

Cabinet Agenda

Date: Monday, 14th March, 2011
Time: 2.00 pm
Venue: The Capesthorne Room - Town Hall, Macclesfield SK10 1DX

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.

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

1. Apologies for Absence

2. Declarations of Interest

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda.

3. Public Speaking Time/Open Session

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work 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.

In order for an informed answer to be given, where a member of the public wishes to ask a question of a Cabinet Member three clear working days notice must be given and the question must be submitted in writing at the time of notification. It is not required to give notice of the intention to make use of public speaking provision but, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of Previous meeting** (Pages 1 - 10)

To approve the minutes of the meeting held on 14 February 2011.

5. **Key Decision 10/11-65 Adult Services Charging Policy Review** (Pages 11 - 56)

To consider the results of a formal consultation on Adult Services Charging Policies, and Scheme of Delegated Commissioned Care Charges, and to agree to set the charges at a suitable level to remove significant subsidy from commissioned care prices.

6. **Key Decision 10/11-72 Adult Services Transport** (Pages 57 - 100)

To consider the results of a consultation on the provision of adult services transport and associated client charges, and to approve a phased programme to move away from strategically commissioned adult transport provision over the next two financial years.

7. **Key Decision 10/11-82 Five Year Carbon Management Plan** (Pages 101 - 156)

To approve the five year Carbon Management Plan in order to achieve a 25% reduction in CO₂ emissions and energy consumption and to reduce energy costs.

8. **Key Decision 10/11-83 Corporate Parenting Board and Strategy** (Pages 157 - 182)

To review the membership of the Corporate Parenting Board, and approve the draft Corporate Parenting Strategy.

9. **Key Decision 10/11-85 Transformation of Waste and Recycling Collection Services** (Pages 183 - 190)

To consider the transformation of waste and recycling collection services and approve the implementation of the new waste collection services described.

10. **Key Decision 10/11-87 Assets for Place Shaping** (Pages 191 - 202)

To consider a review of the Council's Asset Management Service and the Council's approach to maximising the benefits from its land and property portfolio.

11. **Rationalisation and Temporary Closure of Buildings in Adult Services** (Pages 203 - 206)

To consider the closure of 291 Nantwich Road and that it be declared surplus to service requirements.

12. **Fairtrade Status** (Pages 207 - 212)

To consider the criteria to be fulfilled by the Council in order to achieve status.

13. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 – MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

14. **Workforce Change** (Pages 213 - 218)

To consider the report of the Head of Human Resources and Organisational Development.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Monday, 14th February, 2011 in the Council Chamber, Municipal
Buildings, Earle Street, Crewe CW1 2BJ

PRESENT

Councillor W Fitzgerald (Chairman)
Councillor R Domleo (Vice-Chairman)

Councillors Rachel Bailey, D Brown, H Gaddum, A Knowles, J Macrae,
P Mason and R Menlove.

Councillors in attendance:

Rhoda Bailey, D Flude, D Hough, S Jones, A Moran, B Silvester,
D Thompson, A Thwaite, G Walton and R Westwood.

Officers in attendance:

Chief Executive, Administration and Appeals Manager (Education), Assets
Manager, Benefits Manager, Borough Treasurer and Head of Assets, Director
of Adults, Community Health and Wellbeing, Director of Children and Families,
Head of Planning and Policy, Head of Policy and Performance, Head of HR
and Organisational Development, Head of Regeneration and Interim Borough
Solicitor.

126 APOLOGIES FOR ABSENCE

There were no apologies for absence.

127 DECLARATIONS OF INTEREST

Item 19 (Key Decision 10/11-75 Tatton Park Vision) Councillor G
Walton declared a personal interest in this item by virtue of being
Chairman of the Tatton Board.

128 PUBLIC SPEAKING TIME/OPEN SESSION

There were no questions from Members of the public.

129 MINUTES OF PREVIOUS MEETING**RESOLVED**

That the minutes of the meeting held on 17 January 2011 be approved as
a correct record.

130 **KEY DECISION 10/11-79 CONSULTATION ON PROPOSAL TO CLOSE MACCLESFIELD HIGH SCHOOL AND PUBLICATION OF STATUTORY NOTICES**

Consideration was given to a report detailing the background to the proposal, and the outcome of the recent consultation, on the proposed closure of Macclesfield High School on 31 August 2011 upon the establishment of an 11-16 Academy in September 2011. The permission of Cabinet was sought to publish notices that would enable the Local Authority to comply with its statutory duty in respect of the discontinuance of a school.

Appended to the report was a copy of the consultation document, frequently asked questions, a detailed summary of the feedback received on the proposal and a copy of the formal feedback log.

RESOLVED

1. That authorisation be given for the publication of statutory notices for the closure of Macclesfield High School on 31 August 2011.
2. That the closure of Macclesfield High School be approved to take effect only if by the date of closure an agreement has been made under section 482(1) of the Education Act 1996 for the establishment of an Academy to replace the School.

131 **KEY DECISION 10/11-68 ESTABLISHMENT OF A PUPIL REFERRAL UNIT**

Consideration was given to the establishment of a pupil referral unit for up to thirty secondary school age, permanently excluded, pupils. Under Section 19 of the Education Act 1966 Local Authorities have a statutory duty to make arrangements for pupils who are resident in the Local Authority area, who are permanently excluded from school, and who are not on the role of a school. The proposal was to base the unit on two sites with effect from 1 April 2011.

RESOLVED

That approval be given to the establishment of a Pupil Referral Unit, for up to thirty secondary aged permanently excluded pupils, based on two sites from 1 April 2011.

132 **KEY DECISION 10/11-74 SHARED PROPERTY ASSETS**

Councillor Hilda Gaddum left the meeting prior to consideration of this item and did not return.

Consideration was given to the provisional agreement between Cheshire East and Cheshire West and Chester Councils regarding the

disaggregation of various property assets following Local Government Reorganisation. The agreement followed detailed discussions and negotiations between the parties and covered all outstanding issues with the exception of the particular issues identified in the report which would be the subject of separate negotiations in the future.

Members were asked to note that the surplus property referred to in 2.1.3 63/65 Wheelock Street, was in Middlewich and not Crewe as stated in the report.

RESOLVED

1. That the Borough Treasurer and Head of Assets enter into an agreement with Cheshire West and Chester Council and that the following properties shall vest in Cheshire East Council, with Cheshire East Council assuming full responsibility for their future management and associated costs, including any future liability accruing in respect of dilapidations at the end of any lease term, as from 1 January 2011.

Corporate Administrative Buildings

Chapel Lane, Wilmslow
Delamere House, Crewe
Riverside Mill, Congleton
Dalton House, Middlewich

Tatton Park, Knutsford

Surplus Properties

The Moss Macclesfield
Pyms Lane, Crewe,
63/65 Wheelock Street, Middlewich
Depot Site Newhall Avenue, Sandbach
Trinity Court, Risely Street, Macclesfield
Land at Lyon Street, Crewe

2. That the Borough Treasurer and Head of Assets enter into an agreement with Cheshire West and Chester Council that the following properties shall vest in Cheshire West and Chester Council with Cheshire West and Chester Council assuming full responsibility for their future management and associated costs, including any future liability accruing in respect of dilapidations at the end of any lease term, as from 1 January 2011.

Corporate Administrative Buildings

Richard House, Chester
Watling Street, Northwich
Backford Hall, Chester
Goldsmith House, Chester
Nexus House, Chester

Phoenix House, Winsford
Merchant House, Chester
Nicholas House, Chester
Castle Square Car Park, Chester – Remnant of Title
following earlier completed transfer of County Hall, Chester.

Surplus Properties

The Beacons, Frodsham Hill
Sherwood Court, Helsby
Winsford Highways Depot, Winsford
New Bridge Road, Ellesmere Port

Outdoor Education Centres

Burwardsley Outdoor Education Centre (OEC)
Beeston OEC
Tattenhall OEC
Delamere OEC
Conway Centre Anglesey

3. That the Borough Treasurer and Head of Assets enter into an agreement with Cheshire West and Chester Council that those farms declared surplus to requirements by the former Cheshire County Council and located in the geographical area of Cheshire East Council shall vest solely in Cheshire East Council.
4. That the Borough Treasurer and Head of Assets enter into an agreement with Cheshire West and Chester Council that those farms declared surplus to requirements by the former Cheshire County Council and located in the geographical area of Cheshire West and Chester Council shall vest solely in Cheshire West and Chester Council.
5. That in consideration of the agreements reached in 1 to 4 above, the Borough Treasurer and Head of Assets be authorized to accept a payment of £2.34million from Cheshire West and Chester Council to Cheshire East Council.

133 **KEY DECISION 10/11-76 INTERIM PLANNING POLICY ON
RELEASE OF HOUSING LAND**

Consideration was given to responses to the consultation on the draft Interim Planning Policy on the Release of Housing Land, to manage the release of additional land as an interim measure pending the adoption of the Local Development Framework Core Strategy. Revisions were now proposed in the light of comments received.

Since the report had been prepared Natural England had submitted its comments and the resulting amendments were circulated prior to the

meeting along with updated information on the number of representations received. It was noted that the Environment and Prosperity Scrutiny Committee had considered and approved the report and amendments at its meeting on 8 February 2011.

The Council was due to consider the matter at its meeting on 24 February 2011 and Cabinet recommended that:-

RESOLVED

1. Council approves the housing requirement figure of 1150 net additional dwellings to be delivered annually, to be used pending the adoption of the Local Development Framework Core Strategy.
2. Council adopts the Interim Planning Policy on the Release of Housing Land as set out in Appendix 2, subject to the revisions and updates now reported, and agrees that it be used in the determination of planning applications.

134 KEY DECISION 10/11-77 INTERIM PLANNING STATEMENT ON AFFORDABLE HOUSING

Consideration was given to the draft Interim Planning Statement on Affordable Housing, to responses received during the consultation process, and to proposed revisions in the light of comments made.

It was noted that since the report had been prepared it had been considered and approved by the Environment and Prosperity Scrutiny Committee at its meeting on 8 February. In addition, prior to the meeting, an amendment to correct a typographical error in the report was circulated.

The Council was due to consider the report at its meeting on 24 February 2011 and Cabinet recommended that: -

RESOLVED

Council adopts the Interim Planning Statement on Affordable Housing, set out in Appendix 2 of the report, subject to the revisions now reported, and agrees that it be used in the determination of planning applications.

135 KEY DECISION 10/11-81 BUSINESS PLANNING PROCESS 2011/14 BUDGET REPORT

During consideration of this item Councillor Dorothy Flude declared a personal interest by virtue of being a member of the Schools Forum.

Consideration was given to the Council budget for 2011/12 which had been produced following engagement on the pre budget report issued in January. The budget set out in detail the spending plans and income

targets for the financial year starting 1 April 2011, as well as financial estimates for the next two financial years.

At the time the report had been prepared the final formula grant allocations remained to be confirmed; it was reported that there had been no change to the allocations.

The budget was due to be considered by the Council at its meeting on 24 February 2011, and the Cabinet made its recommendations as follows:-

RESOLVED

1. That the results of the Budget Engagement exercises undertaken by the Council, detailed in Appendix A, be noted.
2. That the comments of the Borough Treasurer and Head of Assets (Chief Finance Officer), regarding the robustness of estimates and level of reserves held by the Council based on the budget detailed in Appendix B (Comment from Borough Treasurer) be noted.
3. That Council be recommended to approve the 2011/2012 Budget Report, detailed in Appendix B.
4. That Council be recommended to approve the three-year Capital Programme for 2011/2012 to 2013/2014, detailed in Appendix B, paragraphs 52 to 63 and Annex 6.
5. That Council be recommended to approve a Band D Council Tax of £1,216.34, this being no change from 2010/2011.
6. That Council be recommended to approve the Reserves Strategy, detailed in Appendix B, Annex 8.
7. That the 2011/2012 non ring fenced Specific Grants (excluding Dedicated Schools Grant) be agreed, detailed in Appendix B, paragraphs 18 to 22, and that Portfolio Holders be authorised to agree any necessary amendment to particular grants within their area of responsibility in the light of further information received from Government Departments or other funding bodies.
8. That the 2011/2012 Dedicated Schools Grant of £229.6m and the associated policy proposals, detailed in Appendix B paragraphs 23 to 33 and Annex 6, be agreed.
9. That the Children and Family Service Portfolio Holder be authorised to agree any necessary amendment to the Dedicated Schools Grant position in the light of further information received from DfE, pupil number changes and the actual balance brought forward from 2010/2011.

10. That Council be recommended to approve the Prudential Indicators for Capital Financing, detailed in Appendix B, paragraphs 62 and 63 and Annex 5.
11. That the risk assessment, detailed in Appendix B, paras 82 to 84 of the report and Annex 7, be noted.

136 **CORPORATE PLAN 2011-2013 (YEAR 3)**

Consideration was given to amendments to the Corporate Plan, as part of an annual review in parallel with budget setting. The Plan set out the framework for policy development within the Council which was then translated into objectives and actions for delivery; it therefore needed to reflect the financial planning undertaken in the budget setting process so as to ensure that the Council was able to deliver its priorities for action.

The updates to the Corporate Plan were due to be considered by the Council at its meeting on 24 February 2011 and Cabinet recommended that: -

RESOLVED

Council approves the updates to the Corporate Plan, noting that there may be need for further editorial amendments and updating following budget setting.

137 **TREASURY MANAGEMENT STRATEGY AND MINIMUM REVENUE PROVISION STATEMENT 2011/12**

The Cabinet considered the Treasury Management Strategy for 2011/12 to 2013/14, including the prudential indicators and limits required under Part 1 of the Local Government Act 2003, the Annual Investment Strategy 2010/11, and the Minimum Revenue Provision statement for the redemption of debt for 2011/12.

The Treasury Management Strategy is defined as the management of the Council's investment and cash flows, its banking, money market and capital transactions, the effective control of risks associated with those activities and the pursuit of optimum performance consistent with those risks.

The Strategy was due to be considered by the Council at its meeting on 24 February 2011 and the Cabinet recommended that:-

RESOLVED

Council be recommended to approve the Treasury Management Strategy and the Minimum Revenue Provision Statement 2011/12. The Strategy

includes the Department for Communities and Local Government reporting requirements in accordance with the Local Government Investments Guidance under Section 15(1) (a) of the Local Government Act 2003 (Appendix A).

138 **RISK MANAGEMENT UPDATE REPORT**

Consideration was given to the Council's risk management processes including what the key risks are and how they are evaluated, managed and reviewed. Included in the report was a summary of the management of the key corporate risks and the assessment methodology. Risks are reviewed by the Corporate Risk Management Group and its effectiveness is reviewed by the Audit and Governance Committee.

RESOLVED

1. That the key corporate risks, detailed in Appendix A of the report, be noted.
2. That Cabinet receive an annual risk report providing progress on all identified key risks and, in addition, Portfolio Holders be updated regularly on the management of risks relating to their individual areas via the risk owners.

139 **STRATEGIC HOUSING AUDIT COMMISSION INSPECTION**

The Council had been inspected on its approach to housing by the Audit Commission in October 2010; consideration was given to a summary of its findings highlighting the strengths, areas for improvement and recommendations. The Council had achieved a score of 'Fair' for its service quality, and it was noted that no other Authority had achieved better than this, with 'Promising' prospects for improvement.

RESOLVED

1. That the report be noted.
2. That the Strategic Director Places be requested to draw up an action plan to address the areas for improvement highlighted by the Audit Commission.
3. That the Strategic Director Places be authorized to take all necessary actions to implement and deliver the action plan.

140 **BENEFITS SERVICE INSPECTION**

The Audit Commission had inspected the Benefits Service in August 2010 and consideration was given to its outcome. Housing and Council Tax Benefits are fundamental in supporting the Council's priorities, ensuring residents of the Borough receive the benefits to which they are entitled, to

reduce poverty, support people into work and assist in the provision of suitable and affordable housing. The Council had achieved a score of 'Fair' for its service quality with 'Promising' prospects for improvement.

RESOLVED

1. That the report be noted.
2. That the Borough Treasurer and Head of Assets monitor the action plan to address the areas of improvement highlighted by the Audit Commission.

141 **2010/11 QUARTER THREE PERFORMANCE REPORT**

Consideration was given to this report and to detailed information on the performance of the Council during the first nine months of 2010/11. Performance reporting and a focus on improvement are fundamental to achieving the long term ambitions of the Council and performance information is vital in ensuring that it understands its performance in key areas and addresses issues of underperformance.

