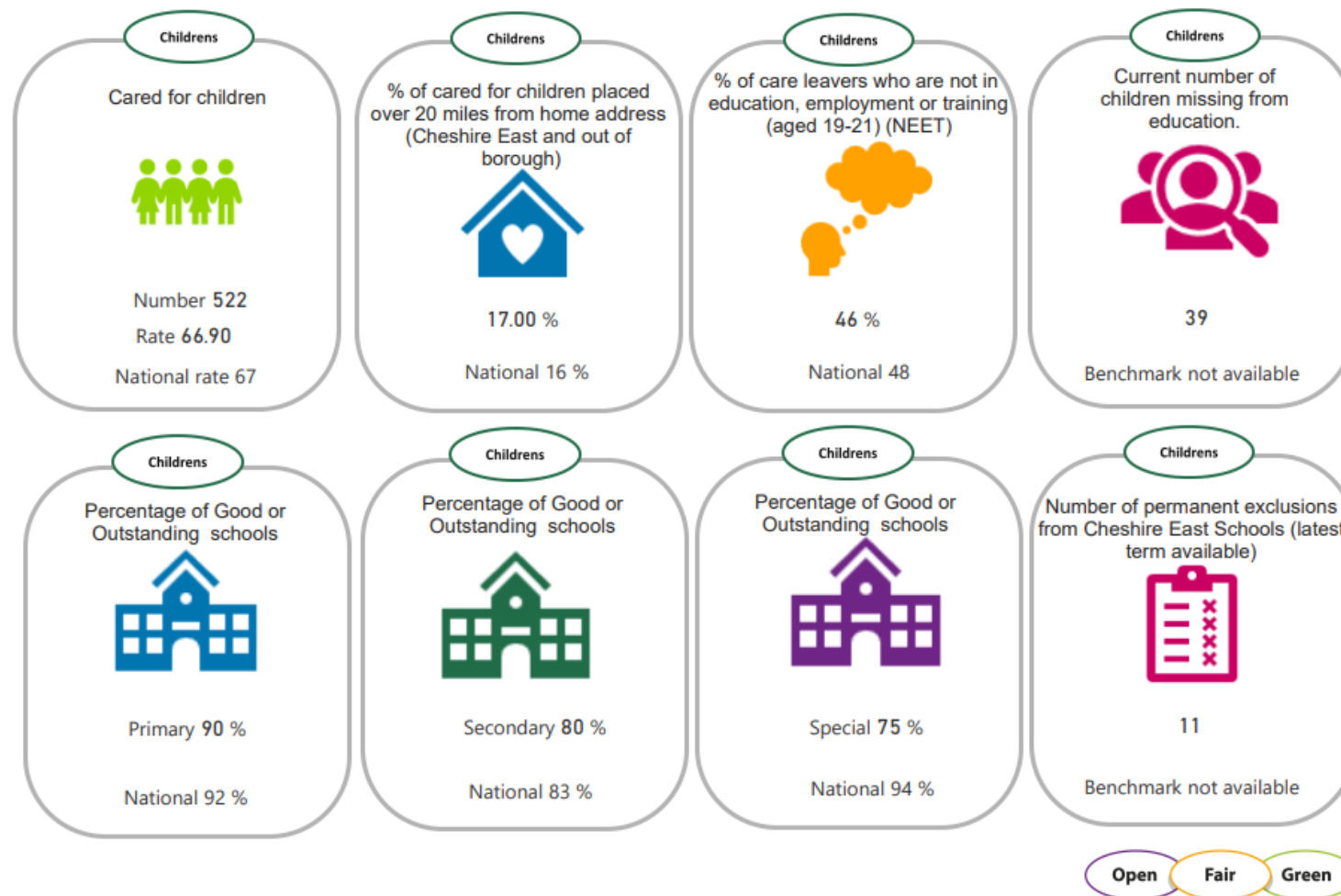
By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<p>People are cared for and valued by a professional and caring workforce.</p> <p>Care4ce to become an exemplar high quality trading company.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a quality trading company • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	<ul style="list-style-type: none"> • Care4CE, along with many health and social care providers nationally, continues to experience challenges with the recruitment and retention of frontline care staff. Care4CE continues to promote adult social care careers and a project has commenced to explore further recruitment and retention options. • Care4CE staff have continued to support residents throughout the extremely challenging previous two years of the pandemic and continue to provide integral support to individuals and the wider care market to ensure stability and consistency of service.
