

Environment and Regeneration Overview and Scrutiny Committee

Agenda

Date: Monday, 18th June, 2018
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Minutes of the Previous Meeting** (Pages 3 - 6)

To give consideration to the minutes of the meeting held on 20 March 2018
3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.
4. **Whipping Declarations**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.
5. **Public Speaking/Open Session**

Contact: Katie Small
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E-Mail: katie.small@cheshireeast.gov.uk

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Well Managed Highway Infrastructure Code of Practice**

To receive a presentation regarding the move to delivering highway services in accordance with the new national code of practice Well Managed Highway Infrastructure. The new code sees a change in the way that the highway is inspected and subsequent defect repairs are actioned along with a change in the way winter services are provided.

7. **Charging for Waste Bins** (Pages 7 - 14)

To receive a report on the findings of a final consultation of the 2018-19 budget introducing a charge for the supply of new and replacement waste and recycling bins prior to a portfolio decision to confirm the introduction of the charge.

8. **Performance Scorecard 2017/18.** (Pages 15 - 22)

To receive the Place Performance Scorecard 2017/18.

9. **Work Programme** (Pages 23 - 30)

To give consideration to the work programme

10. **Forward Plan** (Pages 31 - 38)

To give consideration to the areas of the forward plan which fall within the remit of the Committee.

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Environment and Regeneration Overview and Scrutiny Committee**

held on Tuesday, 20th March, 2018 at R1 & R2 - Westfields, Middlewich Road, Sandbach, CW11 1HZ

PRESENT

Councillor H Davenport (Chairman)
Councillor T Dean (Vice-Chairman)

Councillors C Browne, S Hogben, N Mannion, M Parsons, B Roberts, G M Walton and M J Weatherill

In attendance

Councillor D Stockton

B Flanagan – Head of Rural & Cultural Economy
R Kemp - Commissioning Manager – Waste and Environmental Services
P Reeves – Flood Risk Manager

31 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M Hardy

32 MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 12 February 2018.

RESOLVED

That the minutes of the meeting be approved as a correct record and signed by the Chairman.

33 DECLARATIONS OF INTEREST

There were no whipping declarations.

34 WHIPPING DECLARATIONS

There were no whipping declarations.

35 PUBLIC SPEAKING/OPEN SESSION

Sue Helliwell attended the meeting to speak in respect of minute 38. She suggested that risk assessment should be undertaken when developments are proposed in a flood plain area.

Ms Unswood attended the meeting to speak in respect of minute 37. She highlighted that any policies would also need align with neighbourhood plans and requested that officers contact her regarding the Congleton Neighbourhood Plan.

36 FOOD WASTE RECYCLING & COMPOSTING PLANT

The Corporate Manager Commissioning for Waste and Environmental Services attended the meeting to give a presentation on the proposed Food Waste Recycling and Composting Plant. The presentation detailed:

- The current provision and problem
- Proposals for change
- Site location
- progress so far

Members commented on the importance of the scheme being coordinated with any future highway infrastructure improvements, it was agreed any comments or observations should be fed back to officers.

It was noted that the frequency of bin collections would be assessed in the future, however there were no current plans to make any changes.

RESOLVED

That any comments or observations be fed back to officers.

37 GREEN INFRASTRUCTURE

The Committee received a report on how the Council intended to develop and deliver a Green Infrastructure (GI) plan for the Borough as part of its policy development on the environment, which provided a strategic overview, mapping out the opportunities to gain the green infrastructure benefits related to connectivity, life changes, environment and economy.

It was agreed that the plan would guide and support all organisations in Cheshire East and not just the Council, it would also focus on the areas where the most value could be added. Members agreed that green spaces in town centres required attention and the possibility of Town and Parish Councils taking on more responsibility be considered.

RESOLVED

The possibility of Town and Parish Councils taking on more responsibility for the green spaces in town centres be considered.

38 FLOOD RISK MANAGEMENT UPDATE 2018

Consideration was given to a presentation on the Flood Risk Management annual report. The presentation detailed:

- The background
- Sir Michael Pitt Review 2007

- Flood and Water Management Act 2010 – Principal Duties
- Flood Risk Milestones 2017/18
- PFRA update 2017
- Strategy Approval and Adoption by CEC Nov 2017
- Flood Investigation Duties
- Poynton Floods 2016
- Strategic Development Control and Enforcement Actions
- Statutory Planning
- Drainage Improvements 2017/18
- Drainage Improvements 2018/19
- Regulations
- Next Steps 2018/19

It was noted that the team were now doing more community work and engaging with the public. Members commented that planning permission for housing should not be granted in flood plains and flood risk areas were not always in expected locations.

RESOLVED

That the annual update be received.

39 **FORWARD PLAN**

Consideration was given to the areas of the forward plan which fell within the remit of the Committee.

RESOLVED

That the forward plan be received.

40 **WORK PROGRAMME**

Consideration was given to the work programme. It was agreed that an update on the bus routes review should be added to the work programme.

RESOLVED

That an update on the bus routes review be added to the work programme.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor H Davenport (Chairman)

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Cheshire East Council

Supply of Household Recycling and Waste Bins

Part One: Summary of results

Production date:04/06/2018

Report produced by:

Research and Consultation Team
Business Intelligence
Cheshire East Council
Westfields
Middlewich Road
Sandbach
CW11 1HZ

Email: RandC@cheshireeast.gov.uk

Introduction

Background and Methodology

Between 13 March and 21 May 2018 Cheshire East Council conducted a survey to gather views on the proposal to implement a bin supply charge for new and replacement bins.

This proposal formed part of the budget consultation which was agreed in principle by Council in February 2018; with a clear understanding that responses from this individual survey, which provided greater detail on the proposal, will be analysed and considered before a final decision is made in July 2018.

The survey was advertised on the Cheshire East Website and was also sent directly to Cheshire East Borough Councillors and to all Town and Parish Councils as well as members of Cheshire East's digital panel.

In total 1,895 responses were returned either via paper or through the online survey link.

Please note that for the purpose of this report open comments received have been coded and grouped into themes. A more detailed open comments report: part two, will be sent to the relevant department to ensure that they feed directly into the decision making process.

Analysis of Results

Before responding to the questionnaire, respondents were provided with detailed background information as to why the Council is considering charging for the supply of new and replacement household waste bins.

Respondents were asked a series of questions on how strongly they agreed or disagreed with various aspects of the proposal. The full breakdown of results can be seen in figure 1. Over 90% of respondents agreed that Cheshire East Council should provide bins free of charge where damage has been caused by the collection crew (98% agreed) and that Cheshire East should not charge if a bin is stolen (91%). Respondents were less likely to agree that Cheshire East should charge if a bin is reported stolen again within 3 years of the first reported bin (42% agreed) and that Cheshire East Council should introduce a charge for supply of bins (34% agreed) with 10% neither agreeing nor disagreeing.

Figure 1: How strongly do you agree or disagree that Cheshire East Council should... (%)