RESOLVED

That the report be noted.

142 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

143 **MANAGING WORKFORCE CHANGE - SEVERANCE PROVISION**

Consideration was given to the report of the Head of Human Resources and Organisational Development.

RESOLVED

1. That the content of the report, and the review of the Council's current voluntary severance terms, be noted.
2. That the terms as detailed in section 10.1 (i) to (iii) of the report continue to apply from 1 April until 30 September 2011.

3. That from 1 April until 30 September 2011, approval be given for employees in a compulsory redundancy situation, to choose to take voluntary redundancy and leave with the terms outlined in section 10.1 (i) to (iii) of the report or proceed through the compulsory redundancy process and leave with the terms of 10.1 (i) plus contractual notice.
4. That the Council's severance scheme and related practices be reviewed again before 30 September 2011.
5. That Cabinet supports the decision of the Chief Executive to release the employees whose roles are listed as 1 to 113 in Appendix A of the report under the arrangements agreed in relation to voluntary severance provisions for employees in the Council.
6. That Cabinet notes the employees listed as 114 to 160 in Appendix A of the report who may become compulsorily redundant and would receive payments under the arrangements agreed in relation to severance provisions for employees.

144 **KEY DECISION CE10/11-75 TATTON PARK VISION**

Councillor George Walton had declared a personal interest in this item.

Consideration was given to a report of the Strategic Director Places.

RESOLVED

1. That agreement be given to the principle of progressing negotiations with the "Tatton Vision".
2. That Officers be authorised to obtain further specialist advice as necessary and to negotiate the most advantageous terms for the Council.
3. That Cheshire East Council agrees in principle to explore the possibility of fully funding the Capital build of the project.

The meeting commenced at 2.00 pm and concluded at 4.50 pm

W Fitzgerald (Chairman)

CHESHIRE EAST COUNCIL

REPORT TO: Cabinet

Date of Meeting:	14 March 2011
Report of:	Adult and Community Health & Wellbeing
Subject/Title:	Adult Services Charging Policy Review
Portfolio Holder	Cllr. R Domleo

1.0 Report Summary

- 1.1 A formal consultation on Adult Services Charging Policies and Scheme of Delegated Commissioned Care Charges occurred between 2 November 2010 to 31 January 2011, to seek views on options available to increase income to enable reinvestment in front line services. This consultation addressed the inequity between commissioned care service charging and personalised services.
- 1.2 A summary of the consultation responses, Equality Impact Assessment and proposed Scheme of Delegated Charges is attached to this paper. The full detailed responses to consultation are available on the Cheshire East Council website and the Members page within Adult Services Intranet.
- 1.3 In summary, people generally accepted that there would be an increase in care costs but were not happy to see this set at 100% of disposable income as a contribution. Many people objected to the charging policy outright and felt income could be generated through alternative means such as officer pay or council tax increases. Increases to flat rate fees for Transport and Meals were generally accepted as having to increase to protect valued services.

2.0 Decision Requested

- 2.1 Agreement to set the Scheme of Delegated charges (including flat rate fees for Transport) at a suitable level to remove significant subsidy from commissioned care prices. This to include Council overhead costs and enable the recovery of additional income from customers who can afford to pay, whilst ensuring the level of charges provide Care4CE with competitiveness in the open market.
- 2.2 Note that customers will continue to have the choice to meet their needs in the open market through a personal budget as an alternative to choosing commissioned care services.
- 2.3 To levy a one-off administrative charge (approx £400 to cover the costs of administrative and legal time) for deferred charge agreements.
- 2.4 To apply interest at contract end to deferred debt at base rate plus 5%, capped at 8% whilst base rate is below 7.5%, then base plus 1%, in accordance with statutory guidance.

- 2.5 Approval to maximise the use of Direct Debit for income collection. Offering this as the preferred payment option in new cases and applying an administrative fee to those who could pay via Direct Debit but chose to pay through alternative methods.
- 2.6 Approval to maximise the use of the Empower processes as the primary method of receiving a Direct Payment and as the single option to new service users unless in exceptional cases and where legally required to commission services on behalf of the customer.
- 2.7 Agreement to move to a process where the Council encourages net payments to care providers through revised contract terms, thus reducing Council overheads in income collection.
- 2.8 Agreement to introduce a one-off charge for the administration of managed individual personal budgets by the Council, should the Council's provider service (Care4CE) move to be able to trade independently, and for signpost access to Third Sector support, where the customer can reasonably afford to pay a suggested charge of £25.
- 2.9 Approval to explore options to streamline the Council's Appointeeship and Deputyship system via electronic banking/Empower processes and to introduce a moderate annual fee for administration of the service where possible from interest gained on accounts.
- 2.10 Approval to remove subsidy from the Non-Residential charging formula taking account of the strong public view not to increase this to 100%. This is currently set at 90% of disposable income taken as a maximum charge. It is proposed this moves to 97%, from 9th April 2011, however the impact of this change should be reviewed again at 2012/13 to consider a move to 100% of disposable income as a charge from April 2012, subject to Cabinet approval.
- 2.11 To consider the strong public opinion to the Council's proposal to extend the Non-Residential Charging policy to include strategically commissioned care services for carers and to withdraw this proposal from consideration.
- 2.12 Agree to extend the Non-Residential Charging policy to recipients of Independent Living Funds subject to guidance on the continuation of this funding.
- 2.13 Agree to revise and tighten the disability expenditure assessment framework to ensure consistent and fair application and to account for personal budgets which cover many disability costs reducing the dual funding in this area.
- 2.14 Approval to review the structure of charges within Extra Care Housing by mid-year 2011; to move away from banded average charges to actuals based on hourly provision, aligned to hourly home care charges. To protect those people who receive no care services in their own right (partners of service users or people who have made a life-style choice), at their current contribution through transition and as part of the full review of charges to introduce a Health & Wellbeing charge.
- 2.15 The hot meals unit price to the customer will remain at the current level of £3.25 per meal whilst the contract is reviewed due to the reduction in demand for commissioned hot meals and increased private sales. To agree that care managers from April 2011 offer a personalised service to new customers directing people through the open market for their provision of meals, with support as required, only commissioning meals in exceptional circumstances and where legally required to do

so. Adult Services will support ineligible Hot Meals service users to access private purchased meals, Extra Care Housing Restaurant, brokerage, re-ablement services to promote independence, IT training to facilitate on-line ordering, personal budget via Empower Card removing the need for cash transactions or assisted technology for checking on safety of customers who have no other services.

- 2.16 To charge customers for the actual number of double handed staff hours of care commissioned subject to the means test, removing inequity between those who choose commissioned care and those who have their care provided through a personal budget where subsidy is already removed.

3.0 Reasons for Recommendations

Customer Impact:

- 3.1 Adult Services support approximately 4000 people in the community.

3.2 *Moving to 97% of disposable income as a contribution would affect:*

- 53% (2139) people are not able to contribute towards their care services and will feel no impact of these proposals unless receiving meals or transport services.
- 7% (280) are paying the full cost due to high capital and are likely to see a 7% increase in their charges. These people could be supported to access alternative care from the open care market if that is their choice.
- 36% (1416) people are paying an assessed contribution towards their care and are likely to see on average a 4% increase (£1.58 per week per person on average).

3.3 *Deferred Charges*

- Approximately 3 new deferred arrangements are made each week - from April 2011 each new deferred agreement would include an administrative charge to cover the costs to the Authority of land registry searches, legal charges being placed, renewed and removed, legal and administrative time..
- One deferred charge contract is due to be settled per week on average, applying interest on the 1st day due rather than 56 days after the contract end would encourage prompt settlement of new and existing agreements (subject to legal advice).

3.4 *Admin Charges*

- Approximately 300 Corporate Appointeeships and 20 Deputyship cases are managed by Adult Services where the customer is not able to manage their own finances. The proposal is to modernise banking processes to make efficiencies and to attract interest on accounts and to levy an annual fee of around £25 per annum on appointeeship accounts once the review is completed.
- Around 2 people every 4 weeks are referred onto brokerage services for assistance to arrange their own care. These are people who can afford to fund their care privately due to high capital. It is proposed Adult Services levy an administrative charge of £25 per person for signposting to a service which the Council funds.

3.5 Flat Rate Charges

- 7% (289) people receive a commissioned hot meal at a charge of £3.25 per meal. The Council incurs the costs of invoicing and income collection averaging out at a cost to the Authority of £6 per meal. 210 people are likely to be ineligible for the meals service as they receive no other care service. Removing ineligible users would force a full review of the contract. As demand for commissioned meals has declined over the year, the actual cost per meal to the council by the provider will be reviewed to £5.91, to be implemented from January 2011 in line with the contract terms and conditions. It may be possible to negotiate an equalisation of price with the current provider to around £5.25 per meal for a private meal (currently costing £5.77) and a commissioned meal cost to the Council. There is no incentive for an eligible individual to purchase their hot meal directly from the provider whilst the cost through the Council remains at £3.25. To facilitate choice and personalisation via alternative providers would require Cabinet approval to increase the cost of a commissioned meal to £5.25 (subject to negotiation with the current contractor).
- 10% (420) people use Adult Services Commissioned Transport to and from day care. The proposal is to increase the flat rate charge from £2 to £4 per one way trip. Consultation showed people to be willing to pay up to £4.55 per one way trip. The future of fleet transport and associated unit price is detailed in a separate paper for Cabinet consideration.

- 3.6 As government funding is reduced at a time when greater demands are placed on social care services, many local authorities are looking for ways to raise additional income.
- 3.7 Other Local Authorities such as Liverspool, Manchester, Lancashire and Warrington are consulting on their charging policies. The Council's nearest neighbour, Cheshire West and Chester revised their non-residential charging policy in 2010, moving to recover 100% of disposable income as a contribution.
- 3.8 Cabinet expect Adult Services to raise an additional £450k in income in the 3 years from 2010/11 through to 2012/13 (phased £100k/£150k/£200k). These targets are part of the existing 2010/11 Medium Term Financial Strategy that has been rolled forward. The proposals for 2011/12 include a further increase of income for the Adults service of some £500k, over and above the policy that commenced in 2010/11, requiring £650k of additional income to be generated during 2011/12. This report details how £510k will be generated during 2011/12, with further work in hand to detail how the balance of £140k will be generated.
- 3.9 A major strand of achieving these targets will be moving from commissioned care packages to personal budgets for new and existing service users, as consulted on in 2008/09 "The Personalisation of Services".

4.0 Wards Affected - All

5.0 Local Ward Members - All

6.0 Policy Implications :

- **Adult Services Fees and Charges Policy:** To be prepared following consultation and Cabinet approval of changes.
- **Public Information:** in accessible format for all. Brokerage exists to assist customers to access alternative services where needed.
- **Whole System Commissioning:** Children's, Adults Services and Health – welfare benefit advice and information to ensure maximum take up of benefits through partnership working.

7.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

- 7.1 The anticipated savings or additional income from implementing these changes are set out below:

£185,000	Removing subsidy from commissioned care prices, although some people may choose to purchase their care privately and so this figure would reduce.
£165,000	Move to 97% of disposable income as a client contribution
£60,000	Application of administrative charges on deferred debt
<u>£100,000</u>	Annual welfare benefit increase
£510,000	Total full year effect

- 7.2 Transport charges will generate a further £200,000 income towards transport saving targets subject to current volume of customers being maintained, it is anticipated that some people will choose to find alternative transport due to the price, others will be reviewed and provided with alternative transport in accordance with a programme of transition. This income target is accounted for within the £800k reduced cost of providing transport that the Adults service is required to deliver in 2011/12.
- 7.3 Meals charges remaining at £3.25 per meal will cost Adult Services a further £52k net per annum on top of the current £104k net costs based on current volume, for a full year which will impact on the meals saving target of £100k. This additional cost will need to be met from elsewhere within Adult Services. It is anticipated that the trend for people choosing to purchase directly from their current supplier will continue and will result in the contract for meals becoming unviable early in 2011/12 as the volume reduces to an unsustainable level.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 Section 17 of the Health and Social Services and Social Security Adjudications Act 1983 gives councils a discretionary power to charge for certain non-residential services. The charge can be set at any level that the authority considers reasonable, subject to complying with other legislation in respect of charging and trading.
- 8.2 The current guidance in respect of charging is contained in 'Fairer charging policies for home care and other non-residential social services: Guidance for Councils with Social Services Responsibilities' issued in September 2003. Under this guidance a local authority is required to consult if considering changing its charging policy.

- 8.3 Statutory guidance is issued by the Department of Health in “Charging for Residential Accommodation Guidance” which is applied to all long or short term residential/nursing care commissioned services in England.
- 8.4 The changes being proposed to the Charging Policy comply with statute and the relevant guidance.
- 8.5 Cabinet should satisfy itself that the consultation undertaken has abided by Case law which states that consultation must contain four elements:
- 1 It must be at a time when proposals are still at a formative stage
 - 2 It must give sufficient reasons for any proposal to permit of intelligent consideration and response
 - 3 Adequate time must be given for any consideration and response
 - 4 The result of the consultation must be conscientiously taken into account in finalising any proposals
- 8.6 In order to comply with the final requirement (as set out in the previous paragraph) for proper consultation, members of cabinet should ensure that they have familiarised themselves with the views expressed during the consultation period and ensure that those views are taken into account in any decision made.
- 8.7 When a Local Authority is considering amending policies it should assess the actual or likely affect of its policies on the community in respect of gender, racial and other equality issues. To ensure that these issues have been considered and appropriately taken into account, an Equality Impact Assessment has been completed before presenting the recommendations to Cabinet. A copy is attached and, as with the consultation, Cabinet should ensure that the results of that assessment are taken into account when making its decision.
- 9.0 Risk Management**
- 9.1 There is a risk of vulnerable people refusing services due to the cost of care. Adult Services would ensure that the financial assessment is fair and affordable within the individuals means and will offer financial assessment review where someone falls into debt or where someone appeals their charge assessment following established processes.
- 9.2 Some individuals may be unable to pay their care costs by Direct Debit as they operate a basic bank account. Individuals will be supported through the Empower processes which will offer a solution in most cases.
- 9.3 Long term care charges will be implemented at a point when the financial systems within Adult Services change to facilitate new payment and charging processes – these processes require testing and there is a risk that these revised charges may not be implemented within year.