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<ul style="list-style-type: none"> • A new Home First Programme and Strategy is in the process of being implemented within the newly formed Cheshire East Health and Care Partnership. As part of the programme, work has commenced to recommission care at home services. A variety of alternative models are being explored which seek to achieve greater integration with health services and the voluntary sector and provide a more outcome focused service. • The ongoing impact of recovery from the pandemic and workforce capacity issues have impacted on the home first approach and the ability to support more people to get home from hospital. • Adult social care locality teams are linked with primary care networks. Teams work well virtually, and multi-disciplinary team meetings take place regularly, where learning is shared. • A new technology enabled care service aiming to help keep people safe and independent in their own homes commenced in July 2022. The new service will enable residents to access support from a greater range of technology such as Alexa, tablets and digital lifeline devices. This service includes support for early discharge from hospital through a free four-week offer for patients. • A new co-produced All Age Carers Strategy 2021-2025 was agreed in March 2022 and is being implemented in partnership with carers.

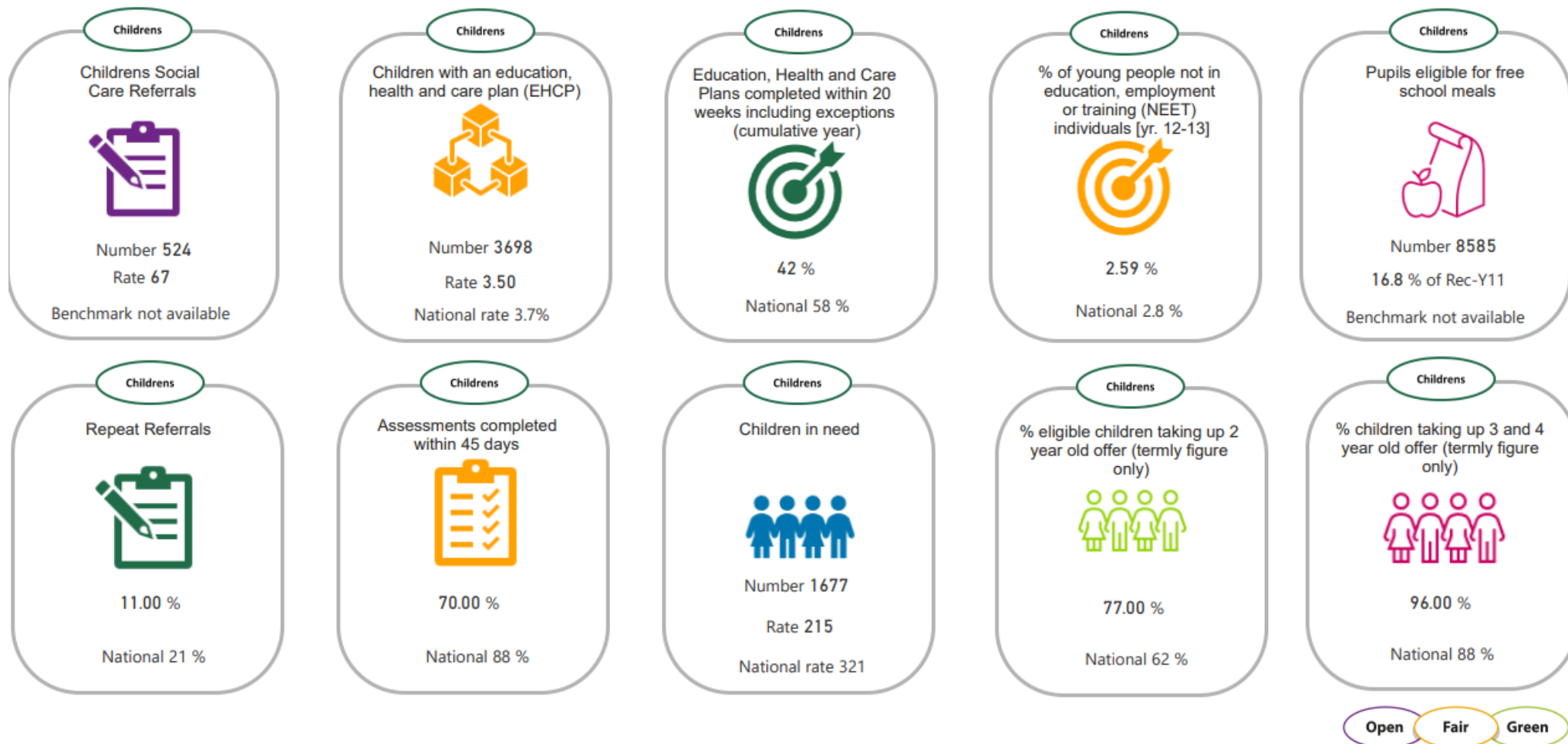
By 2025 we want:	Performance 2022/23 – Quarter 1 Update
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • The Safeguarding Adults Board continues to develop, and links with the Safer Cheshire East Partnership, undertaking joint Safeguarding Adult Reviews and Domestic Homicide Reviews. • Adults, health and integration continue to seek to ensure that adults receive quality assessments of need, support planning and good quality services to keep them as safe as they want to be. People are involved with all aspects of their assessment and care planning.