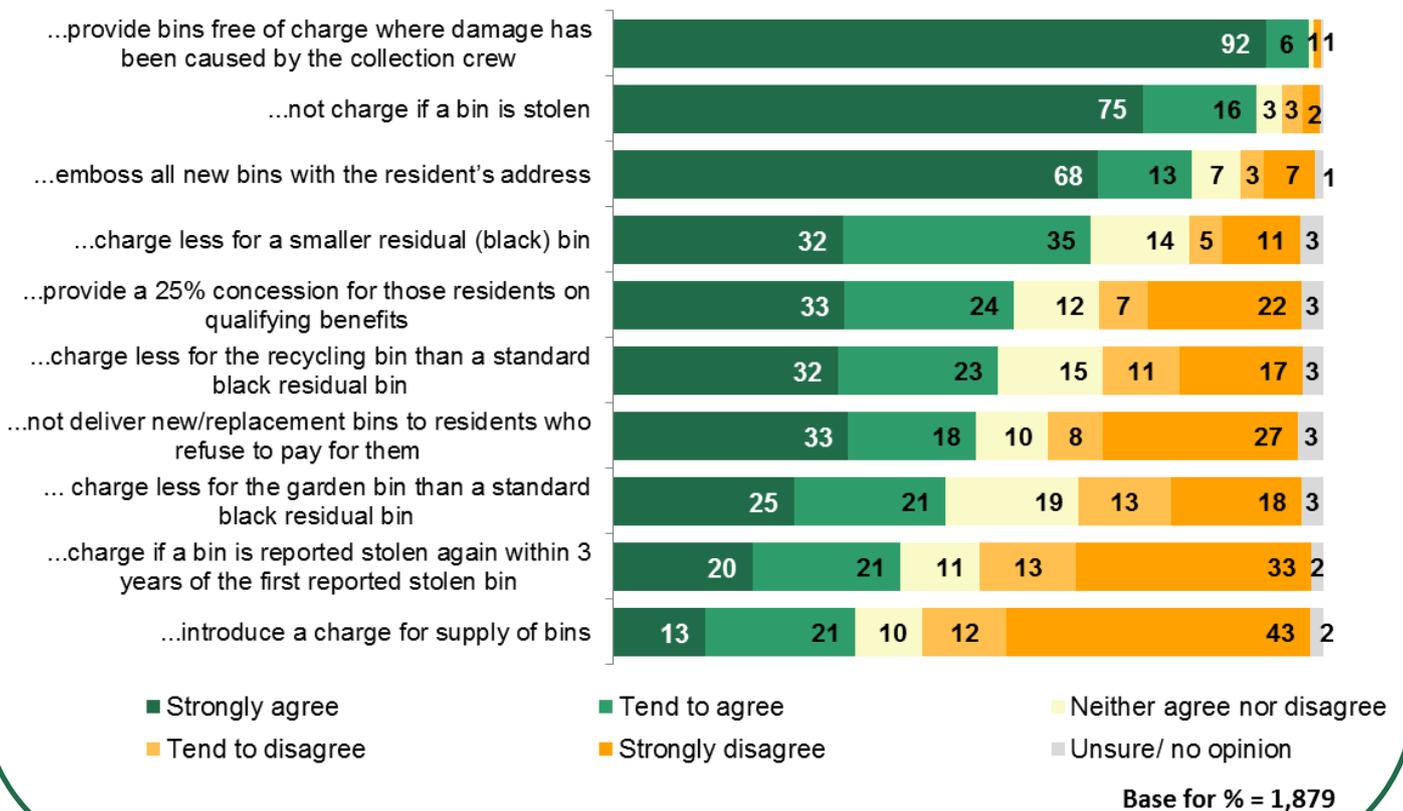


Table 1 shows how the responses to the question - 'how strongly do you agree or disagree that Cheshire East Council should introduce a charge for supply of bins' - vary by settlement area. Respondents from Crewe were significantly more likely to disagree (64% disagreed) with a charge than respondents overall (55% disagreed) compared with respondents from Goostrey & Holmes Chapel (49% agreed), Handforth, Alderley Edge & Wilmslow (45% agreed), Macclesfield & Bollington (46% agreed), Prestbury & Poynton (50% agreed) who were significantly more likely to agree with a charge than respondents overall (34% agreed). Ten percent of respondents stated that they neither agreed nor disagreed with the proposal to charge.

Table 1: How strongly do you agree or disagree that Cheshire east Council should introduce a charge for supply of bins? By Settlement area

| Settlement Area | Agree (strongly or tend to) | | Neither agree nor disagree | | Disagree (strongly or tend to) | | Unsure/ no opinion | | Total Count |
|-------------------------------------|-----------------------------|----|----------------------------|----|--------------------------------|----|--------------------|---|-------------|
| | Count | % | Count | % | Count | % | Count | % | |
| Alsager | 14 | 26 | 5 | 9 | 34 | 64 | 0 | 0 | 53 |
| Congleton | 57 | 38 | 10 | 7 | 79 | 53 | 4 | 3 | 150 |
| Crewe | 82 | 26 | 29 | 9 | 200 | 64 | 2 | 1 | 313 |
| Disley | 11 | 44 | 3 | 12 | 9 | 36 | 2 | 8 | 25 |
| Goostrey & Holmes Chapel | 33 | 49 | 9 | 13 | 26 | 38 | 0 | 0 | 68 |
| Handforth, Alderley Edge & Wilmslow | 46 | 45 | 14 | 14 | 40 | 39 | 2 | 2 | 102 |
| Haslington | 10 | 29 | 4 | 12 | 19 | 56 | 1 | 3 | 34 |
| Knutsford | 17 | 47 | 3 | 8 | 14 | 39 | 2 | 6 | 36 |
| Macclesfield & Bollington | 84 | 46 | 16 | 9 | 78 | 43 | 4 | 2 | 182 |
| Middlewich | 27 | 33 | 11 | 13 | 41 | 50 | 3 | 4 | 82 |
| Nantwich | 23 | 36 | 7 | 11 | 34 | 53 | 0 | 0 | 64 |
| Prestbury & Poynton | 33 | 50 | 7 | 11 | 25 | 38 | 1 | 2 | 66 |
| Sandbach | 32 | 30 | 10 | 10 | 60 | 57 | 3 | 3 | 105 |
| Shavington | 8 | 26 | 2 | 6 | 20 | 65 | 1 | 3 | 31 |
| Smaller Villages* | 11 | 38 | 5 | 17 | 13 | 45 | 0 | 0 | 29 |
| Rural Areas | 73 | 39 | 16 | 9 | 93 | 50 | 3 | 2 | 185 |

*Includes Chelford, Mobberley, Wrenbury, Audlem & Bunbury

If respondents disagreed with any of the proposals they were asked to give their reason(s) as to why. A total of 1,245 valid comments were received. The top 10 grouped comments can be seen in table 2. The theme with the most comments was that the cost should already be covered by Council Tax/already increased Council Tax this year (referenced 433 times). Concerns that instances of fly tipping may increase if residents refuse to pay for a replacement bin was the next most common theme.

Table 2: If you disagreed with any of the proposals then please give your reasons why. Top 10 grouped references

| Theme | Reference Count |
|--|-----------------|
| This cost should already be covered by council tax / already increased council tax this year | 433 |
| Concern over potential increase in the amount of fly tipping | 306 |
| All bins should cost the same/ only charge less for smaller bins | 164 |
| Will cost more than it saves (e.g. admin costs / cost of embossing bins/ cleaning up fly tipping) | 156 |
| There should be no charge for theft / stolen bins | 145 |
| Unfair system / tax (e.g. in areas where theft is higher / for repeated victims of theft / for the poor & vulnerable / cost should be equal for all) | 133 |
| Initial bin for any household should be free (Inc. new builds/ house move if bins aren't left by previous occupier) | 124 |
| Concern that there will be a potential increase in stolen bins | 108 |
| There should be no reduction in cost for those on benefits | 85 |
| New homes generate additional Council Tax anyway | 72 |

Respondents were asked if they had any alternative solutions as to how the Council could address budgetary pressures. A total of 1,033 valid comments were received. The **top 10** grouped comments can be seen in table 3. The top 2 grouped comments were: general finance complaint (referenced 193 times) and review councillor pay/ staffing costs (referenced 142 times).

Table 3: We are seeking to address a budget pressure by introducing this new charging policy, is there an alternative solution? Top 10 grouped references

| Theme | Reference Count |
|--|-----------------|
| General finance complaint (e.g. spending, budget management, staff suspensions) | 193 |
| Review councillor pay/ staffing costs | 142 |
| Charge housing developers | 91 |
| This cost should already be covered by council tax / already increased council tax this year | 73 |
| Small Council Tax increase for all households to cover the cost | 63 |
| Find savings elsewhere | 56 |
| In support of some charges under certain circumstances | 52 |
| New homes generate additional Council Tax anyway | 33 |
| Concern over potential increase in the amount of fly tipping | 28 |
| Should implement communal bins especially in terraced areas where storage is an issue | 27 |

Respondents were asked whether there was anything further that they would like to add. A total of 762 valid comments were received. The **top 10** grouped comments can be seen in table 4. Respondents mentioned that the consultation outcome was pre-determined or that they required more information (data/statistics) (referenced 117 times). Potential for an increase in fly tipping was again raised as a concern (referenced 103 times).

Table 4: Is there anything else you would like to add about this consultation? Top 10 grouped references

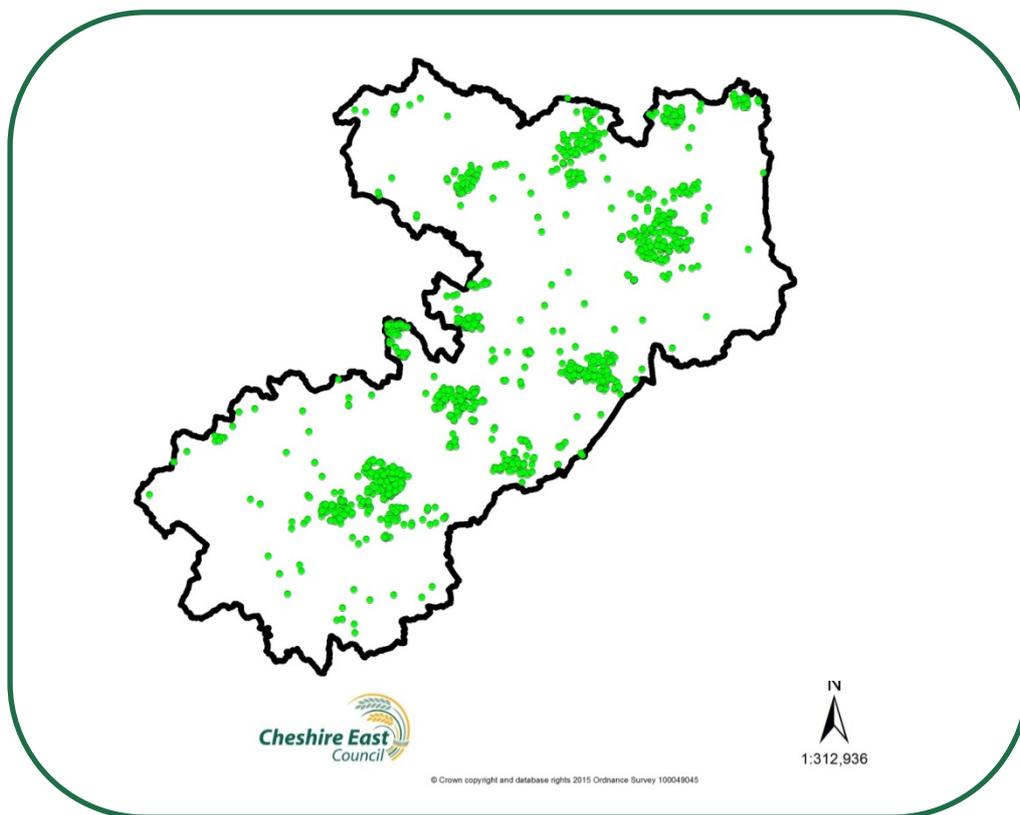
| Theme | Reference Count |
|---|-----------------|
| Concerns that consultation is pre-determined / general consultation query / need more data/statistics | 117 |
| Concern over potential increase in the amount of fly tipping | 103 |
| This cost should already be covered by council tax / already increased council tax this year | 86 |
| Find savings elsewhere | 81 |
| General finance complaint (e.g. spending, budget management, staff suspensions) | 46 |
| Concern that there will be a decrease in recycling | 45 |
| In support of some charges under certain circumstances | 36 |
| Concern's that Council will side with the bin crew rather than residents when damage occurs | 27 |
| Concerns about un-embossed bins | 25 |
| No replacement scheme / no fair wear and tear policy | 25 |

