

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 2 2022/23



Open

Fair

Green

An open and enabling organisation

By 2025 we want: Performance 2022/2023 – Quarter 2 Update	
Priority: Ensure that there is transparency in all aspects of council decision making	
<p>The council to be seen as being a fair open and transparent organisation and able to demonstrate it.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Implement a new committee system• Demonstrate commitment to open data	<ul style="list-style-type: none">• During quarter 2, there were 14 service committee meetings and one meeting of Full Council. 10 key strategies and plans were agreed by Members during the quarter.• 86% of Freedom of Information Act requests were completed within statutory timescales during quarter 2. This is a decrease against the quarter 1 figure of 93% and was a temporary dip which reflects challenges over the summer with resource and capacity.
<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Working with town and parish councils• Virtual meetings	<ul style="list-style-type: none">• 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.• The revised approach to Consultation and Engagement is under development and will report findings to Corporate Policy Committee in December 2022.
<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Enhanced emergency preparedness in communities	<ul style="list-style-type: none">• 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.

<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 on the cost of living was launched at the end of quarter 2, in September 2022. This consultation was part of the participatory democracy project, the Cheshire East People's Panel. The outcome of this will be reported in quarter 3.
<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 Q2 2022/2023 there were 184,705 online transactions. • There are now 120,012 digital accounts. This is an increase of 16,691 since the end of 21/22. The total number of accounts was 103,321 at year end.
<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"> • A new Armed Forces staff network is being established and is planned to be operational by Quarter 3. This will support progress towards the MoD Gold Standard award.
<p>A financially sustainable council which has increased levels of reserves.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a 4-year MTFS • Develop a sustainable reserves strategy • Successful delivery of savings programme 	<ul style="list-style-type: none"> • 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.

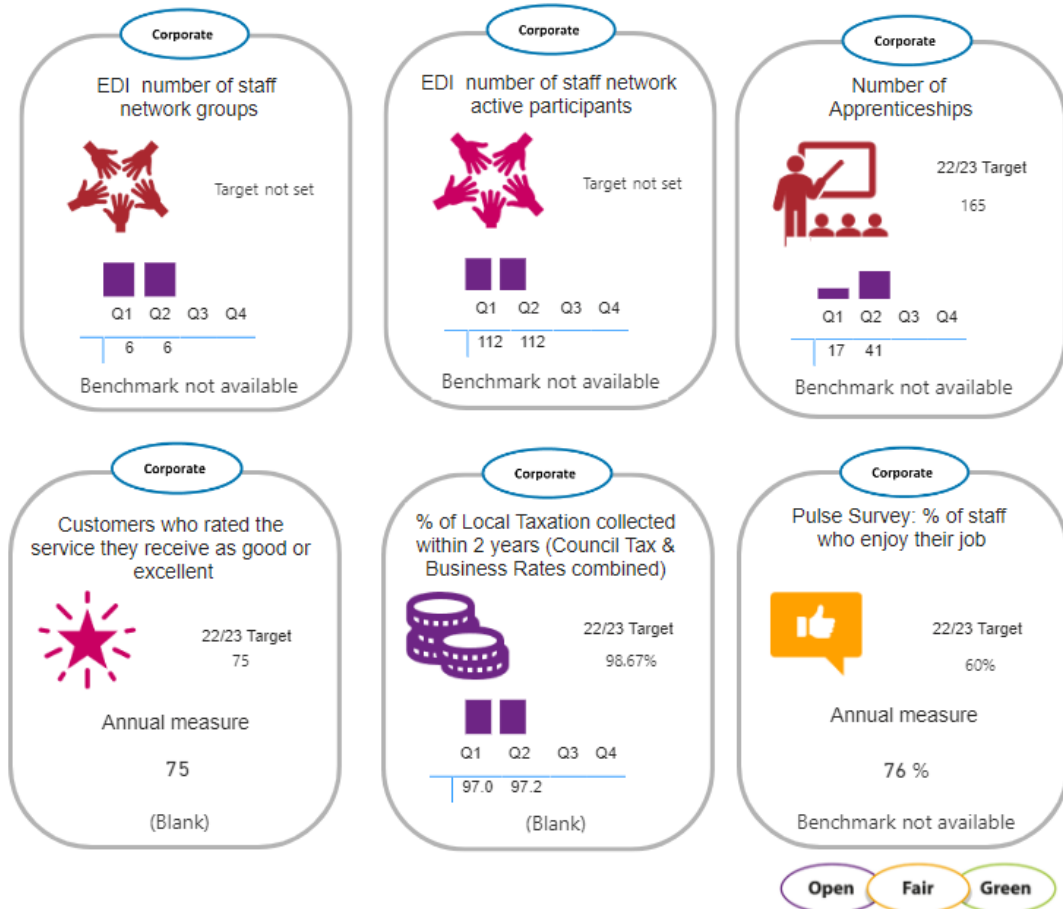
<p>Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete programme of reviews of ASDVs 	<ul style="list-style-type: none"> • The Finance Sub-Committee has agreed proposals for immediate changes to the Council's current arrangements for reporting and risk management of the wholly owned companies.
<p>A committed and motivated workforce. Cheshire East Council seen as an employer of choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake staff surveys and act on the results • Implement Best4Business Unit 4 ERP system 	<ul style="list-style-type: none"> • A 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). • New apprentice standards continue to be introduced across Cheshire East Council and schools. Three school staff are now completing the Teacher apprentice standard. Onboarding apprentices is taking 6-8 weeks, due to changes the ESFA have made to funding rules. Maths and English qualifications are required to be evidenced in order to study degree level qualifications under an apprenticeship. Three apprentices have had to defer for a year, to undertake maths and/or English qualifications prior to commencing their apprenticeships.
<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"> • Guidance on remote working is available on the Council's Centranet (intranet). Answers to Frequently Asked Questions are also regularly updated and held on Centranet. Proposals for the Future Workplace post Covid are expected to be brought forward in December 2022.