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SCALE OF FEES AND CHARGES 2011/2012

SERVICE				2010/11	2011/12		Refer to
				Current Charge	Proposal	Increase	Example
				£	£	%	
ADULT SOCIAL CARE							
CHARGES NOT SUBJECT TO ASSESSMENT							
	Community Meals	Hot Meals		3.25	3.25	0%	
	Occasional Charges						
	Visiting Officer, relatives/guests of residents and flatlet tenants						
		Overnight Stay		9.95	10.85	9%	
		Breakfast		2.25	2.95	31%	
		Dinner / Main Meal		3.95	5.50	39%	
		Tea / Snack		2.95	3.58	21%	
	Day Centres for Children						
		Playgroup Session		1.60	1.74	9%	
	Transport to and from Day Centres	Charge per one way trip		2.00	4.00	100%	
	Meals for Clients						
	Adults - for meals in Day Centres						
	Elderly People - for meals in Community Support Centres, Day Centres						
	Children - for day care (inc nurseries/playgroups)						
		Breakfast	For a light breakfast	1.25	1.95	56%	
			For a full cooked Breakfast	1.95	2.95	51%	
		Dinner	For a light meal	1.75	2.75	57%	
			For a full meal	3.25	5.50	69%	
		Tea	For a light meal	1.75	2.75	57%	
			For a high tea	2.25	3.58	59%	
CHARGES WHICH ARE SUBJECT TO AN ASSESSMENT OF MEANS							
	Community Based Services	Home Care 60 mins		19.80	20.34	3%	
		Home Care 45 mins		14.85	15.87	7%	
		Home Care 30 mins		9.90	11.40	15%	
		Home Care 15 mins		4.95	6.93	40%	
		Building Based Day Care (per session)		32.00	35.00	9%	
		Building Based Day Care for Complex Needs (per session)		32.00	52.00	63%	3
		Building Based Day Care for Dementia (per session)		32.00	40.00	25%	
	Mental Health Sessional Support	Up to 3 hours per day		11.87	16.00	35%	
		Up to 6 hours per day		23.74	32.00	35%	

		Up to 9 hours per day		35.61	48.00	35%	
		Waking Night Service (per night)		94.00	125.08	33%	
		Sleep in Service (per night)		69.00	45.44	(34%)	
	Extra Services Housing (per week)	Band 1	0 - 2.25 hrs per week	18.36	30.51	66%	2
		Band 2	2.5 - 10 hrs per week	137.97	152.55	11%	
		Band 3	over 10 hrs per week	237.49	284.76	20%	
		Well-being Charge		n/a	20.34	New	
		Hourly Rate to be introduced at mid-year to replace banding		n/a	20.34	New	
	Supported Living	24 hour care services (internal networks) per week		315.00	741.00	135%	3
		Charges for Telecare Service (per week)		1.05	1.14	9%	
	Residential Services	Long / Short Stay Residential Care (per week)	Basic Residential	376.73	410.64	9%	Revised charges to be implemented in year 2011/12 in line with introduction of revised financial system
			Residential EMI	467.10	509.14	9%	
		Long / Short Stay Nursing Care (per week)	Nursing	433.07	472.05	9%	
			Nursing EMI	467.10	509.14	9%	
		Learning Disability Respite Care (per week)		503.44	993.28	97%	1
	Family Placement	Day Care - support to multiple users	3 hr session	11.87	16.00	35%	
		In Carer's home	6 hr session	23.74	32.00	35%	
			9 hr session	35.61	48.00	35%	
		Day Care - one to one support	3 hr session	17.79	31.27	76%	
		In either Client's or Carer's home	6 hr session	35.58	62.55	76%	
			9 hr session	53.37	93.82	76%	
		Carer Boards in (per night)		28.42	38.37	35%	
		Day Care lunch		3.11	3.45	11%	
		Day Care tea		1.54	1.75	14%	
		Day Care high tea		2.02	2.25	11%	
		Residential Care (per week)	Standard Rate	321.44	389.48	21%	
			Enhanced Rate	344.47	417.38	21%	
		Short Stay Residential (per day)	Standard Rate	45.92	130.54	184%	1
			Enhanced Rate	49.21	139.90	184%	
	NEW CHARGES	Deferred Charge Agreement (one off)		-	400.00	n/a	
		Interest on Deferred Debt		1%+base	base + 5%	n/a	
		Admin Charge for Appointeeship (annual)		-	25.00	n/a	
		Admin Charge for referring a full cost payer to Brokerage (one off)		-	25.00	n/a	

Charging Examples for Scheme of Delegated Charges 2011/12

Example 1: Tim has Learning Disabilities, he is 34 years of age and lives at home with his Mum and Dad. He receives respite care 2 weeks in the year.

Tim's Income	Weekly Income
Income Support	£107.10
Disability Living Allowance (Care)	£71.40
Disability Living Allowance (Mobility)	£49.85
Total Income	£228.35
LESS the money Tim keeps:	
DLA Care	£71.40
Housing/Council Tax	£10.00
Personal Allowance	£22.30
DLA Mobility	£49.85
Tim's weekly contribution to Respite	£74.80

The standard charge for Learning Disability Respite is proposed at £993.28 per week. Tim can afford to contribute £74.80 pw.

Example 2: Mrs Brody is 80 years of age, she is fairly able but her memory is not so good, she has decided recently to sell her property and move to Extra Care Housing to receive her care and support into the future. Mrs Brody has £200,000 capital following the sale and re-investment in her new apartment. Her carer calls for 10 minutes every day, 7 days a week.

Mrs Brody's weekly Income	Weekly Income	Current Standard Charge per week	Moving in line with Home Care hourly rate of £19.80
State Retirement and private pension	£230.00		
Attendance Allowance	£47.80		
Total Income	£277.80		
What Mrs Brody can pay:			
Current Standard Charge		£18.36	
Moving in line with Home Care hourly rate for 1hr 20 mins of care per week.			£24.40 approx.

Because Mrs Brody has more than £23,250 in capital, she is viewed as able to pay the standard charge for the service which is proposed at Band 1 = £30.51 pw.

Example 3: Susan has Learning Disabilities, she is 25 years of age and lives in a Supported Living Network in her own tenancy. She attends Day Care 5 days a week.

Susan's Income	Weekly Income	Current Policy of 90%	Increasing % of Disposable Income by 5%	Increasing % of Disposable Income by 10%
Income Support & SDP	£160.75			
Disability Living Allowance (Care)	£71.40			
Disability Living Allowance (Mobility)	£49.85			
Total Income	£282.00			
LESS the money Susan keeps:				
Standard amount for ordinary living costs plus 25% (protected)	£133.88			
Housing/Council Tax	0			
Night-time Disregard	0			
DLA Mobility	£49.85			
Disability Costs (protected)	£10.00			
Susan's weekly disposable income.	£88.27			
What Susan can pay:				
90% of Disposable Income		£79.44		
If this changes to 95% of Disposable Income			£83.85	
If this changes to 97% of Disposable Income				£85.62
If this changes to 100% of Disposable Income				£88.27

The standard charge for Network Support is proposed at £741.00 per week. The charge for Day Care for complex needs is proposed at £52.00 per session.

Susan has been supported to travel in a shared vehicle through the network – she uses some of her Disability Living Allowance (Mobility) to pay for this service.

Susan can afford to pay up to £88.27 per week towards her Network and Day Care.

Adult Services Charging Consultation Report

Consultation Period : 2 November 2010 – 31 January 2011

Summary of Responses

Charging Consultation

Background

Councils throughout the UK are currently under severe financial pressure. This pressure is the result of two significant factors. Firstly, Local Authorities have seen a substantial reduction in the money they receive in grant funding from the Government. Secondly, financial pressure grows year on year due to the rising elderly population and increased demand for care. This problem is exacerbated in Cheshire East because our population is significantly older than the national average.

Cheshire East Council is projecting an over-spend of £9.2m in Adult Services alone (2010/11), despite stringent efficiency measures.

Councils throughout the country are looking at ways to alleviate these financial pressures. Many of them are looking to do this by changing what people pay for care services. The aim of the Charging Consultation carried out by Cheshire East is to explore proposals for doing this. These measures include looking to close the gap between the charges service users pay for commissioned care services and the real cost of that commissioned care service. It also involves looking at new charges that could be introduced to offset the administrative costs the Council pays for certain tasks (e.g. Deferred Charge Agreements and Appointeeships).

The impact of changes will primarily be in the community provision offered to around 4000 customers. Many people will be unaffected by these changes because they are entitled to a free service (66%), some (19%) will see a small change as the % of disposable income as a charge moves from 90% potentially all the way to 100%. Others (8%) paying a flat rate fee may see their charges increase. Full cost or standard charge (7%) will see the greatest increase but would be able to purchase care services from the open market at competitive prices.

Consultation Process

The Charging consultation period ran from 2 November 2010 - 31 January 2011. Throughout this 3 month consultation period, numerous steps were taken to involve and inform those likely to be affected by the changes to the Charging

arrangements, including service users, carers, families, and organisations representing the former groups.

Following feedback at the first event written examples of the effects of the changes were given to the public. The number of examples was also increased during the course of the events following further dialogue and a further consultation event was arranged at the request of the people of Knutsford.

Below is a list of the methods used to provide information about the proposals and the opportunities in which people were given to have their say:

- Public Meetings (listed below)
- Letters in invoices to service users
- Website information
- Formal Consultation events with Presentations
- Facilitated meetings at all day care centres (listed below)
- Consultation specific email account for feedback and responses
- Postal address for open comment and letters
- Individual meetings and telephone conversations
- Poster campaign
- Discussion and engagement with third sector and support groups.
- Presentation to Over-view and Scrutiny Committee on consultation process.
- Briefing to Central and Eastern Primary Care Trust.
- Individual responses to specific letters of concern
- Helpline for people to understand the impact on themselves.

List of formal public consultations

<i>Date</i>	<i>Location</i>	<i>Number of Attendees</i>
25 th November	Nantwich	11
30 th November	Sandbach	5
1 st December	Middlewich	13
6 th January	Crewe	18
7 th January	Wilmslow	10
19 th January	Macclesfield	35
21 st January	Poynton	10
27 th January	Knutsford	25

List of facilitated meetings at Day Care Centres

Informal meetings were also held at day centres across Cheshire East in order to get the thoughts of social care customers. People unable to attend the public events were also able to attend.

<i>Date</i>	<i>Location</i>	<i>Number of Attendees</i>
7 th December 2010	Hollins View	Macclesfield (5)
13 th December 2010	Peatfields	Macclesfield (6)
13 th December 2010	Cheyne Hall	Nantwich (4)
7 th January 2011	Mount View	Congleton (15)
11 th January 2011	Redesmere Centre	Handforth (33)
13 th January 2011	Carter House	Congleton (30)
17 th January 2011	Hilary Centre	Crewe (35)
19 th January 2011	Mayfield Centre	Macclesfield (11)
24 th January 2011	Stanley Centre	Knutsford (30)
24 th January 2011	Macon House	Crewe (20)
25 th January 2011	Salinae House	Middlewich (30)
25 th January 2011	Hilary Centre second event	Crewe (20)

Letters and emails received: 8

General Questions Raised at Consultation Meetings

A number of important questions were posed during the course of the consultation about the process. We have tried to answer the key ones below as they are more general in their nature and were repeatedly raised at different events.

What have you done to reduce the Council's administrative costs?

Since the inception of Cheshire East Council in 2009, Adult Services has realigned care services into 4 Local Independent Living Teams, reduced staff costs by £1.7m, reviewed Care4CE services achieving £2m efficiencies over the past two years, worked with providers of care to identify efficiencies in 2010/11, accessed other funding opportunities for care providers and reduced provider costs through review. Next year will bring further cost efficiencies in business processes.

Why should social care users be the ones to pay?

Wherever possible people are offered re-ablement services for up to six weeks free of charge to improve independence and avoid the need for on-going care services.

Cheshire East is very aware of the burden that is already placed on customers of its social care services and their families and carers. However, the Council has no choice but to act on the financial pressures it faces. An important point to stress is that no one will be asked to pay more than they can reasonably afford and those who do feel commissioned care services are too expensive, the Council can assist them to find alternative, cheaper options in the open market.

All Local Authorities must apply something known as Fair Access to Charging Criteria. These are Government guidelines that ensure that there is some uniformity over charging across the country. It also ensures that social care service users have enough money to live on. However, Council's do have some discretion over some elements of charging. This is the reason for this consultation.

The Council is committed to keeping Council Tax rises at or below inflation until 2013. Council Tax equates to 26% of all Cheshire East Council funding (£177m). The only other area where the Council has flexibility to raise revenue is in charging. The average annual charges paid per head in Cheshire East is £155, the national average is £210 despite Cheshire East being amongst the wealthiest areas in the UK. 30% of charges per year are for Social Care, 23% for Children's Services, 18% for Places Directorate, 11% for Leisure and 18% for other areas.

Can you explain why Adult Services current financial position is so bad?

The problem of the social care budget keeping track with the demands of an ageing population and growing demand for services has been an unremitting problem in Cheshire and in the UK generally. Cheshire East Council has taken substantial steps to try and mitigate this impact. However, the cut in funding from central government means further measures need to be taken.

Why are people punished for working hard and acquiring savings?

It is a national principle laid out by the Government that social care users should pay for services if they can afford to do so. This is long-established in Cheshire East and before that in Cheshire County Council and supported by national policy.

Was the consultation a done deal?

An example comment making this point was:

"Felt it was a pointless. Crazy cuts are going to happen; this is looking at which deck chair to throw off the Titanic first."

The Council recognises something needs to be done about its budget shortfall. It formulated these charging proposals to help tackle this. However, ultimately Councillors will decide whether the proposals are adopted at a meeting of full Council on 14 March 2011. This will be done by taking into account the views expressed at the consultation events which are reflected in this report. No decision will be taken before this meeting.

Why did Councillors not attend more of the public events?

Although Councillors were not able to attend as many events as they would have liked they are very keen to listen to the concerns of the people of Cheshire East and in particular users of social care services. The feedback received during this consultation period will be crucial to how Councillors determine the way ahead for Cheshire East.

Why are social care services not spread out fairly across the Borough?

The Council has a statutory duty to ensure the social care requirements are met of people with critical or substantial needs. The Council has been assessed as achieving this by the Care Quality Commission. The Council also has a duty to deliver these services in as cost effective a way as possible. This means it has had to look at ways to deliver better and more efficient services which inevitably has meant shifts in care provision. However, the Council is committed to making the most of its resources for all service users in Cheshire East.

Charging Questions

General charging questions

- 1. The main issue for the Council within this charging consultation is bringing what it charges closer to the cost of providing a service. Do you think the Council is right to do this? /**
- 2. If the Council does proceed with the increases in charges there will be very little impact on those who pay no charges at present. The main impact will be on those who pay full charge for their care with a lesser impact on those who make a contribution to the cost of their care. If charge increases go ahead is this the right way to proceed in your view?**

Note: As the discussion dealt with a range of issues related to these subjects it was felt more useful to deal with these questions together.

A subsidy is the difference between the cost to the Council of providing a unit of care and the unit price of that care to the customer.

Removing the subsidy from care prices is likely to affect service users currently paying the full cost of care services, for example if they have capital in excess of £23,250 (at 2010/11), if they are paying a charge within a band of care houses (e.g. Extra Care Housing), if they have sufficient income to be able to pay the current full costs of their services or if they pay a flat rate charges for Meals or Transport.

The subsidy will also affect the following areas:

Extra Care Housing:

Extra Care Housing is a supported living service, where people live in their own apartment within a complex offering night and day time care. Maximum charges are based on average hours within bands of care and are subject to the individuals ability to pay through a financial assessment:

Flat Rate Charges

Adult Services currently provide hot meals and transport services to eligible people. These services are deemed to be normal living expenses and therefore are not subject to means testing but are charged for at a standard rate which everyone pays.

Transport. Adult Services currently support 420 individuals with transport provision to and from their Day Care service costing £1.6m per annum. The flat rate charge to the customer is £2.00 per one-way trip, but the cost to the Council is £9 per trip. The Transport provision is subject to consultation and one of the options is to remove significant subsidy from the flat rate charge.

Hot Meals. Hot meals are currently provided to 328 people. The Authority pays £4.78 per meal and recovers £3.25 in a flat rate charge for each meal, leaving a subsidy of £1.53 per meal. The proposal is to remove the subsidy and support people to purchase the meal directly from the provider at the true cost or support people to receive their meals in a different way, for example using the Restaurant facility in Extra Care Housing.

Many respondents expressed frustration at the rises the Council was suggesting. A good number felt that the most vulnerable people in society were being targeted when costs should be shared elsewhere (e.g. by raising Council Tax). This point was also affirmed by Cheshire East LINK. A regular question was what the Council had done to reduce its own costs by cutting bureaucracy as well as jobs (particularly amongst senior staff). Representative comments were:

“If Cheshire East looked at their own high levels of management and got rid of them or those paid £100k per annum took a cut then the £9 million overspend would be easily paid off”

“I feel that the most vulnerable in society are being attacked.”

Other people felt that the Council had no choice but to increase charges because of its financial position.

“If people have the money and are able to contribute then they should contribute.”

One group stated that they felt that this should be done in a phased way so that customer's did not feel a heavy impact immediately. Other concerns raised included whether people on the borderline of paying for social care would particularly suffer e.g.

“Moving the cost burden to those who make a full contribution is not the right or fair way to proceed. It disproportionately penalises those who have modest savings.”

One individual raised the question whether this was part of a transition process into private care.

In Cheshire East LiNk's formal response to the consultation they felt that the proposal was reasonable particularly because it did not affect those who could not afford to pay. However, there was concern expressed over 'borderline' cases where they felt the effect on these people should be minimised.

Note: Cheshire East LiNk is an independent network of people and organisations who want to improve health and social care services in the borough. (<http://www.celink.org.uk/>)

3. If you consider that some subsidy from the Council should remain, where do you believe the subsidy should remain?

Although this was one of the first questions asked at the public events the debate tended to focus on other areas such as the proposed raising of charges instead of this subject. Where it was discussed, people felt that care services should be charged at a rate appropriate to their cost but not at full cost. One person made the comment that;

“We need transparency about what's right for each individual customer group. There should be no cross subsidy as it's dangerous to heavily subsidise some services.”

Other issues raised included whether removing the subsidy from some services would prevent some people accessing that care. There was also a fear expressed that personal care might be difficult to find on the open market.