Key Demographics

The majority of respondents who completed the survey described themselves as a local resident (95%). There was a good representation of both male (45%) and female (46%) respondents. Respondents were more likely to be aged between 55 to 74 (45%). Full demographic tables can be seen in appendix one.

There was a very good spread of responses received across the Borough as can be seen in figure 2.

Figure 2: Distribution of respondents to bin supply consultation



Summary and conclusions

Respondents indicated a general agreement with the majority of questions asked, the questions where more disagreed than agreed were with the proposal to charge residents for bins, if it were stolen again, within three years and whether a charge should be applied at all. Respondents from the Crewe settlement area were significantly less likely to agree with the charge (26% agreed, 64% disagreed) compared with respondents from Goostrey & Holmes Chapel (49% agreed, 38% disagreed), Handforth, Alderley Edge & Wilmslow (45% agreed, 39% disagreed), Macclesfield & Bollington (46% agreed, 43% disagreed), Prestbury & Poynton (50% agreed, 38% disagreed)

Those disagreeing had two main reasons: belief that this cost should already be covered by Council Tax / already increased Council tax this year and concern over the potential increase in the amount of fly tipping.

Respondents wondered why some bins, although the same size, should cost more/less than others and wondered if the proposal would actually cost more than it saves. Respondents in particular felt it was unfair for those who had their bins for a long time, which had now degraded, or for repeat victims of crime - more clarity on the details of the scheme would therefore be beneficial.

The Research and Consultation Team recommend that the Waste Team review all the information that has been provided to them in order to make an informed decision on whether to implement the proposal and if they do, on how best to implement it considering and addressing the issues and concerns that have been brought up within this consultation exercise.

Appendix One: Demographic Tables

| Gender | Count | % |
|--------------------|-------------|------------|
| Male | 811 | 45% |
| Female | 831 | 46% |
| Prefer not to say | 130 | 7% |
| Other | 16 | 1% |
| Grand Total | 1772 | 100 |

| Age Group | Count | % |
|--------------------|-------------|------------|
| 16-24 | 18 | 1% |
| 25-34 | 139 | 8% |
| 35-44 | 261 | 15% |
| 45-54 | 360 | 20% |
| 55-64 | 376 | 21% |
| 65-74 | 426 | 24% |
| 75-84 | 79 | 4% |
| 85 and over | 8 | >1% |
| Prefer not to say | 126 | 7% |
| Grand Total | 1793 | 100 |

| Ethnicity | Count | % |
|---|-------------|------------|
| White British / English / Welsh / Scottish / Northern Irish / Irish | 1553 | 87% |
| Any other White background | 21 | 1% |
| Mixed: White and Black Caribbean / African / Asian | 5 | >1% |
| Asian / Asian British | 6 | >1% |
| Black African / Caribbean / Black British | 4 | >1% |
| Prefer not to say | 166 | 9% |
| Any other ethnic group, please specify: | 27 | 2% |
| Grand Total | 1782 | 100 |

| Disability/ long term limiting illness | Count | % |
|--|-------------|------------|
| Yes | 233 | 13% |
| No | 1383 | 78% |
| Prefer not to say | 166 | 9% |
| Grand Total | 1782 | 100 |

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 18 June 2018

Report Title: Place Performance Scorecard 2017/18

Portfolio Holder: Cllrs A Arnold, P Bates, D Stockton and L Wardlaw

Senior Officer: Executive Director Place

1. Report Summary

- 1.1. To review measures and outturn performance in the Place Directorate Performance Scorecard 2017/18.

2. Recommendation

- 2.1. That the Scorecard be reviewed and noted for information.

3. Reasons for Recommendation

- 3.1 It is good practice to share with Scrutiny an overview of key performance indicators monitored at directorate level and the outturn performance data for 2017/18.

4. Other Options Considered

- 4.1. There are no further options to consider.

5. Background

- 5.1 Throughout 2017/18 a Place Directorate Scorecard was developed and launched, following engagement at directorate management team level and review by the Corporate Leadership Team.
- 5.2 The Scorecard provides an accessible summary of 2017/18 performance against targets within the Place directorate. The key performance indicators included in the Scorecard support delivery of individual Team Plan objectives across the directorate, and contribute to overall monitoring of the Council's journey towards achieving its six corporate Outcomes.

6. Implications

6.1. Legal Implications

- 6.1.1. There are no legal implications at this stage.

6.2. Finance Implications

6.2.1. Regularly reporting Scorecards is managed within the directorate and the Finance & Performance Team, and contained within existing budgets. Changes to performance requirements, or reacting to current performance levels will be recorded within relevant Team Plans and any associated budgetary impact will be included in the annual Business Planning Process or reported as part of the quarterly performance reporting cycle to Cabinet.

6.3. Equality Implications

6.3.1. There are no equalities implications at this stage.

6.4. Human Resources Implications

6.4.1. There are no human resources implications at this stage.

6.5. Risk Management Implications

6.5.1. The directorate performance reporting process supports the Council's wider performance management arrangements and provides opportunities for the Council to identify and focus on areas for improvement to support achievement of its strategic ambitions. Timely performance reporting mitigates risk of the Council not achieving its outcomes by providing the opportunity to review performance outputs and trends, identify areas for improvement, and introduce corrective and/or proactive actions wherever necessary to address areas of poor - or under - performance.

6.6. Rural Communities Implications

6.6.1. There are no implications for rural communities.

6.7. Implications for Children & Young People

6.7.1. There are no direct implications for children and young people at this stage.

6.8. Public Health Implications

6.8.1. There are no direct implications for public health at this stage.

7. Ward Members Affected

7.1. Performance measures from Directorate Scorecards form a supporting role in production of the quarterly performance reports to Cabinet. The

Directorate Scorecard approach enhances the process of performance reporting to Members.