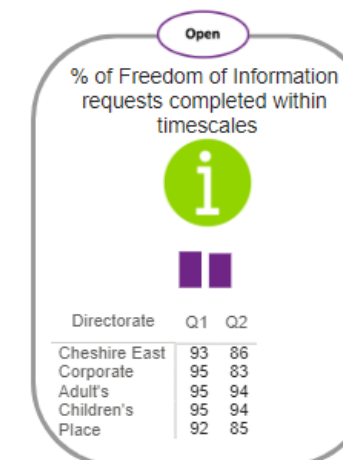
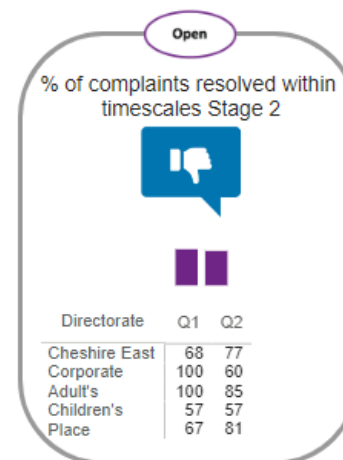
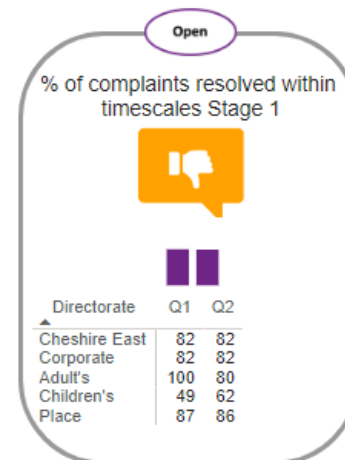
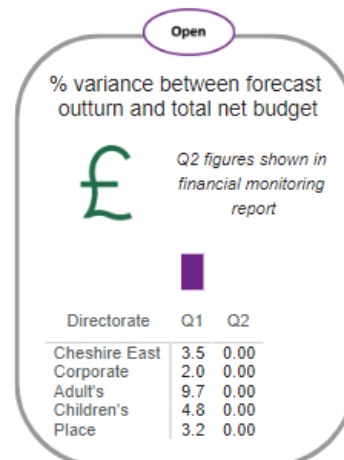
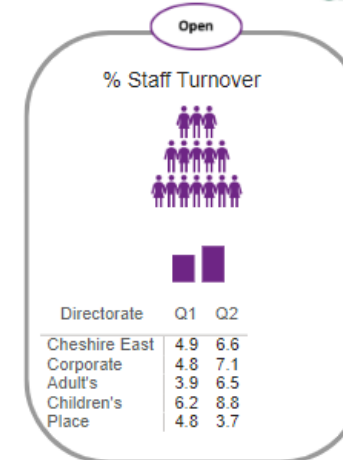
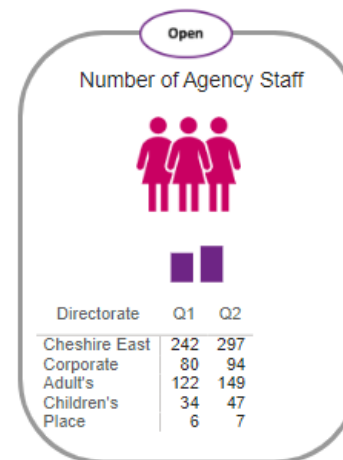
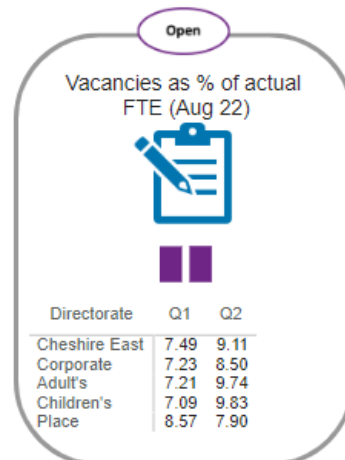
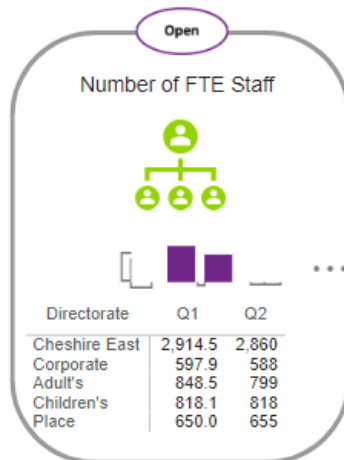
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<ul style="list-style-type: none"> • During quarter 2, public consultation was live in relation to the new Communications Strategy for residents. The outcomes of this consultation will be reported to Corporate Policy Committee in December 2022.
<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 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 Q2 2022/23, this score was 5.1, an increase since quarter 1 (lower the score, the better the performance). • A new measure in relation to customer satisfaction with online services is under development.
<p>The council to be regarded as a good partner.</p>	<ul style="list-style-type: none"> • At the beginning of quarter 2 (in July 2022), the Adults and Health Committee agreed the Terms of Reference for the Place Partnership Board. Corporate Policy Committee appointed members to the Place Partnership Board in relation to integrated health and social care. • The Council hosts a regular Cheshire East Leaders Board for key stakeholders.

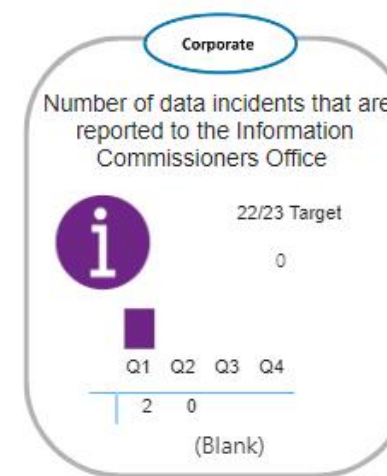
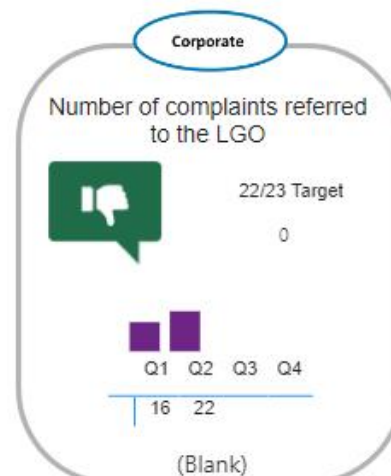
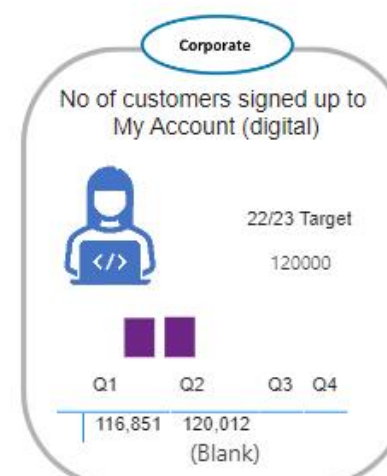
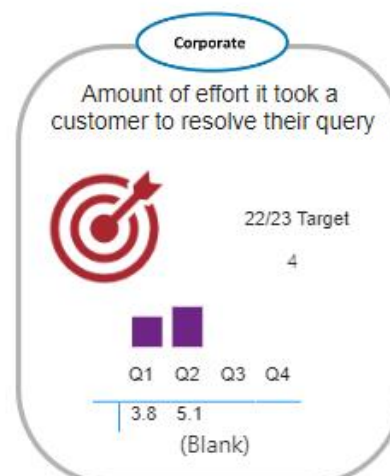
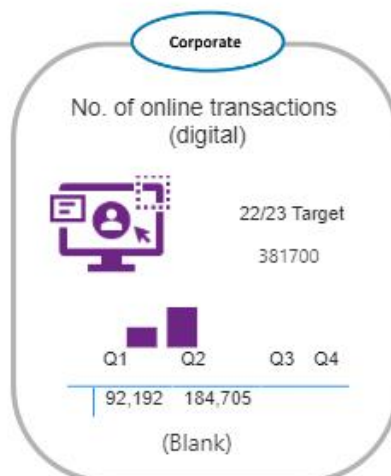
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Performance measures supporting An open and enabling organisation