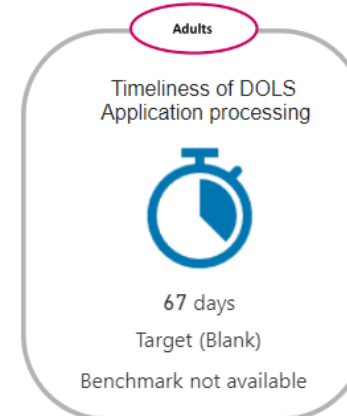
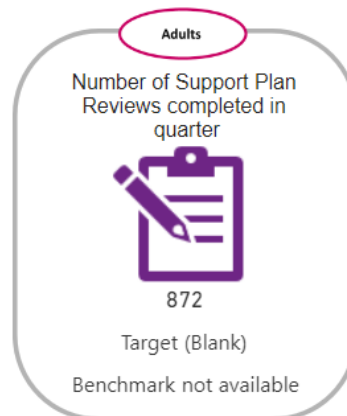
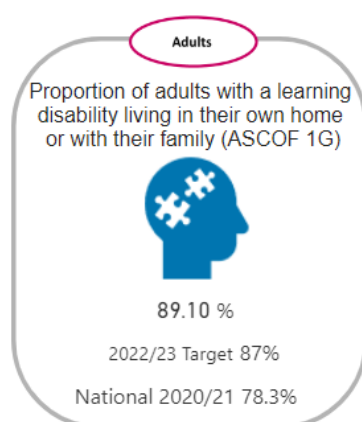
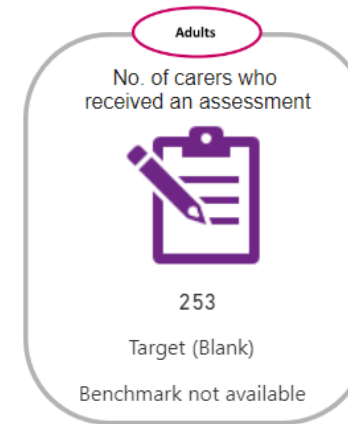
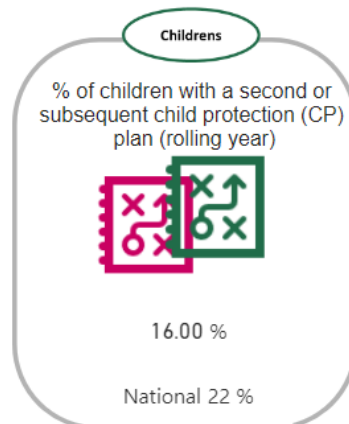
OFFICIAL

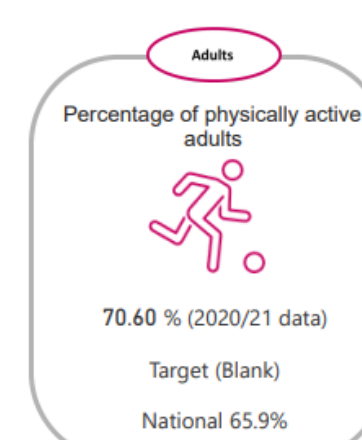
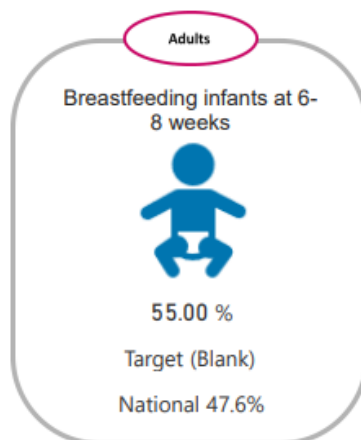
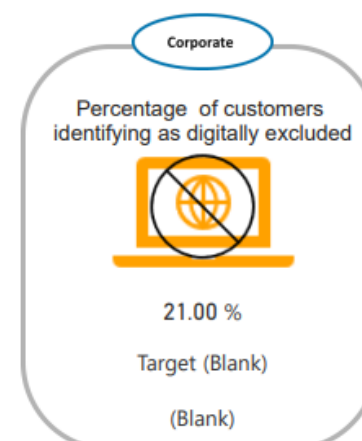
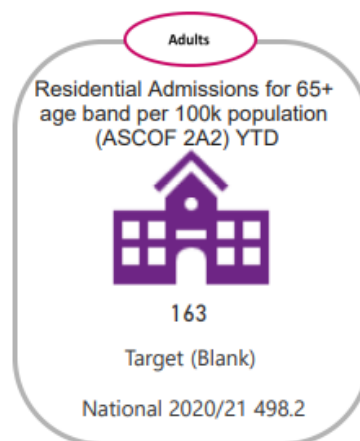
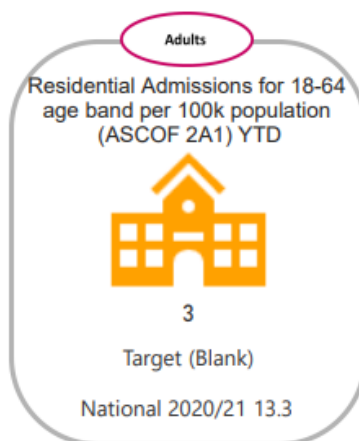
Performance measures supporting A council which empowers and cares about people

- 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









A thriving and sustainable place

By 2025 we want:	Performance 2022/23 – Quarter 1 update
Priority: A great place for people to live, work and visit	
<p>Enable access to well designed, affordable and safe homes for all our residents.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Deliver housing to meet the needs of all residents including vulnerable and older people in the borough• Review and evaluate the need for a private rented sector licensing scheme• Ensure affordable homes are “tenure blind” and focussed on quality	<ul style="list-style-type: none">• 134 new homes delivered against an annual target of 355 new affordable homes.• Communications campaign launched to increase landlords, agents, and HMO managers awareness of their rights and responsibilities for a good quality and well managed private rented sector.• Social media campaigns delivered for Gas Safety Week and Fire Door Safety Week
<p>A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Improve and adapt our libraries to meet any changing needs which offer value for money	<ul style="list-style-type: none">• There have been 226,882 visitors to libraries during Q1.• There are 4,411 library members enrolled, and over 19,000 subscribers to the Cheshire Libraries digital newsletter.• The service is adjusting to the way people access libraries following the pandemic. Children’s usage is growing, and informal learning activities for adults remain popular, but adult book lending is lower than pre-pandemic levels.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<ul style="list-style-type: none"> Update and refresh the Library Strategy 	