8. Access to Information

8.1. Background information can be inspected by contacting the report author.

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Frank Jordan

Job Title: Executive Director Place

Email: Frank.Jordan@cheshireeast.gov.uk

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Place Scorecard - 2017/18

| PI Ref | Team | Service | Measure | Corporate Outcome | Polarity | Scorecard Category | Portfolio Holder | Benchmark | Yr. end 16-17 | Target 17-18 | Q1 | Q2 | Q3 | Q4 | Year-End Actual | RAG | Quarterly Dir of Travel | Comments | Place Priority |
|-----------------|--------------------------------------|------------------------------|---|-------------------|----------------|--------------------------------|------------------|--|---|--|--|--|--|---|---|-----|-------------------------|--|----------------|
| PPS001 | Planning and Sustainable Development | Development Management | Processing of Major planning applications within time | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | Establishing benchmark; ranked 2nd in the country in terms of volume of apps | 83% | 85% | 86% | 91% | 95% | 96% | 92% | | ▲ | Extremely good performance determining almost all major applications within agreed timeframes this quarter (49 out of 51). This continues on from a similar high performance throughout the year. | Place Managing |
| PPS002 | Planning and Sustainable Development | Development Management | Processing of 'Non Major' planning applications within time | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | Establishing benchmark; ranked 2nd in the country in terms of volume of apps | 79% | 90% | 93% | 90% | 91% | 88% | 90% | | ▼ | Performance is at the target of 90%, which has recently been set at a deliberately challenging level. | Place Managing |
| PPS003 | Planning and Sustainable Development | Development Management | Average Planning applications per case officer | 4.1 | On target | Service and Project Excellence | Ainsley Arnold | 37.5 | 42.1 | 42.0 | 44.3 | 49.0 | 49.0 | 47.0 | 47.3 | | ▲ | Caseloads have increased to a level that creates an increasing level of pressure upon the Planning team. Management intervention will now take place to increase resources before the increased workload starts to affect performance. | Place Managing |
| PPS004 | Planning and Sustainable Development | Development Management | Major Applications registered | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | Establishing benchmark | 219 | N/A | 48 | 53 | 48 | 61 | 210 | | ▲ | Significant number of major applications registered in Q4, reflecting applications submitted for strategic sites in the Local Plan as well as speculative development proposals. | Place Managing |
| PPS005 | Planning and Sustainable Development | Development Management | 'Non Major' Applications registered | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | Establishing benchmark | 3,433 | N/A | 892 | 883 | 767 | 876 | 3,418 | | ▲ | The submission of smaller scale planning applications remains high. | Place Managing |
| PPS006 | Planning and Sustainable Development | Development Management | Pre applications - registered | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | Establishing benchmark | 413 | N/A | 103 | 104 | 86 | 112 | 405 | | ▲ | The submission of pre-application advice requests remains consistent with recent quarters. | Place Managing |
| PPS007 | Planning and Sustainable Development | Development Management | Planning Appeals allowed (%) | 4.1 | Low is better | Service and Project Excellence | Ainsley Arnold | 32% National Average | 39% | 35% | 53% | 40% | 17% | 29% | 35% | | ▼ | Continued solid Planning Appeals performance reflecting good decision making and significant work by Officers in defending decisions made. | Place Managing |
| PPS008 | Planning and Sustainable Development | Spatial Planning | Increase the net housing figure to 1,800 per annum | 4.1 | High is better | Service and Project Excellence | Ainsley Arnold | N/A | 1,762 | 1,800 | N/A | N/A | N/A | Final net figure anticipated in July 2018 | Final net figure anticipated in July 2018 | | ▲ | Annual measure; 2017/18 final net figure anticipated in July 2018. | Place Making |
| PPS009 (AHW1/2) | Planning and Sustainable Development | Regulatory Services & Health | % of inspections completed against the annual inspection programme. Attendance at Livestock Market and Special Sales. | 5.4 | High is better | Service and Project Excellence | Ainsley Arnold | N/A | 100% | 100% | 98% | 90% | 93% Animal Welfare 100% Animal Health | Pending year-end figures | Pending year-end figures | | ▲ | We completed 100% of farm visits for the third quarter and 93% of the animal welfare licensing visits. This was because of issues scheduling inspections with 4 of the premises and 1 premise that we are still trying to establish if they are intending to renew their licence. | Place Managing |
| PPS010 (FS2) | Planning and Sustainable Development | Regulatory Services & Health | % of Food Safety A-D inspections completed against the annual programme. | 5.4 | High is better | Service and Project Excellence | Ainsley Arnold | N/A | 96.50% | 100% | 81% | 90% | 93% | 99% | 99% | | ▲ | This figure includes overdue inspections from 2016/17 inspection year. Below target due to a reduction in available staff being able to undertake inspections and staff being involved in a number of substantial cases which may lead to prosecutions. | Place Managing |
| PPS011 (FS3) | Planning and Sustainable Development | Regulatory Services & Health | The % of Food Safety E rated premises that receive intervention activity | 5.4 | High is better | Service and Project Excellence | Ainsley Arnold | N/A | 22.50% | 100% | 8% | 13% | 15% | 31% | 28% | | ▲ | Below target due to the continuation of overdue inspections from previous years and a reduction in available staff being able to undertake inspections. This equates to 175 for 2017/18 plus 774 overdue premises from previous years. | Place Managing |
| PPS012 (INT1) | Planning and Sustainable Development | Regulatory Services & Health | The % of service requests responded to within 5 working days | 5.4 | High is better | Service and Project Excellence | Ainsley Arnold | N/A | 87% | 90% | 87% | 83% | 83% | 88% | 87% | | ▲ | Below target due to a reduction in staff across the teams due to resourcing issues and recruitment issues around vacancies, despite advertising. | Place Managing |
| PIH001 | Infrastructure and Highways | Strategic Infrastructure | % Variance of Capital Expenditure from Approval Capital Expenditure (Cumulative performance) | 2.4 | Low is better | Service and Project Excellence | Don Stockton | N/A | 1% (Spend: £6,952,503) (Budget: £7,005,807) | 0% variance (Forecast spend £19,919,630) | Spent 46% of the forecast (Q1 actuals - £2,273,981, forecast £4,979,908) | Spent 52% of the forecast (Actuals - £5,048,819, forecast £10,424,336) | Spent 67% of the forecast (Actuals - £9,318,888, forecast £13,884,465) | Spent 67% of the forecast (Actuals - £12,378,785, forecast £18,512,620) | Spent 67% of the forecast (Actuals - £12,378,785, forecast £18,512,620) | | ▼ | This indicator (which was new for 2107/2018) was intended to give a measure of progress with the very large capital programme we are undertaking. However, the tracking of expenditure has not proven to give an accurate, representative or up to date measure of the actual progress that is being made with the programme. For example the inbuilt "lag" in the process of invoicing and payments mean the end of year percentage of spend against forecast is artificially low. Also, the stage that we are at with many of the major schemes, (e.g. Congleton Link Road and Poynton Relief Road) where we are acquiring land and rights prior to construction, mean that expenditure does not follow a smooth profile. This means that if a major land deal takes place in early April 2018, the expenditure appears in the current year's accounts, although all the work leading up to the purchase took place in the previous year. Because budgets need to be set to allow for the land deals to take place in the preceding year if that is possible, this means that forecast versus actual expenditure can be skewed. In subsequent years we are proposing to change the indicator to measure how many Internal Gateway Reviews were successfully completed in the year on the Major Schemes Programme against how many were forecast to be completed. This will give a better measure of actual progress against programme, rather than simply relying on expenditure as a measure of progress. | Place Making |
| PIH002 | Infrastructure and Highways | Strategic Infrastructure | Percentage of Highway Consultation on Planning Applications responded to within target | 4.1 | High is better | Service and Project Excellence | Don Stockton | 90% | 80% | 90.0% | 84.40% | 82.64% | 91.34% | 87% | 86.13% | | ▼ | Contributes to the speed of processing planning applications target. The monitoring tool we use has been refined to ensure resource allocations are more accurately measured, which has resulted in improved performance as workloads are more accurately aligned with resource. | Place Making |
| PIH003 | Infrastructure and Highways | Strategic Infrastructure | Percentage of pre-application enquiries responded to within target | 4.1 | High is better | Service and Project Excellence | Don Stockton | 90% | 95% | 90.0% | 95.0% | 93.0% | 90.0% | 93.8% | 93.8% | | ▲ | New measure in Infrastructure & Highways Team Plan. | Place Managing |
| PIH004 | Infrastructure and Highways | Highways Contract Management | Average level of customer satisfaction with Highway service | 2.4 | High is better | External | Don Stockton | NHT Annual Survey | 50% | 50% | N/A | N/A | N/A | 47% | 47% | | ▼ | The fall in customer satisfaction can be attributed to the removal of 3 of the biggest scoring questions from the survey (Road Signs, Location of permanent traffic signals & Waiting time at permanent traffic lights). If these 3 areas had been retained the result would have been similar to the previous year of 50%. No additional questions have been inserted to replace those taken out. The NHT Survey is included in the current Performance Management Framework ("Average level of satisfaction with Highways Service"). As part of the procurement exercise the current Performance Management Framework has been reviewed to ensure that the new framework is promoting the right behaviours as expected by Cheshire East Council. To ensure fairness, rather than looking at the overall NHT results where themes are included to which Highways has no influence, the current one performance indicator will become 4 separate indicators, each with their own expected target levels: <ul style="list-style-type: none"> Customer satisfaction – Walking and cycling theme Customer Satisfaction – Tackling congestion Customer satisfaction – Road safety theme Customer Satisfaction – Highway maintenance / enforcement theme | Place Managing |