A formal letter from Harvest Housing addressed issues relevant to people in Extra Care Housing. It states, "...Reducing subsidy, introducing administration fees (yet to be defined) plus the introduction of a new Health and well being charge may make the units financially unsuitable for potential and current residents placing further pressures on the current care system...."

Specific Charging Questions

1. What do you think of the Council's proposal to move the percentage of disposable income considered for a charge from 90% to 95 or 100%?

Notes: This proposal is likely to affect those currently paying an assessed contribution towards care services. The Council's Non-residential charging policy has to meet certain requirements set by the Department of Health. However, there are elements within the formula which the Council is able to review. The Council wishes to review the percentage of disposable income taken as a contribution of the charging formula.

The Council's non-residential charging formula currently first looks at weekly income (including welfare benefits but excluding earned income)

- It then deducts a standard disregard according to age for daily living costs plus 25%. This is set by the Department of Health.
- It then deducts any weekly Housing Costs and Council Tax that is paid, which is not covered by benefits.
- It then calculates and deducts any Disability Related Expenditure an individual has, which is not being covered in disregarded income or provided in their care package.
- The remaining amount is the person's weekly disposable income.
- The Council currently takes 90% of this disposable income as a maximum contribution towards care services.

The effect of increasing the percentage of disposable income as a contribution by 5 or 10% without any changes to unit prices on service users :

	Numbers of service users affected	
	90% to 95%	90% to 100%
No effect as already paying the maximum service charge	196	196
Less than £1 pw increase	485	216
up to £5 pw increase	470	272

up to £5 increase	13	180
up to £6 increase	6	133
up to £10 increase	0	3
TOTAL	1594	1594

Analysis of public responses:

This question arguably provoked the strongest reaction at both the formal and informal consultation events. Many attendees felt that it was going too far to increase the percentage of disposable income taken to 100%. It was felt that this was akin to ‘treating people like babies’ and this took away their human rights. It was also felt that service users should not be ‘treated like cash cows’. Cheshire East LINK felt that the calculation should remain at 90%. However, a number also accepted the current financial position of the Council and felt that some increase was fair (to 95%). It was even raised at one event that there should be a transition to 100% if it meant the financial difficulties could be tackled earlier.

“I can’t see it as attractive to have to contribute extra money. But I will give a bit more as I feel as an individual that we need to make a contribution.”

However, there were views in total contradiction to the proposal. At the Knutsford Consultation Event, in particular, it was felt that the 90% was too high to begin with. One person offered the observation;

“A percentage increase should not be implemented in a time of recession.”

A further comment was:

“I strongly do not agree with the proposal to move to 95% or 100%. Other costs are rising fast and steeply, and as my disabilities increase, it is more costly to keep warm, and manage daily living.”

Many people also questioned how the formula for disposable income was calculated. They felt that it was impossible to take all factors into account when assessing this (e.g. presents for grandchildren, holidays, Xmas etc). One member of the public queried why the Government had the right to determine what someone’s disposable income was.

2. Do you think the Council is right to:

- a. Apply a one-off administrative charge to Deferred payment agreements.**
- b. charge interest immediately and at a rate similar to other local authorities rather than waiting 56 days and charging only base rate plus 1%.**

Notes: The Council currently offers what is in effect an interest free loan to people who enter into long term care leaving their property vacant. The customer is required to pay what they can from their weekly income, deferring the rest of the charge to be collected either when the property sells or when the contract with the Council ends. The Council secures the debt with a Legal Charge on the property, which means it cannot be sold without the Council being notified and collecting the debt owed.

The Council's proposal is to apply a one-off administrative charge to deferred debt to cover the cost of land registry search, legal and administrative time in setting up Deferred Charge Agreements and of applying/lifting the Legal Charge on the property. The Council is also proposing charging interest from the end of the contract rather than the current practice of 56 days after the end of the contract at base rate plus 1% (2.5%) and wishes to review the interest rate currently applied with the intention of increasing the rate in line with other Councils. A number of other Councils apply a charge for arranging Deferred Charges - these charges range from £75 to £500 one off charges. Other Councils apply interest of up to 8% on deferred debt.

Analysis of public responses:

a) A large number of individuals felt that the administrative charge was fair. This was predominantly because they felt individuals were currently gaining from the fact that they didn't need to sell their house: a benefit unjust to everyone else. An example comment was:

"If they are deferring and they have capital I think this is reasonable."

Nevertheless, people felt that the charge should not be excessive, but should be proportionate to the costs incurred by the Council. There were also a few participants who felt that it was not fair to put additional charges on service users at all and that Council Tax should be increased instead.

b) Many individuals again felt that an interest charge was fair. They also agreed with the ending of the 56 day waiting period. One comment was,

"You show me a bank that gives you 56 days grace."

A few individuals felt that the interest charge would be excessive because of the time it might take to sell someone's home. An alternative concept was put forward of asking a customer to sell their home after a period of time (say two years). However, the Council has no rights under law to force a sale. A further comment was that if the Council introduced this measure it should be done in a transparent way.

Cheshire East LINK strongly disagreed with proposal (a) and disagreed with proposal (b).

3. Do you think the Council should apply an administrative charge when managing someone's money of their behalf (e.g. Appointeeship or Managed Personal Budgets?)

Notes: The Council provides the Appointeeship or Managed Personal Budget service to people who lack capacity or are considered too vulnerable to manage their own income themselves (e.g. benefit payments). The Council is seeking to modernise this service and introduce an administrative charge for money management services. Only people who can afford to pay and who choose to have the Council provide their care will be asked to contribute subject to their means.

Analysis of public responses:

Some individuals expressed the view at the events that the Council should implement this proposal. However, there were concerns about the vulnerability of the client group and whether it might be better to absorb these costs into Council Tax or by cutting costs in other areas for instance. A representative comment was:

"I don't feel that charging the disabled or elderly is the right way to maximise income. You should be looking at other areas of the Council instead of targeting vulnerable people"

Again the level of the charge was an important consideration.

4. Do you think the Council is right to charge people who can afford to pay, a fee for brokerage?

Notes: The Council provides brokerage support to a rapidly increasing number of people. This is where we support people to make their own care arrangements (under a direct payment). The Council considers that this increases independence and affords people access to a greater variety of care to meet their needs. There are, of course, a number of people for whom this is not

possible and the Council would continue to make arrangements to care for this group (for example, people who need long term residential or nursing care).

Analysis of public responses:

Limited discussions were had at the events about this question. However, a slight majority of people felt that the proposal was unfair because it advanced charging vulnerable people who had limited capacity to speak for themselves. Again, a fear was expressed that this was part of a privatisation of social work. Some did feel that the proposal was reasonable, however. One remark was:

“No one gets something for nothing. So yes, not unfair to ask people to pay charge”

One other issue that was raised was the impact the policy would have on 3rd sector organisations. Brokerage is currently provided by Age Concern and CCIL (Cheshire Centre for Independent Living) in Cheshire East. There were concerns it would adversely affect their income if their customers dropped as a result of the charge.

Cheshire East LINK expressed general concerns with the availability and costs of brokerage services which it was felt that this would do nothing to address.

5. The Council wishes to pay its contribution towards personal budgets through the Empower Card as this eliminates much costly administration. Do you think this is the right thing to do?

Notes: The Empower Card is a brand new way to purchase social care services using a personal budget. It works like a bank debit card and is loaded with the Council's financial contribution to an individual's care and any extra monies they contribute. They can use this to make purchases and to monitor their spending. This can be tracked via the internet or they can choose to receive paper statements on a quarterly basis. The Council can also use the system to monitor that an individual's spending is meeting their care needs. It is not possible to make cash withdrawals on the card or to go overdrawn on it.

Analysis of public responses:

This question prompted a large amount of debate possibly because there was a specific presentation on this and also because it captured the imagination.

A sizeable majority of people felt that the Empower Card was a very positive development because it helped reduce the administrative costs of sending out an invoice. A comment at the Nantwich event was:

“The Empower Card is not a worry and the idea works well”

Many people felt that it was a more modern approach to tackling the issue of managing personal budgets.

However, a number of linked issues were raised regarding the card. One of these concerned the card’s management. It was felt that the card might be open to abuse from disreputable carers/ or family members. Two individuals felt that the card allowed the Council too much knowledge of peoples spending and that there was an element of “big brother” about it. A further issue leading on from this was that the card singled people out in some way. One person voiced:

“Why should you have to know everything?”

An oft-repeated concern was how older people or those lacking mental capacity would take to the card. Comments included:

“Some older people still don’t like chip and pin and need alternatives as well.”
“So the mentally disabled are going to be forced to use Empower?”

People wanted to know how a customer with these needs would be helped with the process.

- 6. In some situations the care provider may be willing to collect a contribution directly from customers and the Council will pay the rest of the cost directly to the provider. This process eliminates costly administration. Do you think this is the right thing to do?**

Analysis of public responses:

Most people felt that this proposal made sense although a couple of additional issues were raised. One of these concerned the fear that the care provider might pass the costs of their increased administration (the fact they now had to chase customers for money) on to service users.

“Care costs could go up for the extra administration. It could be more streamlined for the Council, but is it for the provider? Will this cost be passed on to the user?”

One individual also wondered if the system might be open to fraud as providers might bill the Council over and above the true cost.

“This assumes care provider submits correct claims which might not always be so”

7. The Council wishes to change its approach to assessing carers for services when the cared for person refuses services, so that there is a financial assessment and a full welfare benefit check. Do you think this is the right thing to do?

Notes: This will affect Carers currently using the free three hour home care service only. The Council currently offers three hours home care per week free of charge to carers where the cared for person refuses to accept services themselves. The Council is considering whether to continue to offer this service although recognises that this provision helps to support carers in their caring role.

This question provoked heated comment. The vast majority of people felt that this proposal was unfair because carers were burdened enough although generally people felt carers ought to be offered a welfare benefit check. There was anxiety that penalising carers might have a knock on effect on service users. A typical statement was:

“Things are usually financially difficult for carers so not too sure about this”

“...do not tamper with the current policy or you risk further isolating an already vulnerable group of carers.”

A further question mark was raised against the comprehensiveness of the proposed financial assessment and whether it could truly capture all of a carer's costs. A similar point was raised for the question on the service user's financial assessment. However, people did feel that the offer of a welfare benefit check for carers was very worthwhile.

8. The Council is looking to amend the charging policy to enable the collection of an Independent Living Fund contribution should this be necessary in the future. Do you think this is the right thing to do?

Notes: Some people with severe needs currently receive a benefit called Independent Living Funds - these funds are currently subject to national review by the Department for Work and Pensions and Department of Health. This is a national scheme that makes money available to enable disabled people to live independent lives in their community rather than in residential care. The ILF is no longer accepting any new applications.

The Council does not charge anyone who receives these funds and is proposing amending the charging policy to enable future charges to be collected subject to the continuation of the fund. Council's will have to adhere to guidance on how these funds will be managed in the future. The Council is simply seeking to amend the charging policy to allow for charging of Independent Living Fund recipients subject to further instructions on how the money is to be managed next year. Currently, people in receipt of Independent Living Fund pay approximately £89 per week towards care purchased with Independent Living Funds. Any charge levied by the Council would come out of this ILF charge so no-one would be disadvantaged.

Analysis of public responses:

There was little discussion over this question mainly because people did not understand the Independent Living Fund and the reasoning behind the question. Almost everyone speaking from a position of knowledge agreed that it made sense to adopt this proposal. This was a question around a technicality which would have little impact on service users overall.

THE IMPACT OF CHARGING PROPOSALS - Summary

If you are assessed as :	Nil Charge	Assessed Charge	Capital over £23,250
Removing Subsidy from Care Prices	No Impact	Impact only for those who can afford to pay.	Will pay more towards commissioned care or be signposted to purchase care independently with support.
Removing subsidy from charging policy	No Impact	All people paying an assessed contribution will see an increase depending on the percentage agreed from consultation.	No Impact as already paying the price of the care. May choose to purchase care independently with support.
Both the above options together	No Impact	All people paying an assessed charge would see an increased contribution within their means.	Would pay more toward commissioned care or be signposted to purchase care independently with support
Administrative Charges	No Impact	Can choose to purchase additional services subject to means, to help with care arrangements.	Can choose to purchase additional services to help with care arrangements.
Carers Charges	No Impact	Will be offered a benefit check and may be required to contribute towards services commissioned directly for them, subject to means test.	Will be charged for commissioned services or be signposted to services to help access services independently.
Independent Living Fund Charges	No Impact	No Impact	Would not be entitled to ILF

Overall Summary

The Charging proposals provoked a wide range of reactions. Many people sympathised with the Council's financial position, others felt that social care service users were already in an economically and emotionally vulnerable position and should not be penalised further. They felt that a Council Tax rise or cuts in bureaucracy and staffing should be explored instead. There was also debate over whether the assessment of what is essential and what is disposable was potentially flawed.

In general, reaction was split on whether additional charges should be implemented. However, it was clear that people did not want an assessment to

be introduced for carers. Inevitably the proposals have proved controversial particularly at a time of economic hardship for many people.

What next?

This report has been sent to all attendees who requested it at the formal and informal consultation events. It has also been made available on the Cheshire East website.

The next step is for Councillors to consider its findings at full Council on 14th March 2011. This is a public meeting which anyone may attend. Questions can be logged before this meeting in order to give time for the answer to be researched (if the question requires technical information which would need to be investigated). A full summary of views can be found at the Cheshire East Council website.

Cabinet decision will be communicated to those affected as soon as possible.

Further comments about the consultation process can be made to the Cheshire East Consultation and Participation Team cpu@cheshireeast.gov.uk or by telephone at 01270 371376. You can also write to the Consultation and Participation Team, Floor 4, Delamere House, Crewe, CW1 2LL.

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Department/Service	Adult Services	Equality Impact Assessment Form Template		
Ref See Appendix 1	ADU	Officer responsible for the assessment	Alison McCudden	
Name of policy procedure function being assessed	Adult Services Charging Policy		Start date of assessment	04/02/11
Are there any other policies or procedures associated or linked with this one.	<ul style="list-style-type: none"> Financial Assessment Procedure 			
Briefly describe the aims, objectives and outcomes of the policy / procedure / function	<p>The proposed changes to charges involve making modifications to a number of areas. These can be summarised to include closing the gap between the standard charge set for services and the true, unsubsidised costs of the service. It also involves looking at new charges that could be introduced to offset administrative costs in a number of areas (e.g. Deferred Charge Agreements and Appointeeships).</p>			
Who is intended to benefit from this policy –procedure – function?	<p>Council Tax payers by increasing the size of the income that comes into the Council from charges. Provides equity between commissioned care service charges and personalised budget charging. Enables reinvestment of savings into front line services, contributing to maintaining service delivery able to meet growing demand.</p>			
What factors could contribute to or detract from the outcomes?	<ul style="list-style-type: none"> Problems in implementing the revised charging arrangements Rejection of the proposals by Council Miscalculation in the real income the changes generate (as factors at work are often complex) 			
Who are the main stakeholders in relation to the policy – procedure- function? (Please consider key equality groups)	<ul style="list-style-type: none"> Service Users and Carers External provider services. Care4CE 			
Who is responsible for the policy – procedure –	Alison McCudden			

Please indentify any impact (Positive / Negative) this policy, procedure, function or service will have on the following protected characteristics:								
Age - Is there an impact?	YES	<p>Comments/Actions:</p> <p>Cheshire East has a larger elderly population than both England and the North West. There are 68,400 people aged 65+ in Cheshire East or 18.9% in comparison to an average of 16.6% for the North West and 16.3% for the country. Correspondingly, Cheshire East has a small percentage of young people; 22.9% aged under 20, compared to 24.3% for the North West and 23.9% for England. Within Cheshire East in general the rural areas show the greatest proportion in both losses of young people and gains in older people. The Macclesfield area has the largest population and highest number of people aged 65+.</p> <p>Attendees at the Charging Events can be banded as following.</p> <table><tr><td>65+</td><td>10</td></tr><tr><td>44-64</td><td>26</td></tr><tr><td>18-44</td><td>11</td></tr></table> <p>No further age related issues were raised as a result of consultation except ability to pay. This is a significant problem for older people. According to the national Help the Aged Document 'Lifting Pensioners out of Poverty':</p> <p>"Almost one in four pensioners lives in poverty (2.5 million), with over half of poor pensioners living in severe poverty (56 per cent or 1.4 million). In addition, almost one in three pensioners lives in near poverty (3.8 million)." According to official statistics, in the last year alone an additional 300,000 pensioners were forced into poverty.</p>	65+	10	44-64	26	18-44	11
65+	10							
44-64	26							
18-44	11							