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Improve our leisure centres Provide walking and cycling recreational routes and outdoor recreational space 	<ul style="list-style-type: none"> There have been 583,461 visitors to leisure centres in Q1. The redevelopment of Congleton Leisure Centre is continuing and is due to re-opening in 2023. Everybody Health and Leisure are reporting an encouraging position in terms of new and existing memberships.
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Establish baseline and review current strategy and policies 	<ul style="list-style-type: none"> A report on 'Empty Homes – our approach' is identified in the work programme for Economy & Growth Committee in 2022/2023.
<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 	<ul style="list-style-type: none"> Final Inspectors report for Site Allocations and Development Policies Document (SADPD), part 2 of the Local Plan is awaited but adoption for Autumn still expected. A review of the Local Plan Strategy has been agreed. Minerals and Waste Plan agreed to go out to consultation. Planning application performance against statutory performance measures (including agreed extensions to time) is above target for major applications (93%) but below (85%) for minors. However, a backlog of planning applications remains with staff retention and recruitment difficulties across all aspects of the Planning service including Building Control. The majority of minor applications are taking 4-6 months to determine.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<ul style="list-style-type: none"> • 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"> • Following the initial deep dive review of the Planning Service by the Executive Director of Place an update report will be presented to the Environment and Communities Committee in October 2022. This will set out the background to the review, will describe a series of measures and changes already undertaken by the service to help address reducing the number of applications in hand, as well as describing next steps for the review including proposed updated governance arrangements.