| PI Ref | Team | Service | Measure | Corporate Outcome | Polarity | Scorecard Category | Portfolio Holder | Benchmark | Yr. end 16-17 | Target 17-18 | Q1 | Q2 | Q3 | Q4 | Year-End Actual | RAG | Quarterly Dir of Travel | Comments | Place Priority |
|--------------------------|-----------------------------|------------------------------|---|-------------------|----------------|--------------------------------|------------------|--|-----------------|--|--------------------------|----------------------------------|---|----------------------------------|---------------------------|--------|-------------------------|---|----------------|
| PIH005 | Infrastructure and Highways | Highways Contract Management | Insurance Claims - Target a reduction in insurance claims against Highways | 2.4 | Low is better | Service and Project Excellence | Don Stockton | Monitor against prior years performance at monthly Ops Board meetings | 590 | 585 | 130 | 72 (202 in-year cumulative) | 115 (317 in-year cumulative) | 483 (800 in-year cumulative) | 800 | Red | Down | The target for 2017/18 is to reduce the number of claims from previous years through strict adherence to undertaking the highway safety inspections (CEH PMF 3.9) and resolution of identified defects that are at intervention level (CEH PMF 4.1) in accordance with its Code of Practise. In addition its delivery of maintenance and improvements of the highway from its asset management led approach seek to keep defects to a minimum. NB Settled claim payments has reduced. The first frost of the winter season arrived during the first week in November, these conditions in November have not happened since 2012. These periods of very wet weather, followed by frost or snow have led to the increase in claims we have received during Q3. The number of potholes reported in Q4 was more than double that for the whole of Q1 - Q3. With so many potholes reported on the network, there has been a corresponding increase in third party claims | Place Managing |
| PIH006 (CEH PMF P.1.5.3) | Infrastructure and Highways | Highways Contract Management | Street Lighting LED Conversions (Residential Areas) - No. of lamp units converted in year | 2.4 | High is better | Service and Project Excellence | Don Stockton | Programme agreed with Salix/CEC | 9,198 | 9,000 | 2,345 | 2,581 (4,926 in-year cumulative) | 4,074 (9,000 in-year cumulative) | 5,289 (9,363 in-year cumulative) | 9,363 | Green | Up | The initial target for the year was 9000 units. To allow for geographical completion for the southern areas of the borough there was a requirement to install a total of 9363 units. The area coverage also included the replacement of defunct and defective aged units with LED units rather than repair. | Place Managing |
| PIH007 | Infrastructure and Highways | Highways Contract Management | All Category 1 defects (Carriageway & footway) identified by the Safety Inspectors on the Cheshire East network in comparison to notification of Cat 1 defects by other reporting channels (RILTI, Members of the public etc) | 2.4 | High is better | Service and Project Excellence | Don Stockton | No direct benchmarking. Performance monitored at monthly Ops Board meetings | 75% | 75% | 74% | 82% (78% in-year cumulative) | 80% (79% in year cumulative) | 59.0% | 74.0% | Yellow | Down | Q1 - Out of the 7,762 defects recognised, 5,724 were identified by the Section 58 Inspectors in comparison to 2,038 from all other channels. Q2 - Out of the 7,061 defects recognised, 5,798 were identified by the Section 58 Safety Inspectors. Q3 - Out of the 6883 defects recognised, 5,538 were identified by the Section 58 Safety Inspectors. Q4 - Out of the 12,101 defects recognised, 7,139 were identified by the Section 58 Safety Inspectors. In Q4 there was a substantial increase in the number of potholes being reported by members of the public, in line with the prolonged winter season. Figures include all actionable defects potholes, uneven flags, chipped kerb stones etc. | Place Managing |
| PIH008 (CEH PMF P.1.4.1) | Infrastructure and Highways | Highways Contract Management | Potholes - Category 1 Defects - % of Cat 1 defects made safe by the end of the working day for A,B roads and urban C roads, all others within 5 days of notification via inspection or other. | 2.4 | High is better | Service and Project Excellence | Don Stockton | CEH approved business plan. | 100% | 98.5% | 100% | 99.5% | 99.6% | 94.0% | 98.3% | Yellow | Down | Periods of winter weather and requirement to provide winter service, as well as unprecedented volume of defects reduced the number of repairs completed within the required timescales | Place Managing |
| PIH009 | Infrastructure and Highways | Highways Contract Management | Introduction of Advisory 20mph signage schemes outside all schools in the Borough - Year 3 (Final Year) | 2.4 | High is better | Service and Project Excellence | Don Stockton | Agreed Programme for Year | 35 | 35 | 0 | 23 | 9 | 4 | 36 | Green | Down | Throughout the year, some schools have been pulled from the programme (due to additional information and feedback from the individual schools) where other schools have been added to the scheme. This has resulted in an extra school included in the end of year cumulative figure. | Place Managing |
| PIH010 | Infrastructure and Highways | Parking Services | Civil Enforcement Officer Penalty Charge Notices cancelled due to issuance errors (lower result is better) (Cumulative performance) | 6.2 | Low is better | Service and Project Excellence | Don Stockton | 2.0% | 0.74% | 1.5% | 0.74% | 1.2% | 1.23% | 1.36% | 1.36% | Green | Down | Stretch target, National Average is 2%, so still performing very well at Q4 - excellent result for the year. Slightly higher in the final quarter due to an influx of new starters but all errors are gone through with the individual as part of their performance monitoring and induction process. Annual number issued - 23,531 - number cancelled due to error 319 | Place Managing |
| PIH011 | Infrastructure and Highways | Regulatory Services & Health | AIR QUALITY / HIGHWAYS MEASURE TBC | 4.3 | TBC | Service and Project Excellence | Ainsley Arnold | | | | | | | | | Grey | | Measure currently being established for reporting in 2018/19 | Place Managing |
| PGR001 | Growth and Regeneration | Assets and Property | Capital Receipts | 6.1 | High is better | Finance and VFM | Ainsley Arnold | Against target | £9,034,425 | £9,841,613 | £353,013 | £371,013 | £399,613 | £4,979,861 | £4,979,861 | Red | Up | A number of capital receipts, which are in the final stages of completion have moved into the following year. The Council expects these transactions to complete in due course. The reason that these transactions have moved to the following year is that in this stage in the disposal process the Council is reliant on the purchasers to progress transactions, but has limited ability to influence the tempo of the purchaser. The Council is looking to improve its forecasting by reviewing completed cases and understanding the time required for particular disposal types. £2.6m of potential capital receipts slipped from 17/18 to 18/19. This is due to various reasons such as the speed of the purchasers wishing to complete, the delay in obtaining approval to dispose and unforeseen delays with projects etc. | Place Managing |
| PGR002 | Growth and Regeneration | Assets and Property | Commercial Income - Asset Mgt | 6.1 | High is better | Finance and VFM | Ainsley Arnold | Against target (Cumulative) | £2,001,037 | £1,748,895 | 26.8% | 52.2% | 77.3% | 98% | 98.1% (£1,715,151) | Green | Up | Actual achieved was £1,715,151. | Place Managing |
| PGR004 | Growth and Regeneration | Strategic Housing | Deliver 1,700 home adaptations per annum for older and/or disabled residents (Majors + Minors) | 5.1 | High is better | Service and Project Excellence | Ainsley Arnold | Against target | 1,831 | 1,700 | 473 | 567 | 566 | 664 | 2,270 | Green | Up | Year-end position of 1,509 Minor adaptations, 499 Major adaptations and 262 Preventions. | Place Making |
| PGR005 | Growth and Regeneration | Strategic Housing | Increase the supply of new affordable housing | 5.1 | High is better | Service and Project Excellence | Ainsley Arnold | Against target | 360 | 400 (1,050 in total) | 97 | 280 | 414 | 613 | 613 | Green | Up | Annual target met. Also, the 3 year target of 1,050 met (1,371 affordable homes delivered). | Place Making |
| PGR006 | Growth and Regeneration | Strategic Housing | Maintain the number of long-term empty homes in Cheshire East to less than 1% | 5.1 | Low is better | Service and Project Excellence | Ainsley Arnold | Against baseline | 0.91% | sustain less than 1% | N/A | N/A | N/A | 0.81% | 0.81% | Green | Up | Annual target met, achieved better than 16-17. | Place Making |
| PGR007 | Growth and Regeneration | Strategic Housing | Increase number of preventative actions taken in order to reduce levels of homelessness in Cheshire East (Cumulative data) | 5.2 | High is better | Service and Project Excellence | Ainsley Arnold | Against target (Cumulative) | 882 | 875 | 242 | 435 | 632 | 889 | 889 | Green | Up | Annual target for 2017/18 met, slightly exceeding 2016/17 outturn of 882. | Place Making |
| PGR008 | Growth and Regeneration | Strategic Housing | Households helped to achieve affordable warmth (Cumulative data) | 4.4 | High is better | Service and Project Excellence | Ainsley Arnold | Against target (Cumulative) | 309 | 250 | 34 | 111 | 216 | 322 | 322 | Green | Up | Annual target for 2017/18 met, slightly exceeding 2016/17 outturn of 309. | Place Making |
| PGR010 | Growth and Regeneration | Skills and Growth | Connecting Cheshire - homes receiving high speed wifi (through Digital2020 and Gainshare) | 2.4 | High is better | Service and Project Excellence | Ainsley Arnold | Against target (cumulative) | 5,884 | 13,082 (Overall target to June 2018 is 14,135) | 7,037 (Q1 target: 8,954) | 7,409 (Q2 target: 9,868) | 8,414 (Q3 target: adjusted to 10,949 from 11,366) | 9,327 (Q4 target: 13,082) | 9,327 (Q4 target: 13,082) | Red | Up | BT fell short of their Q3 and Q4 remedial plan target. CEC has taken appropriate action with the contractors | Place Managing |
| PGR011 | Growth and Regeneration | Facilities Management | Total cost of corporate office buildings | 6.1 | Low is better | Finance and VFM | Ainsley Arnold | Establishing benchmark | £1,709,372 | £1,674,105 | N/A | N/A | N/A | £1,656,692 | £1,656,692 | Green | Up | Delamere - £376,544/751staff = £501 Cledford - £79,242/129staff = £614 Macc Town Hall - £569,184/569staff = £1,000 Municipal Crewe - £268,587/206staff = £1,303 Westfields - £363,135/448staff = £811 | Place Managing |
| PGR012 | Growth and Regeneration | Facilities Management | Annual cost per headcount per building | 6.1 | Low is better | Finance and VFM | Ainsley Arnold | The average cost per occupant for renting office accommodation in neighbouring Manchester is in the region of £4,000 per annum | £778.05 average | £762 average | N/A | N/A | N/A | £788 average | £788 average | Yellow | Down | (£1,656,692 / 2,103 staff) - staffing numbers have reduced from 2,197 in 2016/17 calculation, which in turn increases premises cost per occupant. Delamere - £501 Cledford - £614 Macc Town Hall - £1,000 Municipal Crewe - £1,303 Westfields - £811 Sandbach House was vacated within the reporting year, however, the property has not yet been disposed of and is still incurring holding costs, which are included within the cost per annum. Cost for both Macclesfield Town Hall and the Municipal Building are not a true representative cost, as they include the Civic areas in both buildings which are not staffed. | Place Managing |