			<p>It is likely that the effect of the charging policy is to put pressure on those who can afford to pay, to pay more. However, service users are financially assessed according to ability to pay (under Government Fairer Charging Guidance) and so should not ever be asked to contribute more than they can afford to do.</p> <p>The Empower Card which has age related issues connected with it will be dealt with by a separate equality impact assessment.</p>
Carers – Is there an impact?		No	<p>Comments/Actions:</p> <p>The Office of National Statistics estimates that 10% of the population are likely to be carers i.e. 36,500 people in Cheshire East. There are 70,100 people over the age of 65 in Cheshire East and 8,016 of these may be carers. Of these approx 1,300 are likely to be in poor health themselves and 2,400 may be providing 50 or more hours of care per week. Only 740 carers are recorded as having had an assessment with Cheshire East Council of their needs as carers during the last year. (Cheshire East Carers Strategy 2010).</p> <p>One of the proposed changes was the implementation of a financial assessment on carers. This would affect carers currently using the free three hour home care service only. Many carers expressed the view in the consultation for this question that they were under enough financial and psychological pressure at the moment and that this proposal could only add further to it. However, it is now unlikely that this proposal will be implemented.</p> <p>The other aspects of the charging proposals have less effect on carers because this would involve increasing charges on the</p>

			cared for (only if they can afford to pay). It is likely that there will be some knock on effects on carers particularly where they must manage the budgets of those lacking in capacity. However, these are not deemed of extra significance compared to the main impact on the service users themselves.																											
Disability - Is there an impact?	Yes		<p>Comments/Actions:</p> <p>The majority of service users in Cheshire East Adult Services are those with a Physical Disability (55.3%). The next largest group is those with a Mental Health Disability which is almost half as much (23.9%). Learning Disability clients make up only 14.6% of community service users. 6.4% of customer's have a Visual Impairment [note older people are no longer taken to be a separate client group]</p> <table><tr><th>Client Type</th><th>Total Service Users</th><th>%</th></tr><tr><td>Physical Disability</td><td>3331</td><td>55.3</td></tr><tr><td>Mental Health</td><td>1441</td><td>23.9</td></tr><tr><td>Learning Disability</td><td>879</td><td>14.6</td></tr><tr><td>Other Vulnerable</td><td>206</td><td>3.4</td></tr><tr><td>Null</td><td>148</td><td>2.5</td></tr><tr><td>Substance Abuse</td><td>17</td><td>0.3</td></tr><tr><td>Visual Impairment</td><td>384</td><td>6.4</td></tr><tr><td>Total</td><td>6022</td><td>100.0</td></tr></table> <p>Note for table and graph: all categories are mutually exclusive except visual impairment. The data also shows the main client type so if a person also has other needs, these are not included in these statistics.</p> <p>Thus, the nature of social care as such (with the exception of substance abuse) is that all service users will have some form of</p>	Client Type	Total Service Users	%	Physical Disability	3331	55.3	Mental Health	1441	23.9	Learning Disability	879	14.6	Other Vulnerable	206	3.4	Null	148	2.5	Substance Abuse	17	0.3	Visual Impairment	384	6.4	Total	6022	100.0
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			<p>disability even if this is a result of old age. Note: attendee disability was not one of the questions captured by the event feedback forms.</p> <p>Change in disposable income: Statistical analysis has shown that the effect of the move from 90% of disposable income to 95% or 100% is likely to be monetarily small with most people seeing a £1-5 increase on charges each week. However, as was stressed at the consultation events, this increase could nevertheless have a real impact on service users.</p> <p>Factors related to the extra expenditure required if someone has a disability are included in the essential income calculation. This might include:</p> <ul style="list-style-type: none"> • Excess Heating Costs • Gardening labour • Cleaners • Extra loads of laundry • Continence issues • Extra personal care • Community Alarm maintenance • Disability related equipment <p>Individual Changes: The change which would bring administrative charges for appointeeships and brokerage is likely to impact on those lacking in mental capacity. The deferred payment charge on property will impact those who have to go into residential or nursing care. This is likely to happen because the person has suffered a loss of mental capacity or because of physical disability.</p> <p>The increase in transport charges is picked up by transport EIA.</p>
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			<p>The increase in charges for hot meals is likely to affect those who are physically disabled.</p> <p>It is likely that the effect of the charging policy is to put pressure on those who can afford to pay, to pay more. This is a particular problem for disabled people. The Leonard Cheshire Disability Review 2009 found disabled people were facing increasing levels of poverty, with 42% of respondents stating they were struggling to live on their income, up from 33% in 2007. However, service users are financially assessed according to ability to pay (under Government Fairer Charging Guidance) and so should not ever be asked to contribute more than they can afford to do. This means although there will be an impact on service user's particularly just about the Council threshold this should not be excessive.</p> <p>Nevertheless, the general principle of increasing charges on those with care needs will necessarily impact disproportionately on the vulnerable is the case as a result of the very principle of charging for care services. This is national issue to do with how the care system is currently set out by Government.</p>
Gender (Including pregnancy and Maternity, Marriage)?		No	<p>Comments/Actions:</p> <p>According to the Mid-2009 population estimates from the Office for National Statistics the current resident population of Cheshire East is circa 362,700. This is split between 184,500 females and 178,200 males (50.9% and 49.1%). This is approximately the same as the gender split in the North West and for England as a whole.</p> <p>There is a much larger ratio of females to male service users in Cheshire East. This can largely be explained by the differences</p>

			<p>in life expectancy between the sexes.</p> <p>Service Users by Sex</p> <table><tr><th>Sex</th><th>Total:</th><th>%</th></tr><tr><td>M</td><td>2206</td><td>36.6</td></tr><tr><td>F</td><td>3816</td><td>63.4</td></tr><tr><td>Total:</td><td>6022</td><td>100</td></tr></table> <p>19 men and 26 women indicated their gender on the consultation feedback forms. There were no gender related issues which were raised during these events.</p>	Sex	Total:	%	M	2206	36.6	F	3816	63.4	Total:	6022	100
Sex	Total:	%													
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Gypsies & Travellers - Is there an impact?		No	<p>Comments/Actions:</p> <p>Cheshire East Caravans - July 2010 (source LILAC)</p> <table><tr><td>All Caravans</td><td>139</td></tr><tr><td>Authorised Sites</td><td>119</td></tr><tr><td>Unauthorised Sites</td><td>20</td></tr></table> <p>Due to the transient nature of the Gypsy and Traveller community it is difficult to ascertain the exact numbers of this section of the community within Cheshire. It is considered an important and significant minority group however.</p> <p>The impact of this policy on this protected characteristic is neutral. The plan to use empower card flexibly may have a beneficial impact.</p>	All Caravans	139	Authorised Sites	119	Unauthorised Sites	20						
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Unauthorised Sites	20														
Race – Is there an impact?		No	<p>Comments/Actions:</p>												

			<p>White people are the overwhelming racial group within Cheshire East. Nevertheless there is a significant proportion of people who are neither white British or Irish. This amounts to a total of 20,800 people or (6.1%), with 13,000 (3.8%) being non white.</p> <p>Ethnic Minorities (estimated for 2009 ONS)</p> <table><tr><td></td><td>Cheshire East</td><td>England</td><td>Cheshire East %</td><td>North West %</td><td>England %</td></tr><tr><td></td><td>Unitary Authority</td><td>Country</td><td>Unitary Authority</td><td>Region</td><td>Country</td></tr><tr><td>All Ethnic Groups</td><td>360,700</td><td>51,092,000</td><td>100.0</td><td>100.0</td><td>100.0</td></tr><tr><td>White</td><td>347,600</td><td>45,082,900</td><td>96.4</td><td>92.1</td><td>88.2</td></tr><tr><td>Mixed</td><td>3,300</td><td>870,000</td><td>0.9</td><td>1.2</td><td>1.7</td></tr><tr><td>Asian or Asian British</td><td>5,000</td><td>2,914,900</td><td>1.4</td><td>4.4</td><td>5.7</td></tr><tr><td>Black or Black British</td><td>2,000</td><td>1,447,900</td><td>0.6</td><td>1.1</td><td>2.8</td></tr><tr><td>Chinese or Other Ethnic Group</td><td>2,700</td><td>776,400</td><td>0.7</td><td>1.1</td><td>1.5</td></tr></table> <p>The impact of this policy on this protected characteristic is neutral.</p>		Cheshire East	England	Cheshire East %	North West %	England %		Unitary Authority	Country	Unitary Authority	Region	Country	All Ethnic Groups	360,700	51,092,000	100.0	100.0	100.0	White	347,600	45,082,900	96.4	92.1	88.2	Mixed	3,300	870,000	0.9	1.2	1.7	Asian or Asian British	5,000	2,914,900	1.4	4.4	5.7	Black or Black British	2,000	1,447,900	0.6	1.1	2.8	Chinese or Other Ethnic Group	2,700	776,400	0.7	1.1	1.5
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Religion & Belief- Is there an Impact?		No	<p>Comments/Actions:</p> <p>Cheshire East as a whole has a far greater percentage of people who stated that they were Christian in the census than in England as a whole. This is a pattern which is a feature of much of the North West of England. Perhaps, the main reason for this is the lack of racial diversity apparent in the general population.</p>																																																

			<p>Cheshire East has an equal amount of Buddhists to the North West average, half as many Hindu's and Jewish people and significantly less Muslims.</p> <table><tr><td></td><td>Cheshire East</td><td>England</td><td>Cheshire East</td><td>England</td></tr><tr><td></td><td>Unitary Authority</td><td>Country</td><td>Unitary Authority%</td><td>%</td></tr><tr><td>All People</td><td>351,817</td><td>49,138,831</td><td>100.0</td><td>100.0</td></tr><tr><td>Christian</td><td>282,432</td><td>35,251,244</td><td>80.3</td><td>71.7</td></tr><tr><td>Buddhist</td><td>551</td><td>139,046</td><td>0.2</td><td>0.3</td></tr><tr><td>Hindu</td><td>617</td><td>546,982</td><td>0.2</td><td>1.1</td></tr><tr><td>Jewish</td><td>562</td><td>257,671</td><td>0.2</td><td>0.5</td></tr><tr><td>Muslim</td><td>1,375</td><td>1,524,887</td><td>0.4</td><td>3.1</td></tr><tr><td>Sikh</td><td>170</td><td>327,343</td><td>0.0</td><td>0.7</td></tr><tr><td>Any other religion</td><td>593</td><td>143,811</td><td>0.2</td><td>0.3</td></tr><tr><td>No religion</td><td>42,757</td><td>7,171,332</td><td>12.2</td><td>14.6</td></tr><tr><td>Religion not stated</td><td>22,760</td><td>3,776,515</td><td>6.5</td><td>7.7</td></tr></table> <p>The impact of this policy on this protected characteristic is neutral.</p>		Cheshire East	England	Cheshire East	England		Unitary Authority	Country	Unitary Authority%	%	All People	351,817	49,138,831	100.0	100.0	Christian	282,432	35,251,244	80.3	71.7	Buddhist	551	139,046	0.2	0.3	Hindu	617	546,982	0.2	1.1	Jewish	562	257,671	0.2	0.5	Muslim	1,375	1,524,887	0.4	3.1	Sikh	170	327,343	0.0	0.7	Any other religion	593	143,811	0.2	0.3	No religion	42,757	7,171,332	12.2	14.6	Religion not stated	22,760	3,776,515	6.5	7.7
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Sexual Orientation -Is there an impact?		No	<p>Comments/Actions:</p> <p>In the NWDA's Report (North West Development Agency) "Improving the Region's Knowledge Base on the LGB&T population in the North West" it was estimated that 34,500 LGB's were living in the County of Cheshire. When adjusted for predicted population growth and split proportionately for the Cheshire East area, the number can be stated as being 12,311</p>																																																												

			<p>for 2009. This equates to circa 3.4%. If this ratio is also adopted for Cheshire East service users (which is currently 6022 - 30 September 2010), this would be 205.</p> <p>The impact of this policy on this protected characteristic is neutral.</p>									
Transgender - Is there an impact?		No	<p>Comments/Actions:</p> <p>The North West Development Agency has estimated that the number of transsexual people in the North West in 2009 as between 600-700. Using this proportion for Cheshire East means that there would be circa 32-37 transsexual people. Although the NWDA does note that this is a, “conservative estimate because it covers only those who are seeking, those who intend to seek and those who have undergone gender re-assignment and gender recognition (i.e. transsexuals), and does not include those not seeking recognition”. There are no current service users who are known to be transgender.</p> <p>The impact of this policy on this protected characteristic is neutral.</p>									
Other socio-economic disadvantaged groups (including white individuals, families and communities) Is there an impact?		No	<p>Comments/Actions:</p> <p>The areas with the lowest average household income, Cheshire East, 2007</p> <table><tr><td><i>Region (Lower Super Output Area)</i></td><td><i>Ward</i></td><td><i>Paycheck – Average Income</i></td></tr><tr><td>Central & ValleyL1</td><td>Delamere</td><td>£21,900</td></tr><tr><td>East CoppenhallL3</td><td>Maw Green</td><td>£22,200</td></tr></table>	<i>Region (Lower Super Output Area)</i>	<i>Ward</i>	<i>Paycheck – Average Income</i>	Central & ValleyL1	Delamere	£21,900	East CoppenhallL3	Maw Green	£22,200
<i>Region (Lower Super Output Area)</i>	<i>Ward</i>	<i>Paycheck – Average Income</i>										
Central & ValleyL1	Delamere	£21,900										
East CoppenhallL3	Maw Green	£22,200										

			West Coppenhall & GrosvenorL4	Grosvenor	£23,100
			Macclesfield Town EastL5	Macclesfield Hurdsfield	£23,600
			AlexandraL1	Alexandra	£23,700
			West NantwichL1	Barony Weaver	£23,800
			Wilmslow Town Dean Row & HandforthL4	Handforth	£23,900
			Congleton EastL3	Congleton North	£24,200
			St BarnabasL4	St Barnabas	£24,300
			East CoppenhallL2	Maw Green	£24,400
			Service users are financially assessed according to ability to pay (under Government Fairer Charging Guidance) and so should not ever be asked to contribute more than they can afford to do. This means although there will be an impact on service user's particularly just about the Council threshold this should not be excessive.		
Please give details of any other potential impacts of this policy (i.e. Poverty & deprivation, community cohesion, environmental)	Yes		Comments/Actions: This policy is likely to decrease disposable income for social care service users although within a designated limit.		
Could the impact constitute unlawful discrimination in relation to any of the Equality Duties		No	Comments: Although impacts have been detected these concern the general principle of social care charging and do not introduce any new emphasis on current policy.		
Does this policy – procedure – function have any effect on good relations between the council and the	Yes		Comments: Charging is always likely to be a contentious area and the consultation events showed the strength of peoples feeling		

community			concerning the measures.
Do you require further data/information/intelligence to support decision making?		No	Comments: (please note if you answer yes or no you will still be required to complete the Data Methods/Collection to Support Decision Making Section)
Please specify any question(s)/issues/concerns/actions identified as a result the assessment. What needs to be done?			Comments <ul style="list-style-type: none"> • Communication, information and support for vulnerable people and their carers.

Data Methods/Collection to Support Decision Making		
Please indicate what methods of research, information and intelligence will be/have been used e.g. consultation, reports, comparisons with similar organisations	Internally Activity data has been analysed to determine how much extra income each measure is likely to generate in comparison to the potential impact on service users.	Externally Comparisons with Other Local Authorities have been made to determine where charging policies are set and currently subject to consultation and change.
Please state who will be/who was involved/engaged/consulted	Internal (Staff/Members/Service/Dept) Members Social Care staff	External (stakeholders/service users/partners) All stakeholders, service users, carers and community support groups
Please indicate any significant expected costs & resource requirements for completing the		

data collection		
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Equalities Impact Assessment (EIA) Action Plan: Making Changes					
REF	Action	Responsible Person/s	Action Deadline	Tasks	Progress
	Notify customers of charge impact and ensure no-one is left not able to afford care.	Client Finance	By end of April 2011		
	Review Extra Care Housing charging structure	Lynn Glendenning	By September 2011		
	Review Hot Meals contract as will become unviable due to low volume	Alison McCudden	By September 2011		
	Monitor income against targets	Patrick Rhoden	On-going through year		
Please state the date the policy/procedure/function will be reassessed? (generally 1-3 yrs)			Comments/Date:		

Signed (Service Manager)

Date.....