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







A council which empowers and cares about people

By 2025 we want:	Performance 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">• A new children and young people's plan for 2022-26 was coproduced and launched at a young people's event in August 2022.• The Children and Families Committee have endorsed the Cared for Children and Care Leavers Strategy 2022-26 and the Children and Young People's Plan 2022-26.
<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 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. Since the launch we have seen over 1,000 people contribute towards local projects raising over £100,000 for their community. In addition to this the council have contributed over £70,000 of match funding to ensure the project reach their funding goals. Projects range from improving accessibility to cycle paths in Poynton, improving wildlife in Wilmslow, and creating a repair café in Macclesfield, all contributing to the council's open, fair and green objectives.• 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. CESAP have successfully established a Faith Alliance and also a Mental Health Alliance.

<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Identify a suitable location within the borough and develop a traveller transit site • Increase collaboration with marginalised groups • Secure social value benefits 	<ul style="list-style-type: none"> • The traveller transit site off Cledford Lane in Middlewich continues to be progressed, with ongoing work to discharge planning conditions. There has been a successful application to Homes England for additional funding towards development costs. • 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. We have safely supported over 500 people from Ukraine to settle into the borough with sponsors. We continue to support on average 90 Afghans within the council's managed Bridging Hotel until they can seek long term accommodation • Cheshire East Council has led the development of the Social Value Award (quality mark) across Cheshire and Merseyside. 58 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 450 individuals since 12 August 2021. 5 families were resettled into permanent accommodation in Cheshire East and have gone on to employment and integrate within their new communities. • 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 320 sponsors and made over 500 'thank you' payments, with 550 Ukrainians arriving in Cheshire East and all receiving welcome payments, along with over 150 school/ early years placements offered. • The co-produced Live Well for Longer plan was endorsed by the Adults and Health Committee in September 2022, which includes addressing loneliness and isolation. A project group has been established to deliver the implementation plan with continued coproduction and engagement with residents. • A 'Green Social Prescribing' service has been commissioned on a pilot basis in a partnership between the NHS, Public Health and Green Spaces. People will be referred to the scheme by social prescribers in primary care and they will be supported to access, use and help maintain our parks and open spaces, increasing physical activity levels, boosting mental wellbeing and helping to reduce social isolation and loneliness.

Priority: Reduce health inequalities across the borough

Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.

Key actions:

- 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

- 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.
- Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. Cheshire East has now developed a Cheshire East Health and Care Partnership Board to allow for local decision making over health-related functions.
- A network of food poverty providers has been developed and aims to support the sustainability and coordination of activity. The network is also considering the impact of the cost-of-living crisis on residents. The network has agreed to recruit a food poverty coordinator to provide additional resource. The council has created an implementation plan to support the cost of living crisis which will enable residents, businesses and staff to know what support is available nationally and locally, this will include the council participating in the Warm Places scheme which will be launched on the 19 October 2022.
- A falls awareness week was held during September 2022, which included social media posts, a new Cheshire East falls prevention video, dissemination of a falls prevention booklet, and the Stay Well Squad conducting rapid falls risk assessments in a variety of town centre locations during the week.
- A new water sampling initiative has been introduced through the Public Health Team that will provide an 'early warning' system for COVID and other infectious diseases.
- Activities have been taken place to promote Stoptober. This includes dissemination of posters; social media posts and a press release plus the Stay Well Squad are promoting the issue of smoking to local people throughout October via town centre visits.

Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation

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.

Key actions:

- Cheshire East Council was one of 7 councils successful with its Family Hubs Transformation Fund bid. It is anticipated that a further 5 councils will be granted funding, totalling 12 councils nationally. 84 councils applied to develop Family Hubs. Cheshire East Council will receive £985,289 (£830,289 revenue and £155,000 capital), which is expected to be spent by March 2024.
- 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. A comprehensive partnership improvement plan is in place, and work is underway across the Safeguarding Children's Partnership to strengthen the approach to supporting these children and young people.

<ul style="list-style-type: none"> Continued investment in Early Help and Prevention services Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> Children's services are continuing to focus on achieving excellence in social work practice. Nationally and locally, there are significant 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. £4,407,784 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. In the first 6 months of delivery for 2022-23, over 70,000 individual payments worth over £2.1m were made to over 20,000 individuals in Cheshire East. More specifically, over 9,000 adults have been supported alongside over 12,000 children, receiving £1.3m in funding for food, £600,000 for utilities, £15,000 for boiler payments, 10,000 for housing and £8,000 for white goods. The funding is available until March 2023. Government funding of £878,640 was used to establish holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer and Christmas holidays. During the Easter delivery, over 1,200 young people attended the programme across 53 locations. In summer, we supported over 2,000 young people across 64 locations in Cheshire East, with over 19,000 meals provided alongside 2,761.85 hours of support. This funding has been extended for two years, to include 2023/24 and 2024/25, with £878,640 worth of funding allocated each year.
<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 	<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. 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.

- To address causes of abuse, neglect or exploitation
- To ensure that officers are adhering to legislation and promoting best practice

Priority: Be the best corporate parents to the children in our care

Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, that we will:

- Be a good corporate parent
- Improve education, training and employment outcomes
- Work to achieve permanence and keep children safe
- Improve health and wellbeing outcomes
- Prepare young people for adulthood

- 100% of young people have health passports by their 18th birthday.
- Mentoring and wellbeing support to our care leavers has continued to be offered through our partnership with Pure Insight. In April 2021 we increased our funding to Pure Insight in response to demand from our young people; as a result we were able to ensure that no young person was on a waiting list to access support. Feedback from young people around the support they receive from Pure Insight is overwhelmingly positive.
- In response to the publication of the Education White Paper “Opportunity for All: Strong Schools with great teachers for your child” during quarter 2, Cheshire East Council have submitted a “Registration of Interest” to establish a new trust(s).

Priority: Support all children to have the best start in life

All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.

Key actions:

- 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 Q2 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.

- 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

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.

Key actions:

- 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
- Expand the local provision of SEND places to enable

- In quarter 2, the Children and Families Committee approved allocation of the Additional High Needs Dedicated Schools grant provided by the Department for Education.

more children to attend a school	
<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 	<p>The new Day Opportunities contracts have been let and the new service provision is now operational, providing broader opportunities for young adults with additional needs to engage in purposeful daytime activities.</p> <p>The programme of activity to support people with additional needs into employment is being expanded following a successful bid to the UK Prosperity Fund.</p>
Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population. Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities. Provide support and challenge where children are not attending school or receiving an appropriate education. 	<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 Q2 2022/23, 94% of primary schools have been rated good or outstanding, 90% of secondary schools and 75% of special schools. Therefore, most children in Cheshire East attend a good or outstanding school. Cheshire East Council currently have the lowest rate of exclusions nationally for primary school children.