| PI Ref | Team | Service | Measure | Corporate Outcome | Polarity | Scorecard Category | Portfolio Holder | Benchmark | Yr. end 16-17 | Target 17-18 | Q1 | Q2 | Q3 | Q4 | Year-End Actual | RAG | Quarterly Dir of Travel | Comments | Place Priority |
|--------|----------------------------------|----------------------------------|---|-------------------|----------------|--------------------------------|------------------|--|--|---|--------------|---|--|--|--|-----|-------------------------|---|-----------------|
| PGR013 | Growth and Regeneration | Facilities Management | Carbon Management - CE Buildings - Reduction in CO2 Emissions (Electricity & Gas) | 4.3 | Low is better | Service and Project Excellence | Ainsley Arnold | Against target | 10,390 tonnes | profiling target of 15% reduction by March 2020 | 9,865 tonnes | 9,016 tonnes | 9,111 tonnes | 9,246 tonnes | 9,246 tonnes | | ▼ | Rolling 12-month performance figure, reported with quarter lag due to time needed to process billing. Q4 2017/18 result therefore a rolling 12-month figure ending Q3 2017/18, which shows an 11% reduction against the 2016/17 outturn figure. | Place Managing |
| PRC001 | Rural and Cultural Economy | Tatton Park | Visitors to Tatton Park | 2.1 | High is better | Service and Project Excellence | Don Stockton | N/A | 772,000 | 750,000 | 192,569 | 348,052 | 608,201 | 698,097 | 698,097 | | ▼ | In 2016/17 Tatton Park held the Roald Dahl Event, which brought an increase in visitor numbers for this one-off event. The target for 2017/18 was therefore adjusted accordingly. Nonetheless 2017/18 outturn fell below the adjusted target; visitor numbers were lower than expected due to very poor year-end weather. | Place Marketing |
| PRC002 | Rural and Cultural Economy | Tatton Park | Income - Tatton Park | 2.3 | High is better | Finance and VFM | Don Stockton | N/A | £4.695m | £4.258m | £1.074m | £2.507m | £3.536m | £3.927m | £3.927m | | ▼ | Income target for 2017/18 adjusted to exclude 2016/17 outturn inclusion of one-off Roald Dahl Event. Amber RAG rating as visitor numbers are lower this year and this was reflected in the financial statement reported to the Tatton Board in November 2017. Poor weather has continued and the year end income was lower than anticipated and planned. The final outturn was disappointing despite offsets via freezing on staff recruitment and other discretionary costs at the Park to help mitigate the Income shortfall. | Place Managing |
| PRC003 | Rural and Cultural Economy | Public Rights of Way | Protect CE rural and urban character through ensuring the ease of use of 80% of the Public Rights of Way | 4.3 | High is better | Service and Project Excellence | Don Stockton | N/A | 82% | >80% | N/A | N/A | N/A | 80% | 80% | | ▼ | Adaptation of former Best Value indicator, based on a minimum 5% random sample of lengths of rights of way; 2017/18 performance on target. | Place Managing |
| PRC004 | Rural and Cultural Economy | Countryside | Increase annual number of Countryside Volunteer days | 1.1 | High is better | Service and Project Excellence | Don Stockton | N/A | 1,294 days | >1,294 days | N/A | 508 days | N/A | 957 days | 957 days | | ▼ | Performance down due to a member of staff, who regularly works with volunteers, being off work for nearly 6 months. 957 is still a tremendous support to the service and we couldn't provide what we do provide without such support. | Place Managing |
| PRC005 | Rural and Cultural Economy | Countryside | Maintain satisfaction with countryside events at greater than 95% | 4.3 | High is better | External | Don Stockton | N/A | 98% | >95% | N/A | 96.2% | N/A | 95.8% | 95.8% | | ▼ | 234 surveys were completed for events between 1st April 2017 and 31st March 2018, with 95.8% rating events overall as Excellent or Good, maintaining performance above the target of 95%. | Place Managing |
| PRC006 | Rural and Cultural Economy | Visitor Economy | Develop visitor economy - increase by 2.3% p/a from baseline of £842m in year 2015 | 2.1 | High is better | Service and Project Excellence | Don Stockton | Establishing benchmark | 2015 (latest) actual of £842m | £922m | N/A | 2016 (latest figures at Sept 2017) actual of £895m | N/A | N/A | 2016 (latest figures at Sept 2017) actual of £895m | | ▲ | Figures for the value of the visitor economy in Cheshire East have hit new records at £895m. The detailed analysis of the latest figures shows a 64.6% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2016 injected £188m into the hotel industry – an increase of 4.5% on the previous year. With continuing investment in the Borough's heritage attractions at Tatton Park, Quarry Bank Mill and Jodrell Bank, this could lead to a further boost in numbers as the projects develop. | Place Marketing |
| PRC007 | Rural and Cultural Economy | Visitor Economy | Increase the total number of 'Tourist Days' spent in Cheshire East by 2.3% p/a from the baseline of 16.87m in year 2015 | 2.1 | High is better | Service and Project Excellence | Don Stockton | Establishing benchmark | (Latest figures at July 2016 (2015) of 16.87m) | 17.70m | N/A | 2016 (latest figures at Sept 2017) actual of 17.66m | N/A | N/A | 2016 (latest figures at Sept 2017) actual of 17.66m | | ▲ | 2017 figures show 17.66 million visitor days spent in Cheshire East; an increase from the previous year of 5.1%. Overall since Cheshire East Council was formed in 2009 the number of visitor days has increased by over 36% | Place Marketing |
| PCO001 | Customer Operations | Revenues | Percentage of Council Tax / Business Rates enquiries processed within 10 days | 6.2 | High is better | Finance and VFM | Paul Bates | Under investigation | 87% | 80% | 74% | 76% | 75% | 75% | 75% | | ◀▶ | Council Tax transactional processing was impacted by resource issues within the Contact Centre. Mitigating actions during 4th Quarter supported the Contact Centre and stabilised call handling but response times in the back office are taking longer to resolve. 2017/18 overall - Council Tax: 76.1% and NNDR: 73.3%. Combined figure: 74.7% | Place Managing |
| PCO002 | Customer Operations | Customer Service Centres | Average speed to answer (telephone) (Cumulative performance) | 6.2 | Low is better | External | Liz Wardlaw | Under investigation | 88 seconds | 60 seconds (61-90 seconds = amber) | 90 seconds | 122 seconds | 161 seconds | 167 seconds | 167 seconds | | ▼ | We continue to face challenges with recruitment and retention which in turn leads to challenges with telephone response times. There are a number of initiatives ongoing to improve staff retention through reward and recognition schemes and also to significantly reduce call volumes e.g reviewing and simplifying council tax customer correspondence to reduce unnecessary contact and encourage self-service via the website. | Place Managing |
| PCO003 | Customer Operations | Revenues | % of Local Taxation collected within 2 years (Council Tax & Business Rates combined) | 6.5 | High is better | Finance and VFM | Paul Bates | Under investigation | 99.01% | 99% | 98.38% | 98.69% | 99% | 99.23% | 99.23% | | ▲ | Final outturn exceeded target and was the highest level since CE commenced. | Place Managing |
| PCO004 | Customer Operations | Revenues | Recovery of invoiced Housing Benefits overpayments (reported in-year as year-to-date) | 6.5 | High is better | Finance and VFM | Paul Bates | CEC Data | £1.25m | £1.35m | £277,740 | £550,689 | £827k | £1.08m | £1.08m | | ▼ | 2017/18 outturn was short of the ambitious stretch-target. Targets were exceeded in 2015/16 and 2016/17 in response to a drive from central government to proactively identify benefit overpayments, supported by improved data sharing from other government agencies. This year's performance was a more realistic expectation as overpayments are now identified more promptly through improved data sharing leading to a lower overall value of overpayment debt. | Place Managing |
| PCO005 | Customer Operations | Revenues | Corporate sundry debt recovery (Value of Sundry Debt outstanding for more than 6 months / lower is better) | 6.5 | Low is better | Finance and VFM | Paul Bates | CEC Data | £1.5m | £1.45m | £1.31m | £1.45m | £861k | £888k | £888k | | ▼ | This measure can be volatile depending on the timing of invoices by service teams but performance by outturn exceed target. The significant impact on performance was due to the removal of 2 high value invoices for review by the issuing service. | Place Managing |
| PCO006 | Customer Operations | Benefits | Right time indicator - average number of days to process new claims and changes for housing benefit and council tax support | 6.2 | Low is better | Service and Project Excellence | Paul Bates | CEC Data | 6 days | 8 days | 7.21 days | 7.13 days (Q2) 7.19 days (cumulative) | 8.73 days (Q3) 7.37 days (cumulative) | 5.48 days (Q4) 6.06 days (cumulative) | 6.06 days | | ▲ | | Place Managing |
| PCO007 | Customer Operations | Benefits | % of net housing benefit payments recovered by subsidy (forecast) | 6.5 | High is better | Finance and VFM | Paul Bates | CEC Data | 98.4% | 98.3% | N/A | 99% | 99% | 99.49% | 99.49% | | ▲ | 99.49% outturn outperformed both target and baseline year position. | Place Managing |
| PCO008 | Customer Operations | Libraries | Number of visitors to libraries (Cumulative data) | 1.1 | High is better | External | Liz Wardlaw | CEC Data | 1,506,397 | 1,500,000 | 364,542 | 768,212 | 1,109,311 | 1,472,235 | 1,472,235 | | ▲ | Q2 attendances were excellent. However, Q3 and Q4 attendances were lower than in 2016/17, meaning our outturn total stood slightly below our targeted 1,500,000. | Place Managing |
| PLS001 | Leisure Services | Leisure Services | Increase usage of Council-owned Leisure Facilities by 1% per year (Cumulative data) | 5.1 | High is better | External | Liz Wardlaw | CEC Data | 3,010,246 | 3,040,348 | 846,609 | 1,633,626 | 2,441,445 | 3,363,810 | 3,363,810 | | ▲ | The Trust continue to achieve and stretch targets set by the Council and year-end data shows an 11.7% increase in attendances at the Council's leisure facilities in 2017/18 to 3,363,810. This figure further increases to 3,474,264 when attendances at the new Holmes Chapel Community Centre are also taken into account | Place Managing |
| PLS002 | Leisure Services | Leisure Services | Deliver 'Bikeability' Level 2 or 3 cycle training to young people aged 8-18 years in the Borough (Cumulative data) | 5.1 | High is better | External | Liz Wardlaw | CEC Data | 4,542 | 4,889 | 2,058 | 3,343 | 4,484 | 6,020 | 6,020 | | ▲ | Performance on the Bikeability indicator remained strong during 2017/18 with 6,020 young people trained on bike proficiency against a target of 4,889; an increase of 23% from 2016/17. In addition with the increased interest in cycling for health new adult 'learn to ride' schemes have recently commenced in Macclesfield and Crewe | Place Managing |
| PLS003 | Leisure Services | Leisure Services | Increase the number of Leisure Services volunteer hours (Leisure Development) (Cumulative data) | 1.1 | High is better | External | Liz Wardlaw | CEC Data | 6,675 | 6,742 | 1,936 | 3,495 | 5,262 | 6,995 | 6,995 | | ▼ | Performance at year-end outperformed the contracted 1% increase target on 2016/17 outturn. | Place Managing |
| PWE001 | Waste and Environmental Services | Waste and Environmental Services | Residual household waste collected per household (kgs) | 4.2 | Low is better | Service and Project Excellence | Don Stockton | Q2 Mean across 68 authorities in LG Inform Benchmarking: 112kg | 499kg | <530kg | 124 kg | 125kg | 118kg | 120kg (estimate) | Estimated figures being collated for submission at end June 2018 | | ▼ | The waste reduction volunteers and our communications team continue to engage with residents to reduce, reuse and recycle their waste | Place Managing |
| PWE002 | Waste and Environmental Services | Waste and Environmental Services | Maintain the percentage of household waste sent for recycling, reuse and composting at 50% | 4.2 | High is better | Service and Project Excellence | Don Stockton | Under investigation | 55.2% (Q4) | >50% | 59% | 58% | 53% | 51% (estimate) | Estimated figures being collated for submission at end June 2018 | | ▼ | Thanks to our residents, our waste reduction volunteers and the waste communications team we are maintaining our high recycling rate. | Place Managing |
| PWE003 | Waste and Environmental Services | Waste and Environmental Services | Increase the % of household waste sent for energy recovery | 4.4 | High is better | Service and Project Excellence | Don Stockton | Under investigation | 17.7% | >15% | 20% | 11% | 23% | 20% (estimate) | Estimated figures being collated for submission at end June 2018 | | ▼ | NB: Lower Q2 figure was due to the planned closure of the plant for 6 weeks in July/Aug. This figure will be even higher next quarter as our move away from landfilling waste is fully implemented with the opening of the new environmental hub. | Place Managing |