<p>To make best use of our surplus buildings and assets to support the borough and our partners.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review the community asset transfer policy 	<ul style="list-style-type: none"> • A number of community asset transfers are in consideration currently, and a further update will be provided to Economy & Growth Committee during the 2022/23 work programme
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver Cultural Strategy and Place Marketing Action Plan • Deliver Tatton Park business plan 	<ul style="list-style-type: none"> • Annual STEAM figures for value of the Cheshire East Visitor economy in 2021 due September 2022. • Tatton Park business plan is being delivered, however visitor numbers across the attractions sector are being impacted by cost-of-living increases. • History Centre RIBA stage 3 design and cost plan completed for Crewe site and in progress for Chester. • Planning permission in place for Lyceum Square LY2

By 2025 we want:	Performance 2022/23 – Quarter 1 update
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 • Investment in technology to enhance CCTV delivery 	<ul style="list-style-type: none"> • All appropriate enforcement services have an up-to-date Service Specific Enforcement Policy. There is currently an ongoing review of the Corporate Enforcement Policy which provides the overarching approach to enforcement. This is scheduled for Environment & Communities Committee November 2022. • A procurement exercise has recently been undertaken to secure a provider for new wireless CCTV technology. Final administrative procurement processes are in progress before the contract can be formally let. • Six new CCTV cameras have been agreed for Crewe through partnership working for identified incident locations and in response to the violence, abuse and intimidation against women and girls survey. • Cheshire East Highways have been shortlisted as a finalist for three highways awards along with our community enforcement team, which is part of neighbourhood services, has been shortlisted for an Association of Public Service Excellence award in the category of 'Best Community and Neighbourhood Initiative'. The award is down to the terrific work that has taken place on the Cleaner Crewe project – a scheme into its second year, which is dedicated to reinvigorating the alleyways and streets in Crewe. • Cleaner Crewe is a true success story of collaborative working. It has seen Cheshire East colleagues collaborate with Crewe Town Council, (which has also supported with funding as well as personnel), ANSA and other diverse organisations such as Cheshire College South & West and Men in Sheds, not to mention residents who have embraced the work with real enthusiasm setting up working committees to help maintain the impetus of the project.
<p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.</p>	<ul style="list-style-type: none"> • Joint agency operation targeting Manchester Airport parking complaints in the Moss Lane and Altrincham Road (Lode Hill) areas of Styal, Cheshire East. • £77,250 of detriment has been saved for residents from rogue trading and scams interventions.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<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>	<ul style="list-style-type: none"> • In response to crime and data analysis a Serious and Organised Crime ‘Day of Action’ with partners including Cheshire Police was undertaken in the Upton Priory, The Moss and the Weston and Hurdsfield areas of Macclesfield. • Counterfeit wine seizure, successful stop notice to prevent sales of illegal therapeutic compounds that have similar anabolic properties to anabolic steroids, guilty pleas for two offenders trading in counterfeit goods to the value of £500,000.
<p>To protect residents and improve our environment.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality • Air Quality Management Areas have an action plan outlining planned measures to improve quality • A regulatory service that balances advice and education • Provide a robust licensing regime for alcohol, gambling 	<ul style="list-style-type: none"> • The 2022 Annual Air Quality Status Report has been submitted to Defra for comment in accordance with the statutory deadline. The Cheshire East Air Quality Action Plan includes objectives to improve air quality in specific Air Quality Management Areas and the wider Borough. Ongoing projects include highway network improvements, promotion of cycling in Congleton, and awareness campaigns for vehicle idling and domestic fuel burning. • Environment and Communities Committee approved an updated Hackney Carriage and Private Hire licensing policy to reflect updated national standards effective from 1 November 2022. The Statement of Gambling Principles is under review and will be presented to Environment and Communities Committee in November 2022. • The Animal Health and Welfare Team undertake proactive inspections on farm visits to monitor the welfare (including feed) of farmed animals. Through the animal licensing scheme inspections are undertaken to support new and renewal applications and ensure welfare requirements are met. • Food Safety and Food Standards interventions are being carried out in accordance with the Food Standards Agency Recovery Plan. • The Food and Feed Law Enforcement Plan for 2022-2023 has been updated to reflect the current year inspection requirements and planned additional work. Performance data has been returned to the FSA as required – demonstrating that work is on target.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<p>and hackney carriage private hire vehicles</p> <ul style="list-style-type: none"> Proactive inspection and surveillance programmes 	