- 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

Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services

Vulnerable and older people live safely and maintain independence within community settings.

Key actions:

- Work with partners to develop appropriate accommodation and extra care housing models

- Work is underway to develop a service model and more detailed service specification which clearly articulates the council's requirements. This can then be used to encourage development of extra care housing schemes and inform negotiations with registered housing providers and developers.

People are cared for and valued by a professional and caring workforce.

Care4ce to become an exemplar high quality trading company.

Key actions:

- Develop a quality trading company
- Recruit and train a skilled and motivated workforce.
- Provide a professional pathway for progression

- During the pandemic, Care4ce became the Council's provider of last resort; they have continued to undertake the role because of market fragility. Practically this means they respond when a provider is unable to meet commissioned needs on ad-hoc days, stepping in when a provider is no longer able to meet its contracted responsibilities and "hands-back" contracts, and they are the provider that delivers care in geographical areas where the Council is otherwise unable to meet demand.
- Given the ongoing market challenges, and the forecast of continuing market fragility within the care sector the Directorate is currently reviewing how this approach may be sustained in the long-term and the implications for the operation of Care4CE.
- A programme of activity with Cheshire South and West College to develop a joint approach to the recruitment and training of new entrants to care is now being developed. The programme will support recruitment into Care4Ce and for private providers.

To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.

Key actions:

- 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

- 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 pilot programme to co-locate staff from Brokerage, Reablement and Communities teams with Integrated Discharge Teams at both hospitals has been implemented. Known as Transfer of Care Hubs, this project is starting to show positive results in supporting timely hospital discharge and improving communications between the various disciplines.

Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.

Key actions:

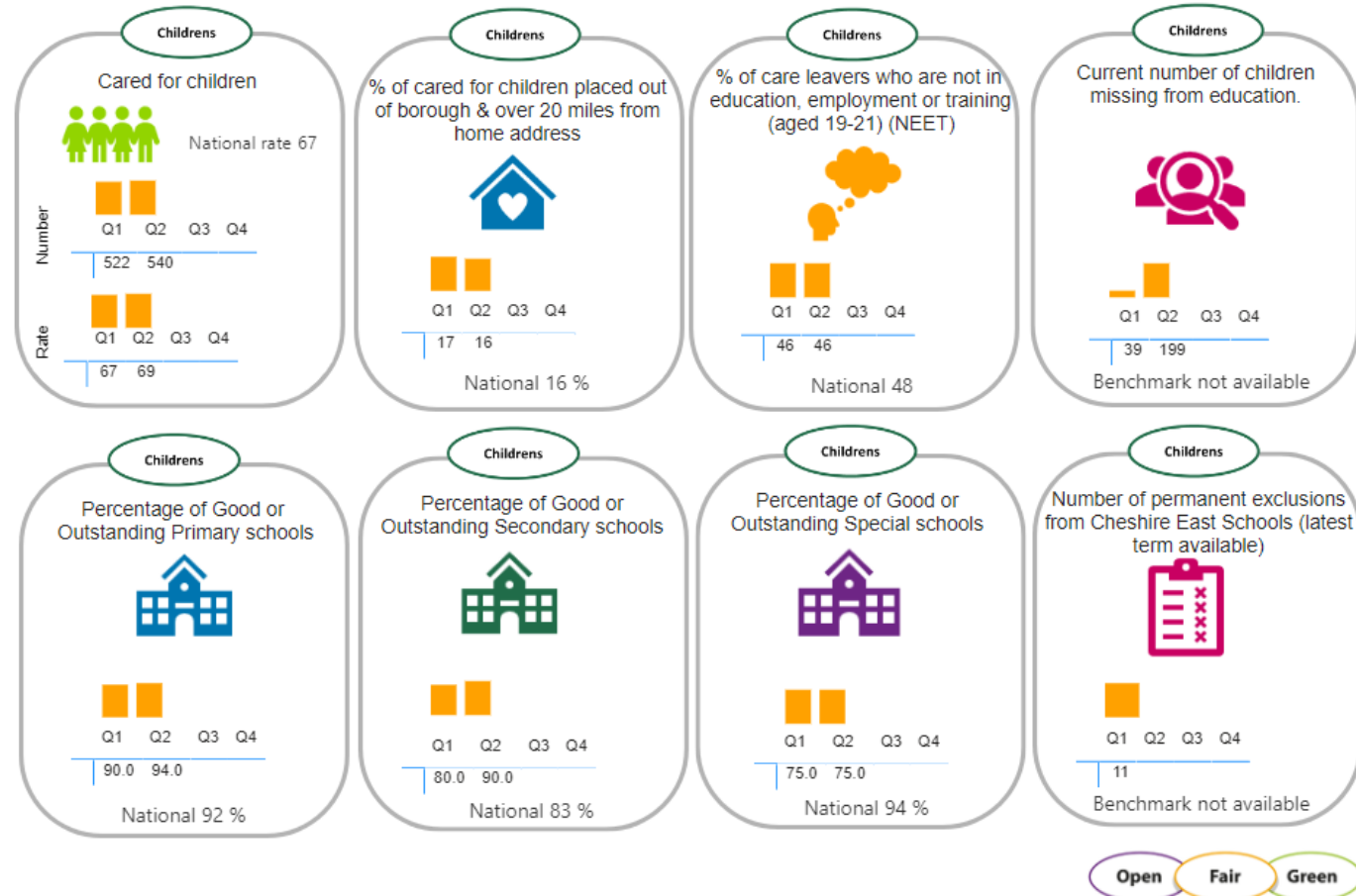
- Fully implement social work practice within adult social care
- Maintain and improve the quality of care and support services

- As set out in the performance report the Directorate continues to meet its targets for timely assessments. In addition, a new audit tool is being implemented to enable practitioners and managers to:
 - test the quality of assessments;
 - the effectiveness of assessments in meeting the identified needs of people requesting support; and
 - the consistency of assessments across all teams.