Signed (Head of Section)

Date.....

Once you have completed this section please email it to the Equality and Inclusion Team. The Equality and Inclusion Team will convene a quarterly meeting of the Fairness and Inclusion Group (FIG) who will quality check our EIA's to ensure we have considered everyone. We plan to send approximately 2-5% of our completed EIAs Forms to the (FIG).

Quarterly Progress and monitoring

REF	Action	Progress	Completed

Once you have completed your progress report, please email it to the Equality and Inclusion Team. Make a copy of the progress report template so you can present an update in three months time.

Once you have completed your quarterly progress report, please email it to the Equality and Inclusion Team

Measuring Impact & Reporting

Ref	Action	Impact	Outcome	Review Date
	The changes that you have made to remove the gaps you have Identified (simply cut and paste these from the action plan).	What has been the overall impact of making the particular changes? (could include wider community involvement in policy development or greater use of service by diverse communities).	What are the concrete results of having changed your policy or service? Could include improved service use, reductions in complaints or increased satisfaction. These will be based on detailed data and should outline how the changes have brought about improvements for different communities and groups	

Once you have completed your impact report, please email it to the Equality and Inclusion Team. The Equality and Inclusion Team will prepare an annual report for Corporate Management Team and Cabinet on our progress.

Appendix 1

Service Reference Index

Service Reference Index			
Safer & Stronger – SSC	Regeneration – REG	Planning & Policy – PAH	Legal & Democratic Services – LAD
Children & Families – CHI	Adults – ADU	Health & Wellbeing – HWB	Human Resources & Organisational Development – HROD
Policy & Performance – PAP	Corporate Improvement - CI	Environmental – ENV	Borough Treasurer & Head of Assets – BTA

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CHESHIRE EAST COUNCIL

REPORT TO: Cabinet

Date of Meeting: 14 March 2011

Report of: Adult and Community Health & Wellbeing and Places Directorate

Subject/Title: Adult Services Transport

Portfolio Holder: Cllr R Domleo

1.0 Report Summary

- 1.1 Adult Services Portfolio Holder approved initially a 2 month public consultation from November to end of December 2010 on the future of Adult Services transport provision and associated client charges. This consultation period was extended at public request to the end of January 2011.
- 1.2 A full report on the consultation process and responses is attached to this report. General feedback is that people value the door to door transport service, particularly the safeguarding aspects (escorts and physical assistance to and from vehicle) and would be happy to pay more for a similar service.
- 1.3 ***Adult Services are committed to ensure that no individual will have commissioned transport withdrawn without an appropriate alternative solution being available to them to meet their eligible unmet transport needs.***

2.0 Decision Requested

- 2.1 Approval is sought for Adult Services and Places to begin a phased programme from April 2011, to move away from Strategically Commissioned Adult Transport provision over the next two financial years. This extended timescale is to mitigate against corporate cost impacts, customer safe transition and to enable the market and support services to fully develop to aid a safe transfer. Adult Services recognise that there may be a need to retain a small element of strategically commissioned transport for those individuals who cannot be supported to travel through alternative transport options.
- 2.2 To agree that no new Adult Services eligible transport needs will be met through strategically commissioned transport, unless in very exceptional circumstances and where legally required to do so.
- 2.3 For Places Directorate and Adult Services to work closely to develop a range of mitigating measures and alternative provision - detailed at item 3.
- 2.4 For Adults Services to set the fee for commissioned transport to £4 per one-way trip from 9th April 2011 (representing a £2 per trip increase) bringing

additional income of £200k based on current transport user numbers which will taper as demand reduces. The average amount people felt they would be happy to pay from consultation equates to £4.55 per one-way trip. Adults with mobility issues receive a welfare benefit which should be used to pay toward transport. Within disregarded income, people have an amount protected for transportation and all eligible customers would also have concessionary travel passes.

- 2.5 For re-investment of savings amounting to £473,400 (2011/12 – see Section 7 below for full details) to be made to develop transport support services, develop concessionary travel and to cover the likely demand on personal budget expenditure. Future years investment would then be determined by demand on provision.

3.0 Reasons for Recommendations

- 3.1 Transport is one of a very limited number of discretionary areas within the Adults Social Care part of the budget with transport only very rarely fitting the criteria as an assessed Social Care need under the Critical and Substantial criteria that is applied under Fair Access to Care. Adult Services do have a duty to ensure a critical or substantial unmet need for transport to access care services is met.
- 3.2 Strategically Commissioned transport does not meet the requirements of personalisation, limiting choice and flexibility. The Department of Health requires everyone with eligible community social care needs to receive their services through personal budgets by the end of 2012.
- 3.3 In view of the Council's scarce resources and budget pressures there is a need to ensure equity in funding, taking account of welfare benefit income that many Adults receive associated with mobility issues paid by the Department for Work and Pensions through Disability Living Allowance Mobility or Motorability schemes and statutory concessionary travel for eligible people. All service users have a small amount of protected income from which to meet some transport costs. Where someone has insufficient to meet their eligible transport needs, Adult Services has a duty to provide a personal budget to meet eligible unmet transport need.
- 3.4 Care managers from April 2010 should follow the tightened Adult Services Transport Policy in new and review cases, which is in line with personalisation and assessed eligibility for transport support or funding. The emphasis is on individuals making their own arrangements through mobility income and personal budgets ensuring more choice and flexibility and with support as required.
- 3.5 During the first 12 months there will be a focus on market development to scope and develop a range of services as follows:
- Appropriate alternative transport options in the private market (including community transport and accessible buses)

- Developing volunteer services with Third Sector
- Accreditation of accessible taxis
- Accessible buses
- Concessionary travel for carers
- Escorted door to door travel options
- Companion travel passes or Empower Companion card.
- Empower Card payment processes across a range of transport provision.
- Developing a travel planning, booking and coordination role
- Third Sector support for individuals to find suitable transport to meet their need.
- Safeguarding pathway underpinned by training and awareness to be developed and embedded for operators.
- Extending Independent Travel Training.
- Scoping rural transport issues and examining options.
- Ensuring tariffs are moderate for client group.

3.6 Proposed programme:

LILT Area	Timeline	Reason
Crewe/Nantwich	April - June 2011	Greatest amount of transportation, densely populated and greatest opportunity for market development.
Macclesfield	July - Sept 2011	Developing the Northern area as above.
Congleton	Oct - Dec 2011	Smaller, more disperse client group Often travelling greater distance.
Wilmslow	Jan - March 2012	An area where the transport market needs greatest development.
RURAL Areas	2012 onward	Looking at cross boundary partnerships And extending voluntary services.
Complex Needs	2011 onward	Recognising that there may be some People, exceptionally who cannot move from a Strategically commissioned transport Service.
Withdrawal of Strategically Commissioned Transport	By March 2013	In all but very exceptional cases.

- 3.7 Adult Services will continue a review of ineligible transport provision, through the application of the Adult Services Transport Policy, by supporting those with mobility income or no eligible transport need to independent travel.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Climate change - In line with Total Transport objectives.
- Health

- 6.1 Adult Services Transport Policy to reflect Cabinet agreement for no new Commissioned transport services from April 2011 unless in exceptional circumstances and where legally required to do so.
- 6.2 To ensure Concessionary Travel Policies reflect the anticipated greater demand on concessionary travel by service users and carers/escorts to meet the personalisation agenda requirements.
- 6.3 To ensure Public Information and Communication is available in accessible format, with support available to assist customers with individual queries or support/transport planning needs.
- 6.4 A phased approach to the transformation of Adult Services transport is less likely to impact on corporate costs as the programme is extended across 2 years.

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 Adult Services transport budget is £1,470k (2010/11) against expenditure of £1,592k delivering commissioned transport to 420 adults to and from their day care provision through Integrated Transport shared services fleet vehicles (40 mini-buses) or hired transport. The transport budget reduced by £200k this financial year which has been met through in year efficiency savings although Adult Services project an overspend this financial year of £120k.
- 7.2 Adult Services have an efficiency challenge to save a gross amount of £1.3m over the next two years. This is made up of a MTFS roll forward of £500k in 2012/13 associated with the shift towards personalisation giving service users greater control and independence and £800k in 2011/12 emanating directly from the Efficiency group held on 16th September 2010. Charging for Transport currently generates £250k Income, based on the current level of customers this year, which is anticipated to increase by a further £200k through increased charges in 2011/12 subject to the volume of customers being retained. There is a risk that these income targets will not be met as service users opt to access different transport options and income decreases.
- 7.3 There will be a requirement to reinvest some of the savings into concessionary travel (£50k), travel planning service (£23.4k) and 30% of current spend set aside to meet personalisation anticipated demand (£400k) - the draw on this resource will be monitored and reviewed within the first 12 months. This reinvestment will be met primarily by the income generated from transport charges and where there is a short fall, should volume of custom decline, the service will have to look elsewhere to achieve the required savings.

- 7.4 Gross expected savings over 2 years of £1.3m (£500k met through client charges and £800k from service withdrawal to alternative transport options). The Council's MTFS contains a reduction to the Adults transport budget of £800k in 2011/12 with any savings over and above this being reinvested in 3 areas as outlined below. There is an unknown risk in meeting these saving targets in year associated with pace of market development and the 2 year programme of transformation. Additional capacity is available within the transport budget to cover the risk if there is a shortfall in 2011/12, although should the need arise compensating one-off savings will need to be found from elsewhere across the Adults Directorate to make good this temporary shortfall.
- 7.5 A contingency reserve of £400k to be set aside to be drawn against as needed, to meet anticipated demand on Individual Commissioning personal budget growth associated with meeting eligible unmet transport needs in line with Adult Services statutory duty to meet Fair Access to Care critical or substantial care need, representing a 30% reinvestment to front line services. This can be put toward saving targets if not fully needed in year. Where an individual with eligible transport needs has insufficient income to meet their transport needs associated with receiving their care, Adult Services would make up the difference through a personal budget - there may be a requirement, therefore to redirect some savings to Individual Commissioning for increases to personal budgets associated with unmet eligible transport needs
- 7.6 Reinvestment of £50k to concessionary travel. This represents a prudent assessment of the financial impact of service users making their revised journey using existing passes – with the consequential recharge from the bus companies to the Council rising by this amount. This reinvestment would be reviewed within year one to establish impact and likely ongoing demand.
- 7.7 There is an identified need to negotiate a jointly funded Gr.7 post within Places Directorate for transport planning services offered to Adults and Childrens Services (80/20 split) - **£23,400 pa** from Adult Services and £5,873 pa from Childrens.
- 7.8 A short summary table is detailed below, detailing the current budget forecasts, the anticipated delivery during 2011/12 and the current shortfall in overall terms in 2012/13, which will be reviewed over the coming year to ensure an overall balanced position in 2012/13.

	£000	£000
2010/11 Base Budget		1,470
Additional Income From Service Users from 2011/12		200
		1,670
Individual Commissioning Contingency Investment	(400)	
Transport Planning Post (shared cost)	(23)	

Concessionary Travel Investment	(50)	
		(473)
Available		1,197
2011/12 Budget Reduction		(800)
2012/13 Budget Reduction		(500)
Net Shortfall		(103)

7.9 Transport staff redundancy to be costed and met by corporately agreed processes.

7.10 The move away from strategically commissioned transport by Adult Services will have an impact across the Transport Fleet and in particular those vehicle costs shared, where Children's Services currently benefit from making use of the fleet, thereby realising economies of scale through sharing costs with Adults. The programme of Adult Services transformation over two years is likely to mitigate the financial risk for Children's Services. However early indications are that this could increase costs by £200k across the Transport Fleet for those services used by Children's Services. These increased costs are subject to review and discussion through contract and other negotiations, including how the additional costs, should they arise, be funded. The outcomes of further work in this area will be monitored and reported on regularly through 2011/12.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 The Local Authority has a duty to carry out assessments under Sec. 47(1) NHSCCA 1980 where an individual has come to the knowledge of the authority and they may be in need of community care services. If this assessment highlights a substantial or critical need for a service that the local authority has a duty to provide and their transport needs are also assessed as critical or substantial, then the need for transport must be reflected in the care package. In this case, the Local Authority does not have to provide transport itself but can provide funding through the individuals personal budget to enable them to access the services elsewhere.

8.2 If the transportation is not required to access a service which the local authority has a duty to provide, then the need for the transport would still be there but it would not be a critical or substantial need. In this case, the local authority would not be required to provide or fund that service.

8.3 In order to comply with the legal requirements for proper consultation, the decision maker should ensure that he has familiarised himself with the views expressed during the consultation period and ensure that those views are taken into account in any decision made.

9.0 Risk Management

- 9.1 The impact on Children's Services Special Education Needs transport unit costs is likely to increase significantly should Adult Services withdraw transport offer.
- 9.2 Given Adult Services need to meet critical or substantial unmet transport need, the risk should the market not respond at an appropriate pace with alternative appropriate provision would bring a need for greater investment in Individual Commissioning funds to meet needs through personal budgets.
- 9.3 Impact on Adult Services Individual Commissioning staff to ensure smooth transition from fleet to alternative provision.
- 9.4 Timescales for transition may extend over two years as the market responds.
- 9.5 There may be a need to retain a very small commissioned transport element for individuals with very complex transport needs which cannot be met in any other way - these needs may possibly be met through fleet retained by Childrens' Services.

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Designation: Director of Adults and Community Health and Wellbeing

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Adult Services Transport Consultation Report

Period of Consultation : 2 November 2010 – 31 January 2011

Summary of Responses

Background

Within a challenging financial context the council is faced with maintaining statutory provision to meet critical or substantial care need, reviewing discretionary provision and addressing the national directive of personalisation, developing the market place to provide greater choice, flexibility and control for customers in meeting their care needs through personal budgets. The national directive for Local Authorities is to provide services in the community in a personalised way, offering this choice, control and flexibility to customers from a range of traditional and innovative services – every Local Authority is required by the Department of Health to offer community care services in a personalised way to all customers by 2012.

In the current economic climate, all local authorities in the UK are experiencing severe and increasing budget pressures. Cheshire East Council are dealing with a reduction in grant funding from the government, a higher than average growing elderly population, more demands for social care and an over-spend projected at £9.2 million in Adult Services alone for 2010/11.

Cheshire East Council is committed to developing services that are flexible and suitable for all and aims to bring control and choice to adult transport arrangements. Those who can travel independently will be supported to, and those who need to remain travelling with the same level of service and support because of their critical or substantial needs will be given the option of equal and alternative transport arrangements to meet their assessed mobility needs in order to access care services.

Summary

Adult Services transport budget is £1.4m (2010/11) and is used to deliver transport to 420 adults across East Cheshire to and from their day care provision using fleet transport vehicles (43 mini-buses) or hired transport.

As a discretionary service, the current cost per one way trip to the council is £9 and the cost to the transport user is £2. One of the proposals to the Transport Consultation is to reduce the gap between the cost and charge of transport services.

This consultation aims to involve the views of service users, carers, key external stakeholders, representative bodies, voluntary organisation and the wider public ensuring that these are taken into account when exploring a number of options and proposals of meeting the Personalisation agenda and budget challenges.

The consultation period should be seen as a process of dialogue and debate; and an opportunity for people to ask questions and offer their views and opinions for consideration.

This document summarises the feedback received through the consultation processes evidencing the key themes from the public meetings, other open comments and the statistical feedback from the Transport survey.

Consultation Process

The consultation period originally ran between 2nd November 2010 and 31st December 2010. However, following feedback it was decided to extend the formal period for consultation around Transport until 31st January 2011, (and to add another public meeting date) and so the date of the cabinet decision was put back to March, 2011 respectively.

Throughout the 3 month consultation period, numerous steps have been taken to involve and inform those who will be affected by changes to Transport provision, including service users, carers, families, and organisations representing the former groups.