<p>Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review and improve our play areas and parks Work with partners to provide a more welcoming environment Secure funding for additional recreation provision along with improvements to the current provision Increase the number of rewilded areas within our parks and open spaces 	<ul style="list-style-type: none"> Funding, subject to conditions, has been secured for the 8 pocket parks in urban areas of Crewe as part of the Crewe Towns Fund to refurbish much used green spaces in areas of dense housing. NHS / Public health prescribed volunteering in urban green spaces has undergone initial recruitment of project leads moving to be fully operational later in the autumn. Wider parks development continues with 4 projects completed in the north of the borough and funding secured for Nantwich skate park
Priority: To reduce our impact on our environment	
<p>To have minimised overall waste generated in the borough and maximised our levels of recycling.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Introduction of the Municipal Waste Strategy 	<ul style="list-style-type: none"> The procurement for the Household Waste Recycling Centre contract is complete with award expected imminently for service commencement from 1 April 2023.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<ul style="list-style-type: none"> • To review and consult on the household waste recycling provision 	
<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 	<ul style="list-style-type: none"> • 45,850 (27 ha) of trees planted to date and working to plan next planting season and pipeline to 2025 of urban and rural tree planting. • Ansa have adjusted their mowing regimes to allow areas of longer grass through the 'no mow May' scheme and are working with community groups to increase wildflower areas in our larger parks
Priority: A transport network that is safe and promotes active travel	
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Delivery of major infrastructure programmes 	<ul style="list-style-type: none"> • The Council continues to work with Network Rail and Government to seek necessary investments in Crewe and Macclesfield stations. • Crewe was shortlisted as one of six locations bidding to become the home of Great British Railways. In Q1 a communications and engagement campaign was implemented to raise support for Crewe and to encourage members of the public to engage in the public voting element of the process. This element of the process ended on 15 August 2022. The process is now at Stage 4, which is the Secretary of State to make the final decision, which is due to be announced "later in 2022". • Petitioning has taken place for HS2 Phase 2b hybrid bill. Preparation is underway for the Select Committee. Detailed discussions are underway regarding Crewe Hub and the Crewe North Connection.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
	<ul style="list-style-type: none"> • Poynton Relief Road is under construction and progressing to a programmed opening in Jan 2023. NW Crewe Highways Package is now moved to the construction phase and is progressing well on site. Both Middlewich Eastern Bypass and the A500 Dualling schemes continue development / land acquisition towards Full Business Case submissions in 2024.
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	<ul style="list-style-type: none"> • £19m Council capital investment over 3 years now being delivered. • Speed management Strategy has been refreshed following an extensive consultation process and is due for consideration at Committee in September 2022. • Highways Asset Management policies being updated in line with national guidance and to ensure that they remain effective and deliver value for money. • Highways Customer Experience project continues to make significant strides with a host of initiatives being rolled out in terms of customer interface. Various initiatives and surveys also launched specifically with Members, Town and Parish Councils in direct response to recent satisfaction survey. An improvement plan, with improvement targets, continues to be implemented and embedded. • Cheshire East Highways have been shortlisted as a finalist for three Highways Awards: <ul style="list-style-type: none"> ○ <i>Steve Berry Highways Authority Innovation Award</i> – Bollin Grove ○ <i>Winter Maintenance Award</i> ○ Daniel Johnson for the <i>Apprentice of the Year Award</i> • The awards recognise the outstanding achievements of the people, teams and projects that have gone above and beyond in the Highways industry.
<p>Investment in electric vehicle infrastructure in our key service centres</p>	<ul style="list-style-type: none"> • A car club scheme is being introduced to support the use of EV as pool cars for Cheshire East staff, along with an opportunity for residents to use these EV vehicles at times when there will no corporate need. • Funding application for public EV charging points was approved by OZEV in August 2022. Installation of 15 charges in 9 towns will be completed in 2022/23.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete Local Transport Plan parking reviews 	<ul style="list-style-type: none"> • An assessment of the financial viability for a Multi Storey Car Park at Broadway Meadows has been completed and presented to the Economy and Growth Committee in September 2022. The business case is not currently viable to progress a Multi-Story Car Park. A further review will take place in 12 months' time.