| PI Ref | Team | Service | Measure | Corporate Outcome | Polarity | Scorecard Category | Portfolio Holder | Benchmark | Yr. end 16-17 | Target 17-18 | Q1 | Q2 | Q3 | Q4 | Year-End Actual | RAG | Quarterly Dir of Travel | Comments | Place Priority |
|--------|----------------------------------|----------------------------------|--|-------------------|----------------|--------------------------------|------------------|---------------------|--------------------------------|--------------|------------|------------|------------|-----------------------|--|-----|-------------------------|---|----------------|
| PWE004 | Waste and Environmental Services | Waste and Environmental Services | We will increase the tonnage of materials re-used by 2% per year | 4.2 | High is better | Service and Project Excellence | Don Stockton | Under investigation | 1,431 tonnes (2016/17 outturn) | 1,445 tonnes | 427 tonnes | 450 tonnes | 370 tonnes | 400 tonnes (estimate) | Estimated figures being collated for submission at end June 2018 | | ▲ | Thanks to our third sector charity partner and our household waste recycling centres we continue to reuse over 1,500 tonnes of materials. | Place Managing |
| PWE005 | Waste and Environmental Services | Waste and Environmental Services | Maintain CE residents customer satisfaction levels within the waste collection service at or above 75% (baseline 2014) | 4.2 | High is better | External | Don Stockton | Under investigation | 90% (2016) | 75% or above | N/A | N/A | 85% | N/A | 85% | | ▼ | Residents Survey sent out to 8,793 randomly selected Cheshire East households in July/August 2017. | Place Managing |

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 18 June 2018

Report Title: Work Programme

Portfolio Holder: Cllrs A Arnold, P Bates and D Stockton

Senior Officer: Acting Director of Legal Services

1. Report Summary

- 1.1. To review items in the Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2. Recommendation

- 2.1. That the work programme be reviewed.

3. Reasons for Recommendation

- 3.1 It is good practice to review the work programme and update accordingly

4. Other Options Considered

- 4.1. There are no further options to consider.

5. Background

- 5.1 The schedule attached has been updated following the last meeting of the committee.
- 5.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.
- 5.3 The following questions should be asked in respect of each potential work programme item:
- Does the issue fall within a corporate priority;
 - Is the issue of key interest to the public;

- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

5.4 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

6. Implications

6.1. Legal Implications

6.1.1. There are no legal implications at this stage.

6.2. Finance Implications

6.2.1. There are no financial implications at this stage

6.3. Equality Implications

6.3.1. There are no equalities implications at this stage.

6.4. Human Resources Implications

6.4.1. There are no human resources implications at this stage.

6.5. Risk Management Implications

6.5.1. There are no risk management implications at this stage.

6.6. Rural Communities Implications

6.6.1. There are no implications for rural communities.

6.7. Implications for Children & Young People

6.7.1. There are no implications for children and young people at this stage.

6.8. Public Health Implications

6.8.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. All.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Katie Small

Job Title: Scrutiny Officer

Email: Katie.small@cheshireeast.gov.uk

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Environment and Regeneration Overview and Scrutiny Committee Work Programme – April 2018

| | | | | |
|---|--|---|--|--|
| Date: 18.06. 2018 Time: 2.00pm Venue: Committee Suite, Westfields | Date:17.09.2018 Time: 2.00pm Venue: Capesthorne Room | Date: 12.11.2018 Time: 2.00pm Venue: Council Chamber, Crewe | Date:21.01..2019 Time: 2.00pm Venue: Committee Suite, Sandbach | Date:18.03.2019 Time: 2.00pm Venue: Capesthorne Room |
|---|--|---|--|--|

Essential items

| Item | Description/purpose of report/comments | Outcome | Lead Officer/ organisation/ Portfolio Holder | Suggested by | Current position | Key Dates/ Deadlines |
|--|---|--|--|-------------------------------------|------------------|------------------------------------|
| Local Transport Plan (LTP) | To give consideration to the consultation process prior to cabinet. | Cheshire is a green and sustainable place. | Director and Acting deputy Chief Executive | Director and Acting Chief Executive | Committee Report | 18 June 2018 and 17 September 2018 |
| Changing for Waste Bins. | To scrutinise the proposals | Cheshire is a green and sustainable place. | Strategic Commissioner for waste | Strategic Commissioner for waste | Committee Report | 18 June 2018 |
| Performance Scorecard | To give consideration to the performance of the service | Cheshire East has a strong and resilient economy | Director and Acting deputy Chief Executive | Committee | Committee | 18 June 2018 Quarterly reports |
| Well managed highway infrastructure code of practice | To scrutinise the risk based approach and review the proposals for the new ways of working. | Our local communities are strong and supportive/ Cheshire is a green and sustainable | Strategic Commissioner for Highways | Strategic Commissioner for Highways | | 18 June 2018 |