Below is a list of the methods used to provide information about the proposals to Adult Services Transport and the opportunities in which people were given to have their say;

- Public Meetings (listed below)
- Transport questionnaire; Online and accessible (paper copy with assistance to complete offered by Day Centre Staff)
- Website information
- Presentations
- Facilitated meetings at all day care centres (listed below)
- Consultation specific e-mail account for feedback and responses
- Postal address for open comment and letters
- Individual meetings and telephone conversations
- Poster campaign
- Discussion and engagement with third sector and support groups
- Individual responses to letters of concern
- Briefing of Over-view and Scrutiny Committee
- Briefing of Link, Learning Disability Partnership Board and Forums, Older People Network, Carers Interagency Group, Central and Eastern Primary Care Trust.
- Meetings with Drivers and Attendants
- Liaison with Unison and Transport Services Management

Public consultations (N = number of attendees)

1 st December 2010	Transport Consultation 1	Middlewich	N = 23
1 st December 2010	Transport Consultation 2	Middlewich	N = 7

21st January 2011 Transport Consultation Knutsford N = 9

The consultations followed a set format with presentations from senior officers on specifics of the consultation and Personalisation. There was variation within each meeting depending on the number of attendees and whether it was suitable to have group discussions around tables before the question and answer session. Questions and comments from the meetings were recorded and these will be fed into the report.

Facilitated meetings at Day Care Centres (N = number of attendees)

7 th December 2010	Hollins View,	Macclesfield	N = 5
13 th December 2010	Peatfields,	Macclesfield	N = 6
13 th December 2010	Cheyne Hall,	Nantwich	N = 4
7 th January 2011	Mount View,	Congleton	N = 15
11 th January 2011	Redesmere Centre,	Handforth	N = 33
13 th January 2011	Carter House,	Congleton	N = 30
17 th January 2011	Hilary Centre,	Crewe	N = 35
19 th January 2011	Mayfield Centre,	Macclesfield	N = 11
24 th January 2011	Stanley Centre,	Knutsford	N = 30
24 th January 2011	Macon House,	Crewe	N = 20
25 th January 2011	Salinae House,	Middlewich	N = 30
25 th January 2011	Hilary Centre	Crewe	N - 20

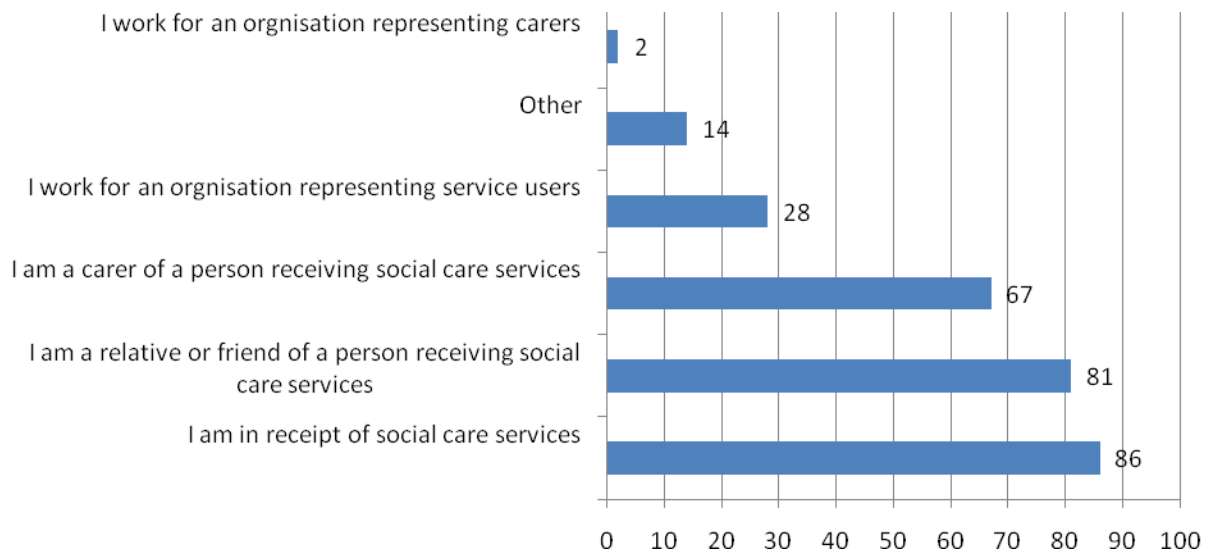
Discussions at Day Care Centres were approached in an informal manner to give service users and their carers an opportunity to absorb the information and to ask questions and give feedback; notes were taken from each of these discussions and are fed into this report.

Responses to the Transport Questionnaire

A total of 250 questionnaire responses were received during the consultation period (2nd November 2010 – 31st January 2011) via the online survey and the accessible (paper) version of the survey. These responses have been evaluated and summarised, along with the additional comments received from this feedback method.

Question 1

Which of these statements best describe your situation?

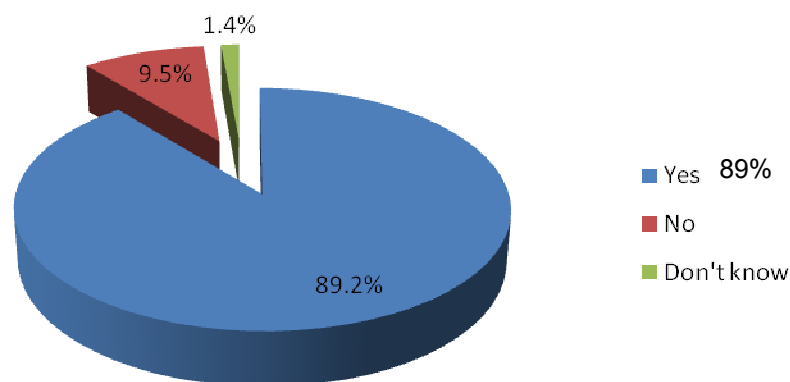


Additional comment;

Respondents were able to choose more than one option here, so the results are presented as numbers and not percentages. The chart shows that the greatest level of response was received from those receiving social care services or from those who are related to or friends with those receiving care services.

Question 2

If you are in receipt of social care services, do you also use the Council's fleet mini-bus transport service to get to and from day care?

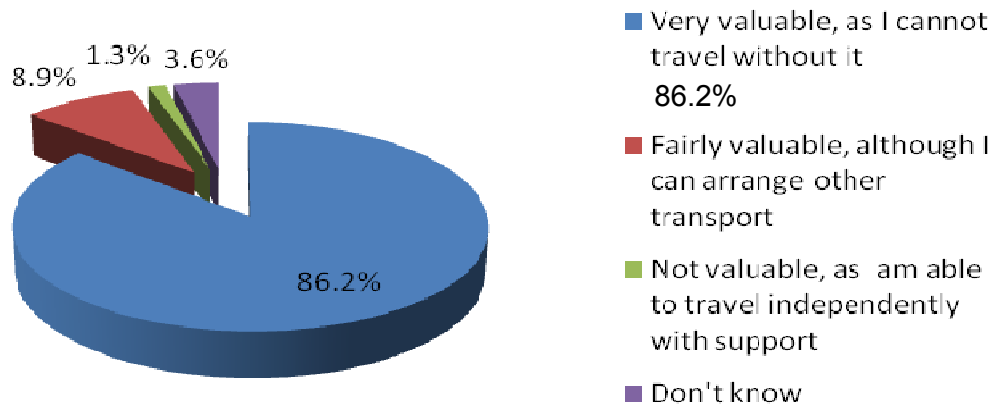


Additional Comment;

There were 222 responses to this question. This chart shows the great proportion of respondents who use (or are representing a service user who uses) the fleet transport service to travel to and from their day care provision (89%).

Question 3

How valuable is the social care fleet mini-bus service to you?

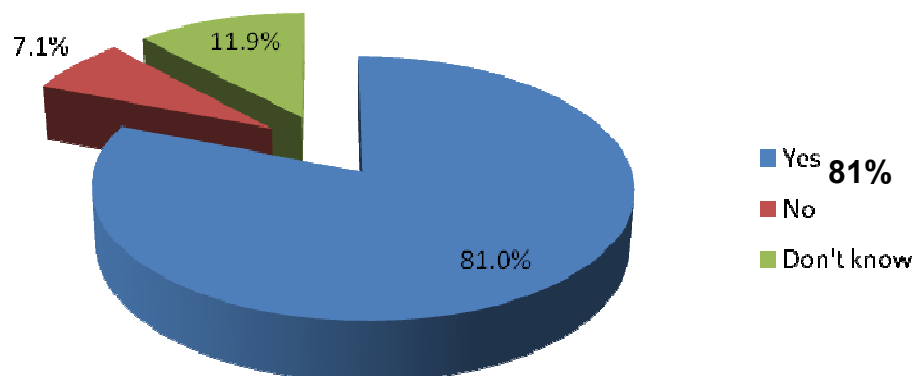


Additional Comment;

There were 224 responses to this question. The vast majority of responses indicate that respondents find the transport provided by the council very valuable and are as are unable to travel independently (82.6%)

Question 4

The Council is currently reviewing the way it provides its minibus service which gets people to and from day care. Options being considered instead are offering people dial-a-ride, specialist taxis or providing a bus pass for a carer in order for them to travel with you (the cared for). Do you think these changes would have a major impact on you?

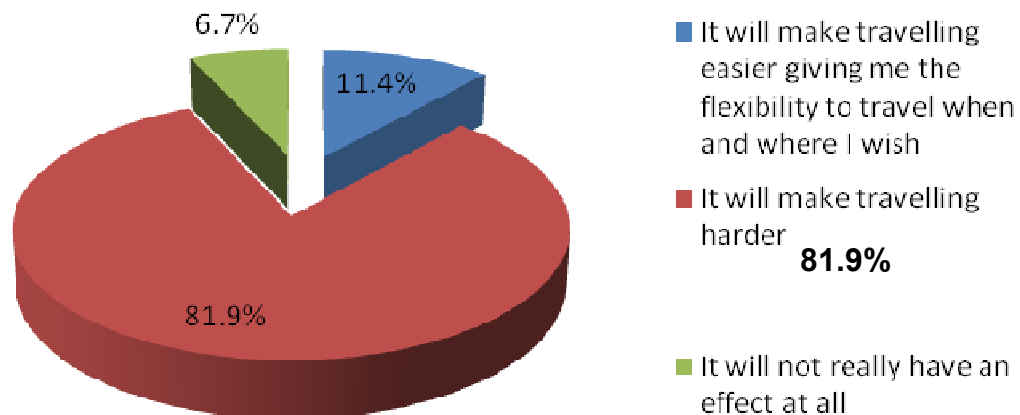


Additional comment;

There were 210 responses to this question. The chart shows the high proportion of respondents who felt the changes to transport provision would have a major impact to them and their lives (81%).

Question 5

How will moving from Social Care fleet mini-bus to another suitable form of transport affect you?



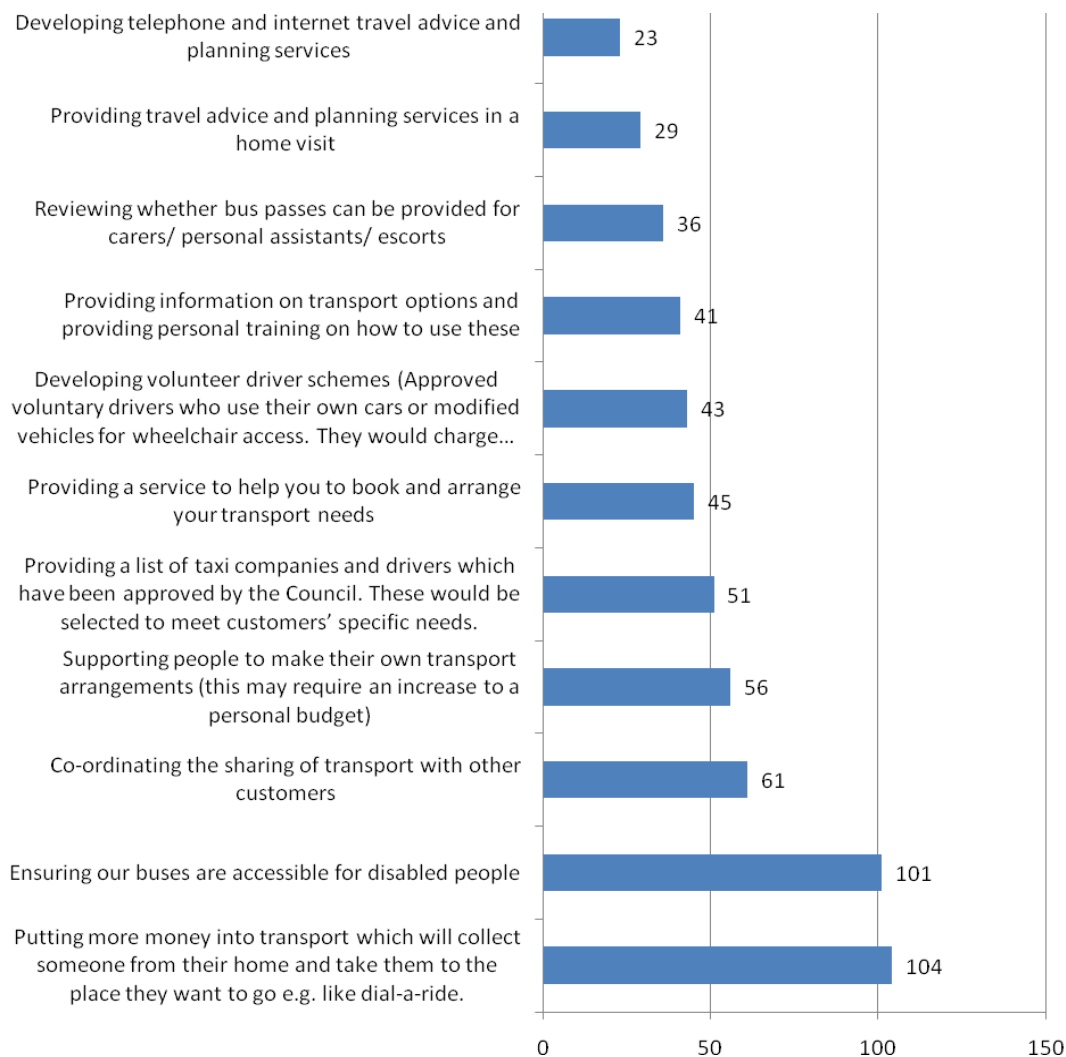
Additional comments;

There were 210 responses to this question. A small percentage of respondents (11.4%) indicated that moving away from fleet transport would make travelling easier for them and increase their independence and flexibility to travels when and where they want. An even smaller percentage (6.7%) reported that moving away from fleet transport would have virtually no effect on them, while a great proportion of respondents reported that moving away from fleet transport arrangements would make travelling harder (81.9%)

Question 6

The Council is exploring the following range of options to help people with their transport needs. Please indicate which options you feel would help you. You may choose more than one:

The chart shows the number of people who indicated which options they would find most helpful to their situation;



Additional feedback from respondents;

The current system is the best option

Currently not enough public transport links – especially in rural areas

Public transport is expensive

Happy to travel with assistance

New system will lose experienced staff and established relationships with staff

Happy to use taxis

Transport must cater for disability; wheelchair friendly and with escorts

Travel time could be reduced

More flexibility

Could lead to isolation without the same support

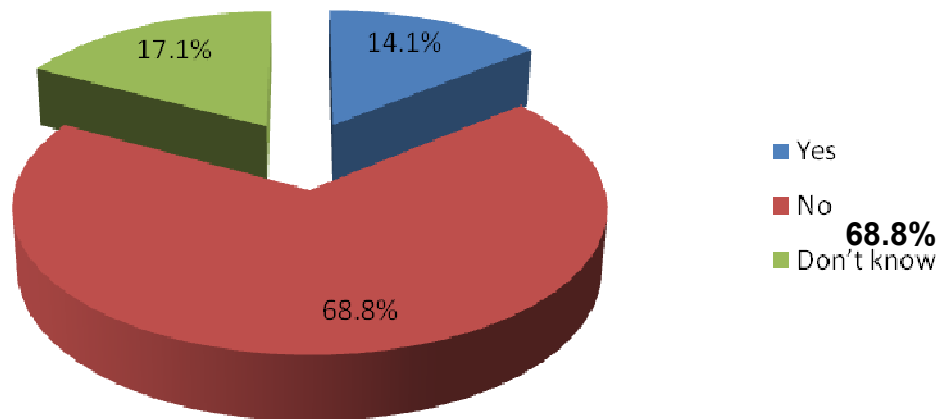
More information is needed

Additional comments;

The greatest feedback was in support of options to put more money into transport provision such as s dial-a-ride, or to improve disabled access to public transport such as busses.