<p>To promote uptake of cycling in our local service centres.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Installation of cycle storage facilities in Cheshire East car parks • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes 	<ul style="list-style-type: none"> • Cycling infrastructure schemes are being implemented in accordance with the Council's adopted Local Cycling and Walking Improvement Plans. Plans for Congleton, Macclesfield, Wilmslow and Crewe are helping to identify interventions to improve the walking and cycling environment and the basis for future development and delivery of schemes. • Delivery of the Wilmslow Strategic Cycle and Walking Route providing a high-quality strategic link through Wilmslow to 'plug' existing gaps from Wilmslow rail station towards the Royal London site. • Improvements to route cycle signage in Congleton • A self-assessment of cycling provision across the Borough has been completed in accordance with the approach adopted by Active Travel England. • A programme for new cycle storage facilities is still to be developed. • 21 KM of new cycle routes have been created • 8 Traffic Regulation Orders introduced to support cycling
<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"> • Council published a Bus Service Improvement Plan (BSIP), as a response to the National Bus Strategy.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
<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"> • Rural Mobility Fund scheme, branded GoToo, is operating in the Southwestern area of the borough. Services commenced in Autumn 2021 and are being monitored closely to assess how patronage numbers grow. • Enhanced Bus Partnership proposals have been developed jointly with local bus operators. Approved at Highways Committee in July 2022.
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	<ul style="list-style-type: none"> • Cheshire East Council is subscribing to the national Transport Focus survey to provide a reliable monitor of public satisfaction. • 9 Bus Routes connecting to rail and tram services Service numbers – 3, 6, 12, 37, 38, 42, 85, 130, 188
<p>More residents to use walking routes.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres 	<ul style="list-style-type: none"> • Walking infrastructure schemes are being implemented in accordance with the Council's adopted Local Cycling and Walking Improvement Plans.

By 2025 we want:	Performance 2022/23 – Quarter 1 update
Priority: Thriving urban and rural economies with opportunities for all	
<p>Delivery of a strategic regeneration plan for Crewe.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programmes 	<ul style="list-style-type: none"> • The delivery of regeneration projects continues to progress. The derelict bus sheds on Delamere Street are now demolished and the footprint of the new temporary bus station has now been laid out, and that will enable construction of the new permanent bus station a new Multi Storey Car Park to commence in the autumn. Appropriate stopping up orders for highways across the site have been confirmed by National Highways. • The monthly footfall average across the three months of Q1 2022/23 is assessed in the town centre as 1,108,567. This is up 9% for the equivalent period prior to the pandemic, i.e., Q1-2019/20 • A package of 10 projects have been identified to benefit from Crewe's Towns Fund allocation. The projects focus on community spaces and connected places, town centre regeneration and culture and heritage. • These include Pocket Parks, Warm and Health homes, repurposing high streets, Mill Street corridor, Valley Brook Green corridor, Lyceum Powerhouse, Cumberland Arena, Youth Zone, History Centre Public Space, Flag Lane Baths Community Hub and LY2 at Lyceum Square. • Business cases for the other eight Towns Fund projects have been submitted to government for agreement and sign off. Following final funding offers from government, and approvals such as planning permission have been met, the physical works on projects can begin. • The Flag Lane Baths project is led by the Always Ahead charity and aims to improve the economic, social and environmental wellbeing for the whole of Crewe and its residents for years to come. The project has been granted planning permission and will see the former Crewe swimming pool transformed into a vibrant destination where people will be able to spend leisure time and access support. This will give the building 21st century purpose for the people of Crewe and preserve its heritage.

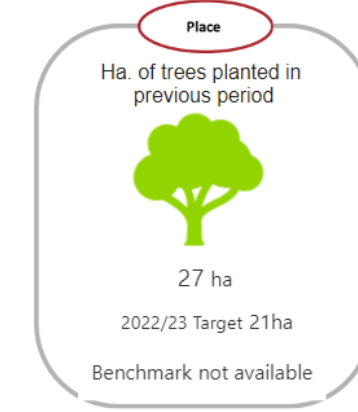
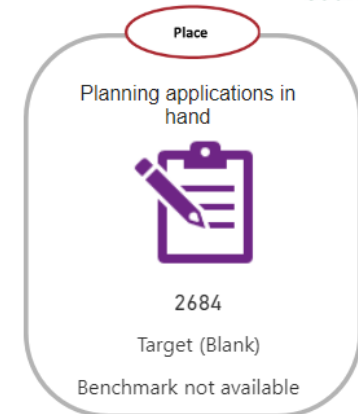
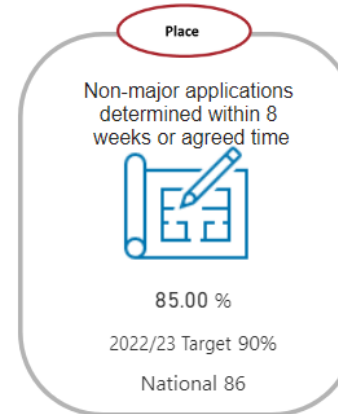