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Performance measures supporting A council which empowers and cares about people

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

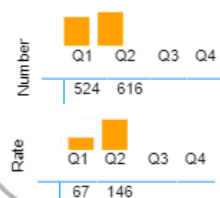


Childrens

Childrens Social Care Referrals



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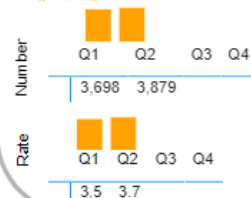


Childrens

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



National rate 3.7%

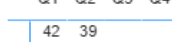


Childrens

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



National 58 %

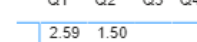


Childrens

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



National 2.8 %

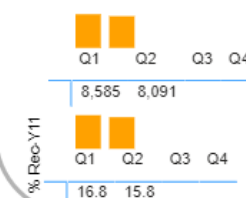


Childrens

Pupils eligible for free school meals



Benchmark not available



Childrens

Repeat Referrals



National 21 %

Childrens

% Assessments completed within 45 days



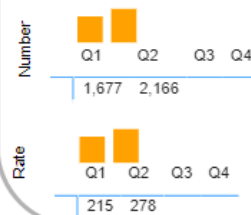
National 84 %

Childrens

Children in need



National rate 321



Childrens

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



National 62 %

Childrens

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

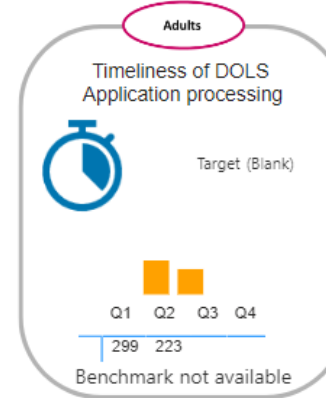
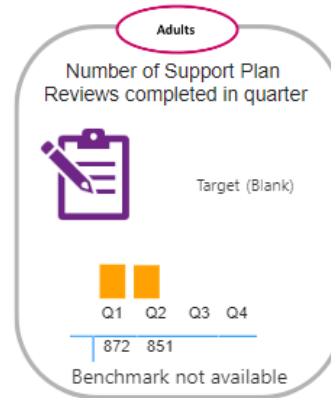
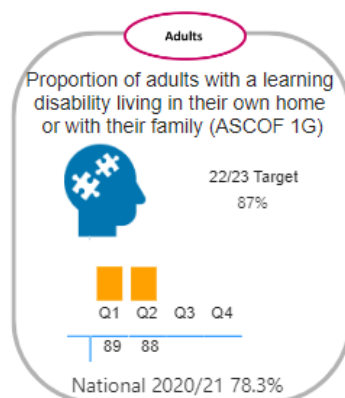
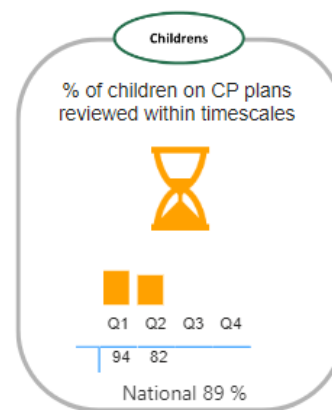
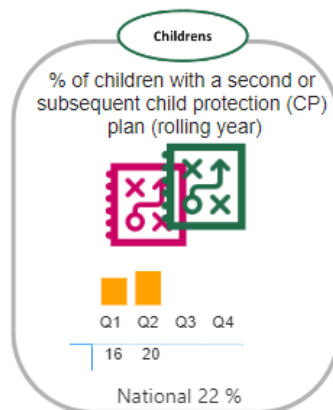
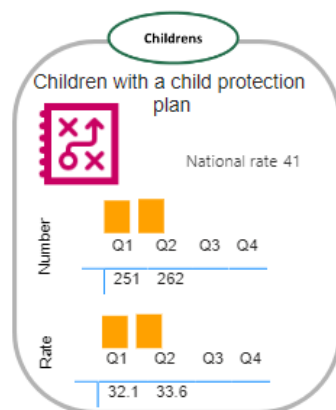


National 88 %

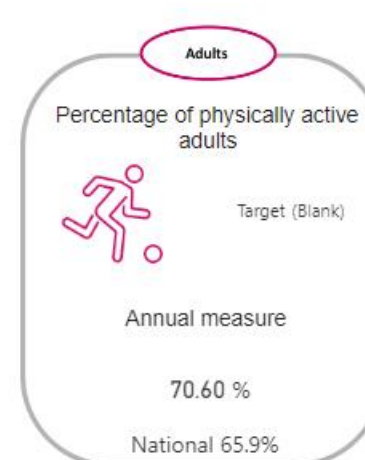
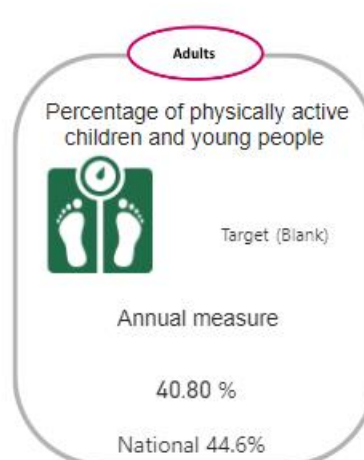
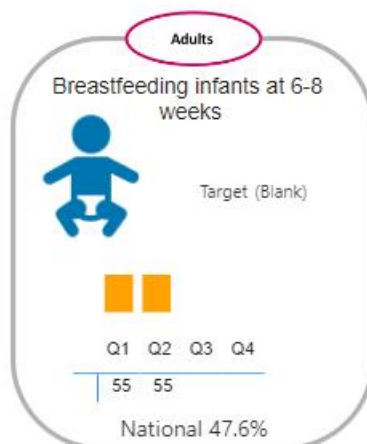
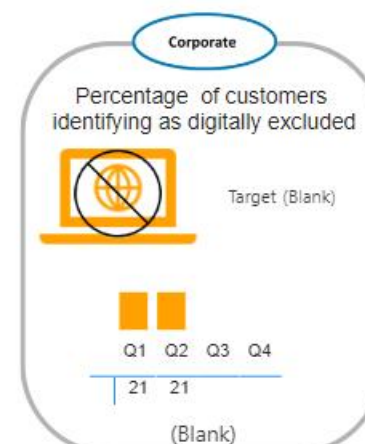
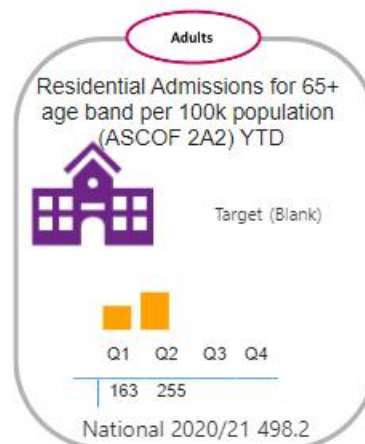
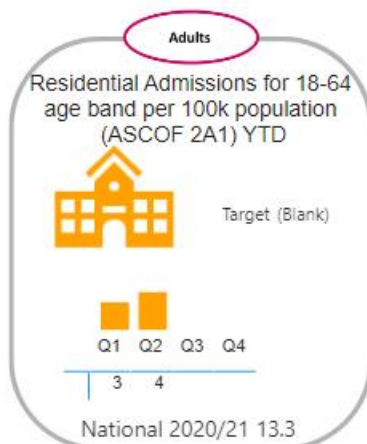
Open