Environment and Regeneration Overview and Scrutiny Committee Work Programme – April 2018

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|---|--|--|---|-----------------------------------|---|-------------------|
| | | place | | | | |
| Strategic Asset Management Plan and disposal Strategy - Refresh | To give consideration to revised strategy. | Responsible effective and efficient organisation | Head of Asset Management | Committee | Update received at May 2016 meeting. Item deferred due to last agenda being too large | 17 September 2018 |
| Cemeteries and Churchyards | To give consideration to the draft Cemeteries Strategy. | Cheshire is a green and sustainable place. | Strategic Commissioner for waste | Strategic Commissioner for waste | Committee Report | 17 September 2017 |
| Household waste recycling centres review | To scrutinise the results of the consultation. Report received on 21 March. Further progress reports TBA | Cheshire is a green and sustainable place | Strategic Commissioner for Waste. | Committee | Committee update report | 12 November 2018 |
| Food waste Collection, Organic waste Treatment Solution | To scrutinise the progress made. Report received on 21 March. Further progress reports TBA | Cheshire is a green and sustainable place | Strategic Commissioner for Waste. Portfolio Holder for Regeneration | Strategic Commissioner for Waste. | Update report | Site Visit TBA |
| Flood Risk Management | To scrutinise flood risk management in Cheshire East. | Cheshire is a green and sustainable place | Commissioning manager for Highways | Scrutiny requirement | Annual review | 18 March 2019 |
| Strategic Infrastructure Programme Crewe Campus Hub | To Scrutinise the programme, and receive a presentation on the projects delivered. | Cheshire is a green and sustainable place | Commissioning manager for Highways | Committee | Presentation | 17 September 2018 |

Environment and Regeneration Overview and Scrutiny Committee Work Programme – April 2018

Monitoring Items

| item | Description/purpose of report/comments | Outcome | Lead Officer/organisation/Portfolio Holder | Suggested by | Current position | Key Dates/Deadlines |
|--------------------|--|---|--|--------------|------------------|---------------------|
| Tatton Park Vision | To scrutinise phase two of Tatton Park Vision | Cheshire is a green and sustainable place. Cheshire East has a strong and resilient economy | Head of Rural & Cultural Economy | Committee | | 12 November 2018 |
| Air Quality | To scrutinise the data annually and review how the Council complies with legislation | Cheshire is a green and sustainable place | Executive Director Place | Committee | Committee report | 17 September 2018 |

Possible Task and Finish groups

- parking strategy

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Forward Plan

| Key Decision and Private Non-Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|--|---|---------------------------|-----------------------|---|--|
| CE 17/18-60 Review of the HMO Licensing Fees | To approve the revised fee charging structure for the licensing of houses in multiple occupation. | Cabinet Member for Housing, Planning and Regeneration | June 2018 | | Karen Whitehead | N/A |
| CE 17/18-62 Route and Rota Optimisation | To delegate authority to the Executive Director Place, in consultation with the Portfolio Holder for Environment and the Director of Legal Services, to develop and implement the route and rota optimisation proposals through Ansa Environmental Services Ltd. | Cabinet Member for Environment | June 2018 | | Ralph Kemp | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|---|----------------------------------|------------------------------|--|---|
| CE 18/19-2 Housing Enforcement Policy Review | To approve amendments to the existing Housing Enforcement Policy. | Cabinet Member for Housing, Planning and Regeneration | June 2018 | | Karen Whitehead | N/A |
| CE 17/18-39 Highway Service Contract Procurement | To authorise the Executive Director Place to award the Highway Service Contract to the preferred bidder. | Cabinet | 12 Jun 2018 | | Paul Traynor | Partly exempt - para 3 |
| CE 17/18-44 Congleton Link Road - Final Approval to Underwrite Funding Gap, Appoint Winning Contractor and Submit Final Business Case | To seek approval to confirm the scale and formal underwriting of the funding gap for the Congleton Link Road, approve the final business case for submission to the Department of Transport, confirm the selectin of the winning contractor and undertake limited advance ecological works at risk. | Cabinet | 12 Jun 2018 | | Paul Griffiths | Part exempt - para 3 |
| CE 17/18-54 Disposal of Shares in Manchester Science Partnerships | To authorise the Interim Director of Corporate Services to dispose of the Council's shareholding in Manchester Science Partnerships. | Cabinet | 12 Jun 2018 | | Paul Goodwin | Fully exempt - para 3 |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|--|-----------------------|----------------------------------|------------------------------|--|---|
| CE 17/18-56 Middlewich Eastern Bypass | To authorise officers to take all necessary actions to progress the scheme to final business case submission prior to the investment decision and contract award. | Cabinet | 12 Jun 2018 | | Chris Hindle | N/A |
| CE 17/18-57 A500 Dualling | To approve the submission of the outline business case for the scheme to the Department for Transport, and to authorise officers to take all necessary actions to progress the scheme to the point of a decision from the Department for Transport on the business case. | Cabinet | 12 Jun 2018 | | Chris Hindle | N/A |
| CE 17/18-58 Improved Better Care Fund 2018-2020 | The report will describe the areas of activity and the proposed expenditure for the additional grant money being received direct by the Council in 2018/19 through the Improved Better Care Fund monies for 2018-2020. | Cabinet | 12 Jun 2018 | | Alex Jones | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|---|---------------------------|---------------------------|-----------------------|---|--|
| CE 18/19-3 Congleton Leisure Centre | The Portfolio Holder for Health will exercise decision-making powers delegated by Cabinet on 13 th March 2018. The decision will be to award a contract to the preferred bidder for the redevelopment of Congleton Leisure Centre. The redevelopment will commence when the necessary planning approvals have been obtained. | Cabinet Member for Health | June 2018 | | Mark Wheelton | Fully exempt - para 3 |
| CE 17/18-30 Cemeteries Strategy | That Cabinet be asked to consider the draft Cheshire East Cemeteries Strategy and approve it for consultation; and to agree that, subject to consideration of the outcome of the consultation, the Strategy be adopted as Council policy by delegated officer decision. | Cabinet | 10 Jul 2018 | | Ralph Kemp | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|--|-----------------------|----------------------------------|------------------------------|--|---|
| CE 17/18-43 North West Crewe Package - Funding and Delivery Strategy Update | To update Cabinet following determination of bids for central government funding; and to authorise the Executive Director Place in consultation with the Portfolio Holder for Environment to consider a report on the funding and delivery strategy for the package and, subject to capital finance group, to progress with the full delivery of the scheme. | Cabinet | 10 Jul 2018 | | Chris Hindle | N/A |
| CE 17/18-45 Re-procurement of Fresh Produce | To approve the re-tendering process to award the Fresh Produce contract. A robust EU tender procedure will be undertaken and the successful provider will be identified for each lot. | Cabinet | 10 Jul 2018 | | Mark Bayley | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 17/18-55 Cheshire East Common Allocations Policy Review | To seek approval to adopt the revised Cheshire East Common Allocations Policy following consultation; and to delegate authority to the Executive Director Place, in consultation with the Portfolio Holder, to make further minor amendments to the Policy as a result of changes in legislation or further consultation. | Cabinet | 10 Jul 2018 | | Karen Carsberg | N/A |
| CE 17/18-59 New Domestic Abuse Commission 2019-22 | The Council commissioned a 'whole family' domestic abuse service in 2016-19, providing interventions for children. The service now needs to be re-commissioned for the three year period 2019-22. The budget for the new provision over the course of the contract is likely to exceed £1M. A decision is required to proceed with the procurement and to authorise officers to take all necessary actions to implement the proposal. | Cabinet | 10 Jul 2018 | | Kate Rose | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|-----------------------|----------------------------------|------------------------------|--|---|
| CE 17/18-61 Springfield Special School - Proposed Expansion | To approve the proposed expansion of Springfield Special School from 132 places to 156 for implementation in September 2018, having given due consideration to the response to the statutory proposal notice. | Cabinet | 10 Jul 2018 | | Jacky Forster | N/A |
| CE 17/18-63 Sustainable Modes of Travel to Schools (SMOTS) Strategy | Following recent consultation on a draft strategy, a final Sustainable Modes of Travel to Schools (SMOTS) strategy will be submitted to Cabinet for approval. | Cabinet | 10 Jul 2018 | | Richard Hibbert | N/A |
| CE 18/19-1 Havannah Primary School - Change in Age Range | To approve a proposed change in age range from 4-11 to 3-11 for implementation in October 2018, having given due consideration to the response to the statutory proposal notice. | Cabinet | 11 Sep 2018 | | Jacky Forster | N/A |
| CE 17/18-51 Medium Term Financial Strategy 2019-2022 | To approve the Medium Term Financial Strategy for 2019-2022, incorporating the Council's priorities, budget, policy proposals and capital programme. | Council | 21 Feb 2019 | | Alex Thompson | N/A |

| Key Decision | Decisions to be Taken | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
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