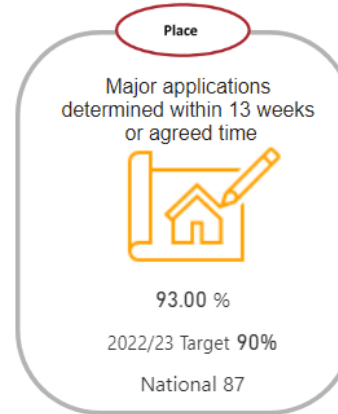
By 2025 we want:	Performance 2022/23 – Quarter 1 update																						
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programme for Macclesfield 	<ul style="list-style-type: none"> • The monthly footfall average across the three months of Q1 2022/23 is assessed in the town centre as 1,590,350. • This is up 6% for the equivalent period prior to the pandemic, i.e., Q1-2019/20 																						
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns 	<ul style="list-style-type: none"> • The Town Centre Vitality Plans are now completed in draft form for member and public consultation in Q2 – these will identify a number of suggested interventions that could support each of the towns’ vitality and recovery. • Monthly footfall figures are available on the following link Town Centre Footfall (cheshireeast.gov.uk) • Q1 performance is assessed against the equivalent quarter monthly average in 2019/20 - which is the last comparable period pre covid not impacted by lockdown or restrictions. <table border="1"> <thead> <tr> <th>Footfall</th><th></th></tr> <tr> <th>% Increase - change since Q1: 2019 compared to Q1:2022</th><th>*Average across 3 months</th></tr> </thead> <tbody> <tr> <td>Alsager</td><td>31%</td></tr> <tr> <td>Congleton</td><td>14%</td></tr> <tr> <td>Handforth</td><td>58%</td></tr> <tr> <td>Knutsford</td><td>6%</td></tr> <tr> <td>Middlewich</td><td>19%</td></tr> <tr> <td>Nantwich</td><td>8%</td></tr> <tr> <td>Poynton</td><td>12%</td></tr> <tr> <td>Sandbach</td><td>14%</td></tr> <tr> <td>Wilmslow**</td><td>-7%</td></tr> </tbody> </table>	Footfall		% Increase - change since Q1: 2019 compared to Q1:2022	*Average across 3 months	Alsager	31%	Congleton	14%	Handforth	58%	Knutsford	6%	Middlewich	19%	Nantwich	8%	Poynton	12%	Sandbach	14%	Wilmslow**	-7%
Footfall																							
% Increase - change since Q1: 2019 compared to Q1:2022	*Average across 3 months																						
Alsager	31%																						
Congleton	14%																						
Handforth	58%																						
Knutsford	6%																						
Middlewich	19%																						
Nantwich	8%																						
Poynton	12%																						
Sandbach	14%																						
Wilmslow**	-7%																						
<p>*Figures can also be influenced by good/bad weather or events held during the compared quarters in the relevant years.</p>																							

By 2025 we want:	Performance 2022/23 – Quarter 1 update
	<p>** Wilmslow's negative average is likely to be a result of having a significant office core and workforce prior to covid and this may not yet be fully re-occupied for the whole working week</p>
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Council is represented on the Local Enterprise Partnership Growth Corridors Board, providing oversight of the development of HS2 and associated programmes. • The HS2 Phase 2b Hybrid Bill seeks the powers to construct and operate Phase 2b of HS2 (Crewe to Manchester)- expected to open between 2035 and 2040. It had its Second Reading in the House of Commons on 20 June 2022. In 2021/22, work continued to progress to prepare the petition against this Bill in order to mitigate negative effects on the environment, landscape, ecology and local transport network and to gain compensation for those impacted by the HS2 line between Crewe and Manchester.
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> - Deliver the Rural action plan 	<ul style="list-style-type: none"> • A Rural Action Plan was approved by the Economy and Growth Committee in September 2022. This provides a rural focus on the authority's existing strategies and plans. Priorities addressed in the plan include digital connectivity, access, housing, visitor economy and support for rural based businesses.
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<ul style="list-style-type: none"> • Work has been commissioned to provide a detailed measure of Borough wide carbon to assist the council in its 2045 pledge. • Cheshire East Council are working in partnership with Reaseheath College to repeat a Carbon conference for the borough in February 2023 at the College site for the first time. • The 2025 project is reporting risk associated with the fleet and decarbonisation of heat projects largely because of global EV vehicle cost and supply problems and increased ventilation of buildings due to covid raising our gas use above the base line. The program is working to reduce risk and supply if needed alternative options to achieve the 2025 target.

OFFICIAL

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