Fair

Green



Open Fair Green



A thriving and sustainable place

By 2025 we want:	Performance 2022/23 – Quarter 2 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"> • 140 new affordable housing completions in quarter 2, which totals 274 new homes delivered to date during 22/23 against an annual target of 355 new affordable homes. Performance against this target is on track. • 214 sponsors’ homes inspected for the Homes for Ukraine scheme, to ensure accommodation is a safe and decent standard • Promoted the new Housing Supplementary Planning Document, which provides guidance on the development of affordable housing, self-build and Specialist, Supported living and Older Persons Housing
<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"> • There have been 279,897 visitors to libraries during Q2, with 482,484 physical books issued and 6,312 new borrowers. • Children’s usage continues to grow and c.5500 children participated in the summer reading challenge. 5 libraries are currently undergoing enhancements to improve the children’s offering. • Staff at Nantwich library were filmed by the BBC for an item documenting how public libraries were responding to the cost-of-living crisis.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Improve and adapt our libraries to meet any changing needs which offer value for money <ul style="list-style-type: none"> • Update and refresh the Library Strategy 	
<p>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 620,625 visitors to council owned leisure facilities in Q2. • The redevelopment of Congleton Leisure Centre is continuing and is due to re-open in 2023. • Holmes Chapel Leisure centre has reopened following a short closure to upgrade fitness equipment and refresh finished in the fitness studio. • The Learn to swim scheme has grown to 9700 swimmers in weekly sessions
<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 a proposed approach to Empty Homes is programmed for Economy and Growth Committee in March 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 	<ul style="list-style-type: none"> • Planning application performance against statutory performance measures (including agreed extensions to time) is above target for major applications (95%) but below (83%) 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 number of applications in hand has reduced slightly but the majority of applications are still taking 4-6 months to determine. The service are determining around 100 planning applications every week.

By 2025 we want:	Performance 2022/23 – Quarter 2 update																		
<ul style="list-style-type: none"> • Provide an effective Planning Service with capacity to efficiently determine planning applications • Robust and effective planning enforcement • Implementation and maintenance of additional supplementary policy documents • Effective and competitive Building Control Service • Continued application of CEC Design Guide principles and focus on Place 	<ul style="list-style-type: none"> • Following the initial deep dive review of the Planning Service by the Executive Director of Place an update report was 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. This will be reported on in quarter 3 performance reporting. 																		
<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"> • The Asset Transfer Policy was approved by Economy and Growth Committee in July 2021. • Since April 2022, 2 transfers have been completed, and a further 4 have agreed heads of terms for land and property. As at quarter 2, a number of expressions of interest are being considered and evaluated. 																		
<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 	<ul style="list-style-type: none"> • The Annual STEAM figures for value of the Cheshire East Visitor economy in 2021 were reported at the end of quarter 2, in September 2022. • The figures are as follows: <table border="1" data-bbox="591 1265 2101 1428"> <thead> <tr> <th></th><th>STEAM 2021</th><th>Increase since 2010</th><th>Increase 2020-2021</th></tr> </thead> <tbody> <tr> <td>Economic activity of the visitor economy in Cheshire East</td><td>£735m</td><td>34.6%</td><td>34.1%</td></tr> <tr> <td>Visitor Numbers to Cheshire East</td><td>11.85m</td><td>8.3%</td><td>24.4%</td></tr> <tr> <td>Visitor Days spent in Cheshire East</td><td>13.17m</td><td>5.7%</td><td>24.4%</td></tr> </tbody> </table>				STEAM 2021	Increase since 2010	Increase 2020-2021	Economic activity of the visitor economy in Cheshire East	£735m	34.6%	34.1%	Visitor Numbers to Cheshire East	11.85m	8.3%	24.4%	Visitor Days spent in Cheshire East	13.17m	5.7%	24.4%
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By 2025 we want:		Performance 2022/23 – Quarter 2 update			
<ul style="list-style-type: none">Deliver Tatton Park business plan	Total FTE employment in Visitor Economy in Cheshire East		8,648	5.2%	24.3%
Priority: Welcoming, safe and clean neighborhoods					
Crime and anti-social activity and anti-social behaviour to be reduced.		<ul style="list-style-type: none">The Corporate Enforcement Policy has been reviewed and will be recommended for adoption to Environment & Communities Committee in November 2022.			
Key actions:		<ul style="list-style-type: none">The Regulatory Services service specific enforcement policy has also been reviewed and will be recommended for adoption to Environment & Communities Committee in November 2022.			
<ul style="list-style-type: none">Use our full range of education, engagement and enforcement tools to protect our communities.		<ul style="list-style-type: none">A procurement exercise for the design, supply and implementation of a new wireless CCTV network has been completed.			
<ul style="list-style-type: none">Take formal enforcement action as appropriate		<ul style="list-style-type: none">Our community enforcement team continues to make a significant impact in and around the alleyways in Crewe. The fantastic work was recently recognised nationally by winning the ‘Best Partnership award which was presented at an awards evening for the Local Authority Recycling Advisory Committee, this is down to the outstanding work that has taken place on the Cleaner Crewe project by all the partners involved in the initiative.			
<ul style="list-style-type: none">Clear and integrated enforcement approach with relevant fit for purpose policies					
<ul style="list-style-type: none">Investment in technology to enhance CCTV delivery					
Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.		<ul style="list-style-type: none">£63,900 of detriment has been saved for residents from rogue trading and scams interventions. Aftercare visits to victims of scams completed including the installation of call blockers.			
Key actions:		<ul style="list-style-type: none">In partnership with Cheshire Police, the CCTV service identified three individuals involved in County Lines criminality in the Macclesfield area.			
		<ul style="list-style-type: none">The Multi Agency Action Group (MAGG) continues to meet on a quarterly based. It most recently met to discuss			

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Work with the police and partners to share intelligence and problem solve local issues • Refresh the Safer Cheshire East Partnership Plan for 2020-23 • Raise awareness around safeguarding <p>Raise awareness around safeguarding and community safety issues</p>	<p>issues with anti-social behaviour (ASB) in Poynton. Through collaboration with partners, mitigation measures have been instigated which will reduce the significant levels of ASB that has been affecting the lives of the local residents.</p>
<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 and hackney carriage private hire vehicles 	<ul style="list-style-type: none"> • The 2022 Annual Air Quality Status Report has been approved by Defra and received positive feedback on its detail and demonstrable commitment to local air quality management. Objectives within the Air Quality Action Plan continue to be delivered, including a series of highway network improvements and a new education campaign highlighting the impact of vehicle engine idling and domestic fuel burning. • Environment & Communities Committee approved an updated Hackney Carriage and Private Hire Licensing policy to reflect national standards, effective from 1 November 2022. There is currently ongoing work to communicate relevant changes to the licensed trade and ensure that licensing staff are trained in any new administrative processes. • The Animal Health and Welfare Team have been preparing for the potential impact of Avian Influenza (AI) outbreaks both within Cheshire East and our neighbouring authority areas. AI season officially starts on 1 October although early outbreaks in September have already tested our processes. This work is done in conjunction with national agencies including the Animal Plant and Health Authority, Defra and UKHSA. • A recent ‘temperature check’ against the Food Standards Agency Recovery Plan indicates that we are meeting the necessary intervention requirements of the plan. In addition, our intervention work with lower risk premises continues with the support of external inspectors and ensures ongoing involvement with our local food businesses. • A revised Statement of Gambling Principles will be recommended for adoption to the Environment & Communities Committee in November 2022.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<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"> • NHS / Public health prescribed volunteering in urban green spaces is now ready to go live with first volunteering groups expected Q3. • Wider parks development continues with completion of works to Victoria Park Macclesfield.
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 • To review and consult on the household waste recycling provision 	<ul style="list-style-type: none"> • Capital improvement works to our HWRCs under development as part of the award of the new HWRC contract by Ansa Environmental Services. • Procurement of new contract for silver bin recycling processing underway by Ansa Environmental Services. • Recycling figures appear lower this year compared to previous years due to the Government's reclassification of Wood and MDF waste, this type of waste has been reclassified from recycle to biomass.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<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"> • Due to the seasonality of tree planting only undertaken between October and May our main planting schemes of between 30-40 ha for this year will be delivered in Q3 and Q4.
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 	<p>The Cheshire and Warrington Sustainable and Inclusive Growth Commission was set up in Nov 2020 and has been working on four themes: Inclusive Economy, Sustainable Transport, Sustainable Land Use and Net Zero. The commission has developed an evidence base for the current position across Cheshire and Warrington, a vision and a set of recommended actions to achieve the vision. The full report can be found at:</p> <p>https://cheshireandwarrington.com/what-we-do/sustainability/sustainable-and-inclusive-growth-commission/</p>
<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. • In September 2022, the following strategies were approved by the Highways and Transport Committee: Speed Management, Vehicle Restraint Systems: Installation, Inspection and Maintenance Strategy and the Skid Resistance Strategy. • Highways Ward Member budget have been agreed at an increased level of £6,500 per member. The scheme will operate for a four year period with effect from April 2023.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> • Funding application for public EV charging points was approved by OZEV in August 2022. Installation of 15 chargers in 9 towns will be completed in 2022/23.
<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"> • Parking review for Crewe Town centre has been completed to support regeneration programmes including the Royal Arcade Multi Storey Car Park. • During quarter 2, work has continued on the development of a car parking strategy to support development of Crewe HS2 Hub Station
<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"> • The cycle lanes along the route of Wilmslow-Royal London-Alderley Park have completed, funded by the Local Growth Fund. • Plans have been prepared and consulted on for cycle lane schemes in the following locations: <ul style="list-style-type: none"> ○ Manchester Road, Wilmslow – Handforth ○ Manchester Road – Macclesfield – Tytherington ○ Black Lane, Macclesfield to Middlewood Way • These schemes will commence on site later this year upon confirmation of funding from Active Travel England.
<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"> • The outline business case for “Re-opening Your Railways” funding has been prepared for the Sandbach – Middlewich – Northwich rail line, jointly with Cheshire West & Chester Council and the LEP.

By 2025 we want:	Performance 2022/23 – Quarter 2 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"> • Enhanced Bus Partnership proposals have been developed jointly with local bus operators. These proposals were approved at Highways Committee in July 2022. • To Go-Too bus service has been operating for 12 months, as part of a 3 year trial funded by the Rural Mobility Fund.
<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"> • The Cheshire East Enhanced Bus Partnership Agreement has been agreed with all local operators and the Department for Transport, which provides the formal governance framework for actions to improve local services. • The Bus Service Improvement Plan has been published, in accordance with the National Bus Strategy, setting out a programme of actions to enhance services. • Cheshire East Council is continuing to support the local network at an elevated level, deploying pandemic recovery funding until end of March 2023. • A public consultation on updated Bus Support Criteria will commence in quarter 3, following a Committee Report in November 2022.
<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 	

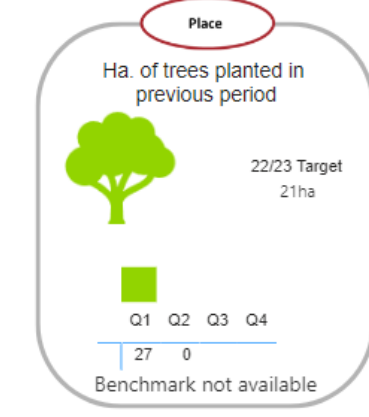
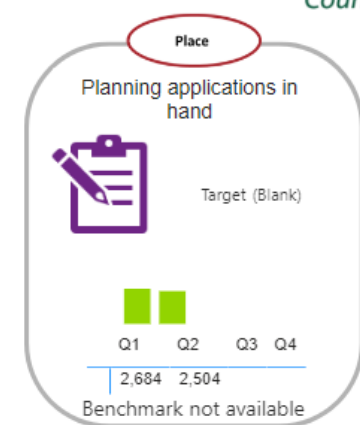
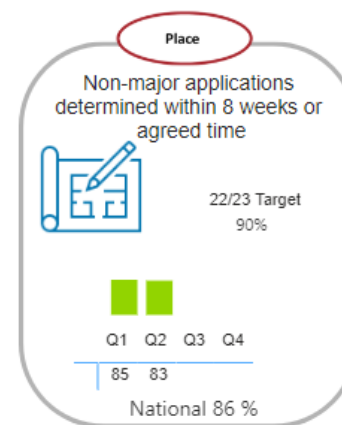
By 2025 we want:	Performance 2022/23 – Quarter 2 update
Priority: Thriving urban and rural economies with opportunities for all	
<p>Delivery of a strategic regeneration plan for Crewe.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programmes 	<ul style="list-style-type: none"> • Two bids for Levelling Up Funding were submitted in quarter 2 (August 2022). An expression of interest for an Investment Zone was also submitted.
<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"> • A bid for Levelling Up funding was submitted in quarter 2 (August 2022).
<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.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> •
<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. • In September 2022, the Government launched a new Rural England Prosperity Fund. To access the fund, an addendum to the UK Shared Prosperity Fund Investment Plan has to be submitted by 30 November 2022. It is expected that first payments are expected to local authorities in April 2023. Cheshire East Council is eligible to receive funding of £827,000.

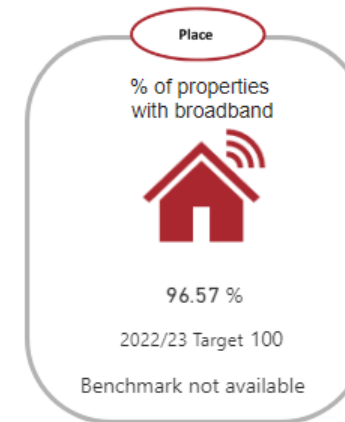
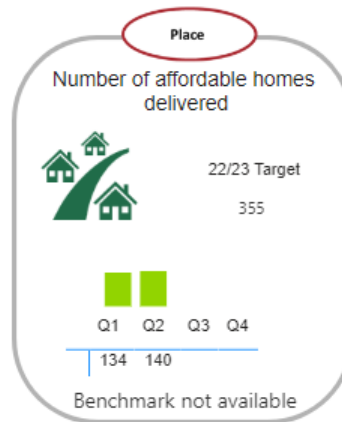
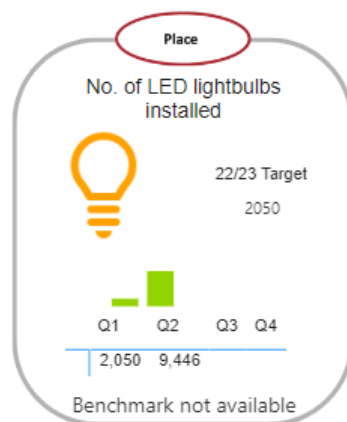
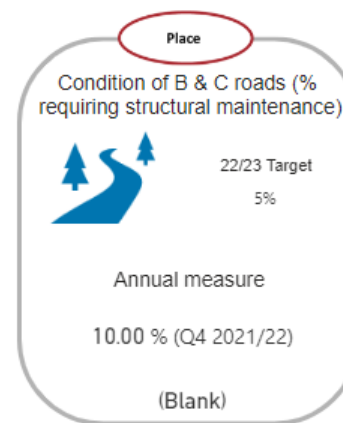
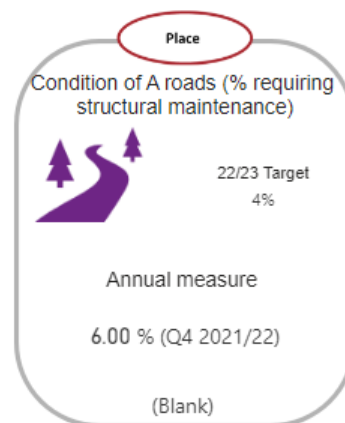
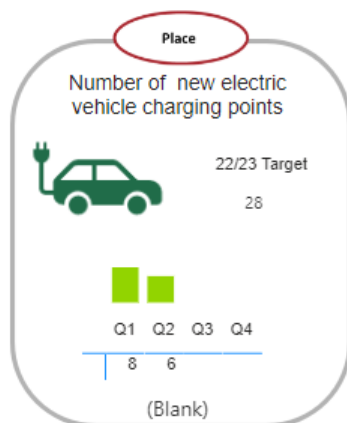
By 2025 we want:	Performance 2022/23 – Quarter 2 update
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<ul style="list-style-type: none"> • Work has been undertaken to provide a detailed measure of Borough wide carbon to assist the council in its 2045 pledge which will form the basis for Council discussion, further stake holder engagement and decision making on wider borough targets. • LED lightbulbs continue to be implemented as part of the public sector decarbonisation scheme works. • A campaign and community toolkit to reduce the use of single use plastics was launched, this is called “A life with less plastic”

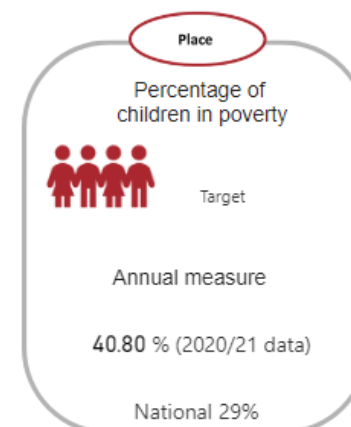
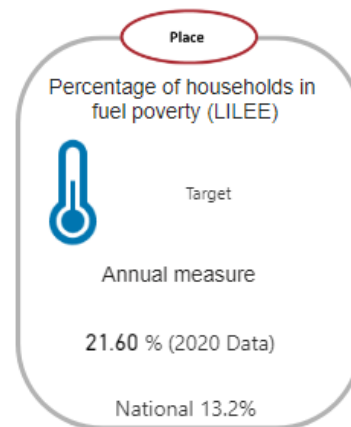
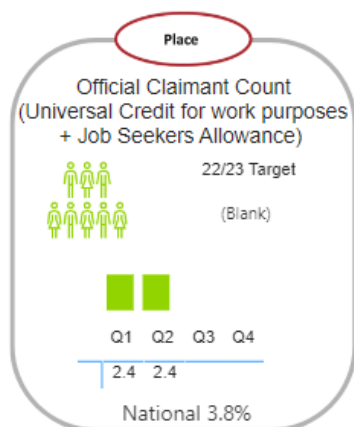
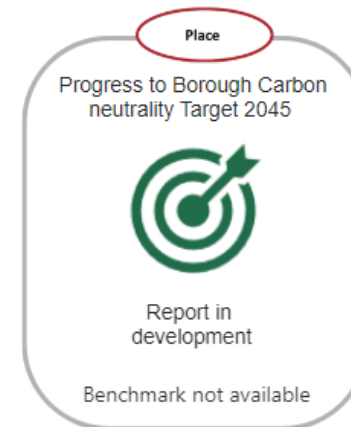
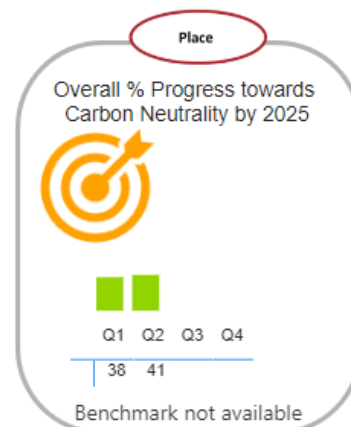
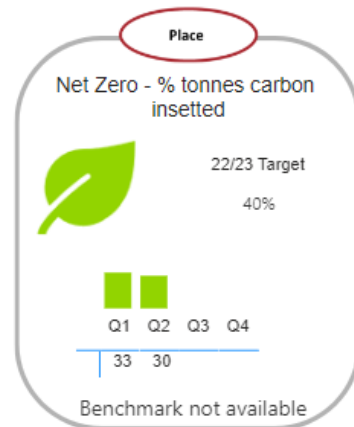
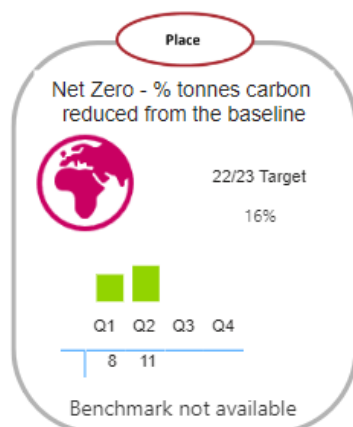
Performance measures supporting A thriving and sustainable place

- 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



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