Question 7

If you were supported with information and advice, would you be able to arrange and finance your own transport needs?



Additional feedback from respondents;

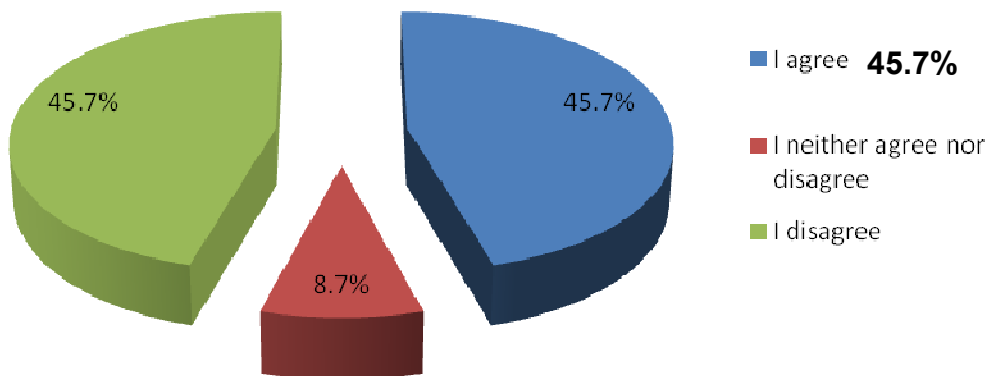
Too costly; cannot afford to pay more
 Too confusing
 Would prefer to keep fleet transport
 Would need assistance
 Unable to organise effectively given age and disability/communication difficulties
 Suitable for some but not others
 Need similar transport arrangements

Additional comments;

There were 205 responses to this question. While the majority of respondents indicated that they would not be able to arrange and finance their transport needs, the qualitative feedback to this question sheds some light on the reasons behind these responses. Some respondents mentioned that they cannot afford to pay more for their transport provisions whilst some mentioned that due to the nature of their disability they would be unable to cope with the task of arranging transport for themselves.

Question 8

As a result of increasing financial pressures on local authorities, it is unlikely that the Council will be able to continue to subsidise the social care fleet minibuses at the current level. Read the following statement and select the statement which best meets your view. "Given the current financial pressures on national and local government I understand why the charges might need to be increased for my transport services and I accept the situation"

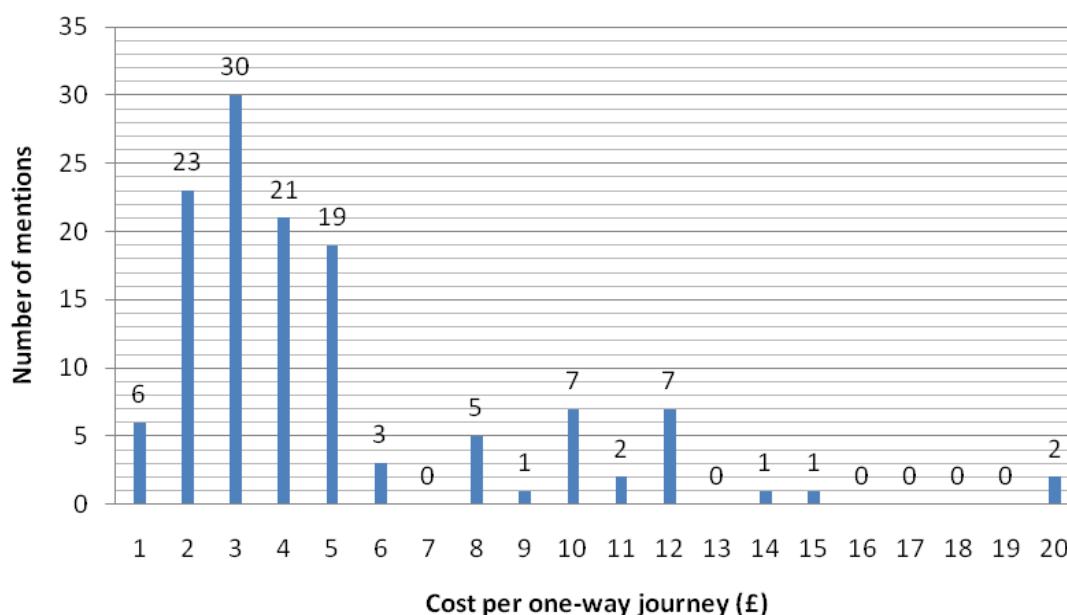


Additional comments;

There were 208 responses to this question. An equal proportion of respondents indicated that they agreed or disagreed with the statement presented.

Question 9

What is the maximum charge per one-way trip that you think is reasonable for using the social care fleet minibus service? Please enter an amount to the nearest pound (£)



Additional Comments;

This is a key question as evidences what people think is a fair price to pay for the transport provision they receive. The graph shows the number of people who indicated what they thought was a fair price for their journey (each way). These figures have been rounded to the nearest pound. The most recurrent cost indicated by respondents is £2 and £3 per one-way journey, while the average cost indicated per one-way journey is **£4.55**.

However many respondents indicated that the length of their journey should be a determinant in the costing of that journey.

Question 10

Please rate the following service in order of priority to you; 1 = Most Important and 6 = least important.

The results have been analysed and here is the ranking for each service;

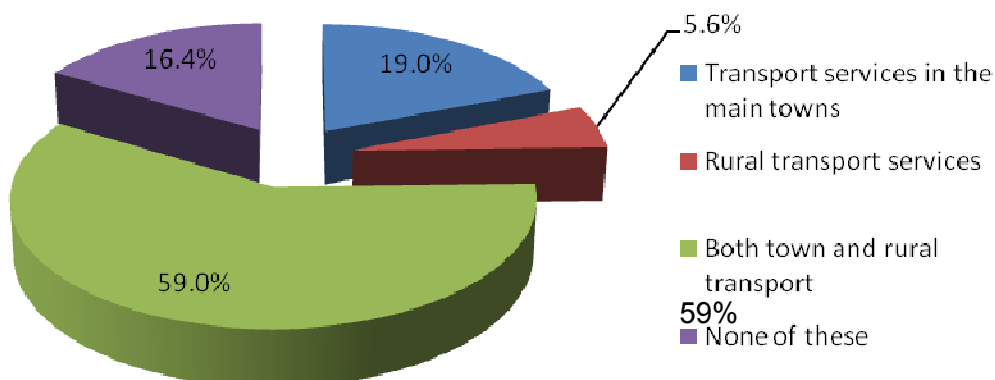
Service	Rank of Importance
Transport	1
Day Care Services	2
Carer Respite Services	3
Home Care Services	4
Family Based Care	5
Reablement	6

Additional comments;

Although the data gathered was not complete enough to allow for statistical analysis, the key message of the information has been represented in the table. Transport and Day Care Services came out as the top most important services to respondents in the survey sample.

Question 11

Thinking about transport services in general, which of the following options do you consider to be most important?



Additional feedback;

There were 195 responses to this question. The graph shows that a greater proportion of respondents equally valued the importance of transport services in both towns and rural areas of Cheshire East.

Qualitative Feedback – Key Themes

The feedback gathered from the public meetings, facilitated discussions at the day care centres, and open comments from the surveys and by letter and e-mails have all been analysed together. We have also received responses from organisations supporting service users and their carers and this feedback has also been fed into the qualitative analysis of this report. A more comprehensive response was received from UNISON, and this response has been included as an Appendix document; (see Appendix A).

From this analysis there have been six common and re-occurring themes that encapsulate the opinions and feedback of all the people who were involved in the consultation process.

The key themes are;

1. Safeguarding
2. Support
3. Funding
4. Consultation Process
5. Personalisation
6. Service Availability

Key Theme 1 – Safeguarding

Many people raised concerns over the safeguarding of service users. It was felt by some that the most vulnerable people were being ‘attacked’ in this transport consultation; and that those who are likely to be most affected were unable to speak up for themselves.

Concerns were raised about how particular service users and user groups may be unable to travel independently given the nature of their condition, and about how their safety would be compromised in doing so. It was noted that although the new transport proposals may be suitable for some service users, they would not be suitable for others.

Queries were raised as to how the council would ensure the quality of new transport arrangements. This was focused on whether the staff of bus or taxi companies, would have the correct level of training to enable them to support service users in an appropriate way. Also if these staff would be CRB checked, and if the services they provide would be reliable.

Some quotes:

“You are targeting the most vulnerable in society and their carers”

“Taxi drivers do not have the right training and knowledge i.e. first aid”

“These vulnerable people cannot travel independently”

“Taxi drivers will need CRB checking”

CEC Response/Action;

Officers recognise the need to reassure that vulnerable people will not be left without proper transport provision, the Council proposes developing a range of transport options with transport operatives being accredited to a specific level and trained in the needs of our customers. We recognise that removing cash transactions and introducing concessionary travel for escorts and carers will assist vulnerable people to travel safely. The Council recognises that there will be a number of service users who will require specialised, commissioned transportation.

Key Theme 2 – Support

A large number of people expressed their concerns about the level of support that would be available to services users given the new transport proposals. The main concern was that those who needed an escort to travel would be unable to travel if escorts were not provided. Additional concerns were that service users would lose the door to door support they receive from the fleet bus drivers.

Some people were concerned about the growing level of pressure that transport changes would bring to both service users and carers and whether provisions would be made to support the most vulnerable through these changes.

Some people were concerned for services users who do not have family or friends who could help and support them to find new transport arrangements.

Some quotes:

“People need more care than just a taxi collecting them and delivering them home”

“I wouldn’t get the same help from a taxi driver”

“What about those who do not have family to help them?”

CEC Response/Action;

The Council recognises the valuable service offered by fleet drivers and attendants in ensuring customers are safely escorted to and from the vehicles and into their homes. It is proposed, through accreditation and training that a like for like service is developed.

Key Theme 3 – Funding

Much concern was raised over the cost of the proposed transport services. People felt that they would not be able to afford to pay more for their transport to and from day care. People who already operate tight personal budgets felt that an increase in transport costs would mean that some would be left unable to travel to day care services at all.

While many people expressed that they would be willing to pay more to keep the same transport service they receive now. Or that they were happy to pay more for transport, they just wanted to know how much more it would cost them.

Others wanted to know if they could spend their Disability Living Allowance more flexibly on other services and if personal budgets or mobility allowance would be increased in line with increased travel costs.

Many people commented that they felt cuts should be made elsewhere instead of community transport, which would affect the most vulnerable. There were also suggestions about setting a fixed price based on length of journey.

Some quotes;

“Cuts should be made elsewhere, not the handicapped”

“I believe the contribution I already make to transport is high”

“I’m happy to pay more but I’d like to know how much”

CEC Response/Action;

It is expected that people with mobility income will use that income to meet their transportation needs similarly for those with Motorability vehicles. Where there is a shortfall and a customer cannot afford to meet their critical or substantial care or transport needs the Council has a duty to provide the funding to meet the shortfall.

Key Themes 4 – Consultation Process

Whilst most people felt the consultation was an important opportunity to find out more about the proposed changes to Transport provision, there were concerns about the integrity of the consultation process. Some viewed the process and associated proposals as a *fait accompli*.

Comments were also made concerning the timing and location of the public events. More specifically, some had difficulty locating the venues and the events were scheduled to occur at the same time the fleet buses would be dropping off service users.

Others reported a lack of publicity and communication, with their attendance being attributed to ‘word of mouth’. Others deemed the distribution of invitation letters via service users for their parents and carers to read as inappropriate.

Some also expressed their disappointment at the absence of an elected member to participate in the discussions. Although attendees felt they had the opportunity to express their views, there was some scepticism as to what, if any, impact they would make.

Some quotes:

"It looks quite obvious that the outcome is a foregone conclusion but yet again people in offices are making decisions which will drastically affect the lives of service users".

"This consultation is meaningless, we won't be listened to."

CEC response/action:

Cllr Domleo, Portfolio Holder for Adult Services approved a consultation process with decisions to be made by Cabinet following full consideration of the views of the public. The Council has attempted to provide a range of opportunities for people to have their say and can demonstrate 359 people have attended consultation events, 220 have submitted completed questionnaires, the Council has received 33 letters on the subject along with 11 emails.

Key theme 5 - Personalisation

Some were sceptical about the motives for implementing Personalisation, perceiving it to be a cost cutting exercise, with the authority relinquishing their responsibility for care and support (including transport provision) onto the service user, their families and carers. Others questioned why service users had to consider Personalisation if they were happy with the traditional services currently received. Some felt that the quality of life of some service users would be negatively affected by the personalisation agenda and the concept of giving more choice and control, when routine and consistency were of paramount importance to them.

Questions were also raised relating to the number of service users who were using the Empower Card and its suitability and appropriateness. Concerns were raised relating to the Empower Card and Personal Budgets, with some feeling they were not appropriate for many services users, their families and carers. One issue of particular note, was the perceived increase in the administrative burden on families and carers.

Some quotes:

"The Empower Card and personalisation is useless for my son – he cannot manage this himself".

"What is a Personal Budget?"

CEC response/action:

Personalisation is a national directive from the Department of Health which requires all Local Authority social care to be offered in a personalised way by 2012. The Council has developed an innovative system to deliver personal budgets in a cost effective way in the Empower Card which is continuing to be developed. There are a range of options available to individuals in the way they operate the Empower Card system – a personal Empower Card, a companion card which can be operated by a carer or relative, a managed account with a care provider or a virtual account managed by the Council. It is felt that these options will enable most of our customers to benefit from the programme.

Key theme 6 - Service Availability

There were concerns that the proposed transport options would not be available in all areas of Cheshire East, with particular concern being raised by those living in rural areas and those residing close to the border with the neighbouring authorities. There was also concern that there was already a lack of suitable local private transport alternatives which were accessible with adequately trained staff and escorts to accommodate the diverse needs of those individuals requiring adult social care transport.

The future of Cheshire East Councils Day Centres was also raised with attendees feeling that the proposed transport changes would have ramifications on the future of day care services. There was real concern that Day Care Services would be next to face cuts.

Concerns were also raised about the potential environmental impact of an increased number of taxis, minibuses and private cars which would be required to transport service users to and from day care if the fleet transport service ceased to exist.

Some quotes:

“You listed Dial-A-Ride but when I have contacted them they said they could not provide a service at the same time on a daily basis”

“Families are concerned that this is the start of cuts to services such as Day Care.”

CEC response/action:

The Council recognises that the transport market needs to develop to meet the needs of all social care customers and that the provision is not there currently. Considerations to a range of services to meet a variety of needs across the Cheshire East footprint have been identified. The consultation process has not highlighted any further options which the Council feels it has not already captured.

Reviewing transport does not mean that Day Care services are at risk, however as personalisation rolls out people may opt to have their care needs met in a different

way and if this happens in numbers then building based provision would need to be reviewed.

Next Steps

Cheshire East Cabinet will consider a report from Adult Services on 14th March 2011, once the recommendations have been agreed by Corporate Management Team and Overview and Scrutiny Committee.

An Equality Impact Assessment will accompany the decision making process as well as this summary report and example correspondence.

This summary document will be posted on the Cheshire East Council website together with full comments from consultation and the summary report will be distributed to those people who have provided contact details.

Department/Service	Adult Services	Equality Impact Assessment Form Template		
Ref See Appendix 1	ADU	Officer responsible for the assessment	Alison McCudden	
Name of policy procedure function being assessed	Adult Services Transport Policy		Start date of assessment	04/02/11
Are there any other policies or procedures associated or linked with this one.	<ul style="list-style-type: none"> • Personalisation - Assessment 			
Briefly describe the aims, objectives and outcomes of the policy / procedure / function	<p>April 2010 review:</p> <ul style="list-style-type: none"> • Introduce Personalisation for Transport for those with an eligible unmet need only. • Move away from strategically commissioned Transport by 2012/13 unless in exceptional cases. 			
Who is intended to benefit from this policy –procedure – function?	The change in policy is required under the Personalisation agenda and will bring about cost savings. As such it will benefit the citizens of Cheshire East as well as service users by giving them greater choice and control.			
What factors could contribute to or detract from the outcomes?	<ul style="list-style-type: none"> ▪ Culture change required within Adult Services to move away from commissioned transport. ▪ Service User/carer expectations. ▪ Availability of suitable alternative transport provision across CEC and rural borders. ▪ Suitable discretionary concessionary travel policy to support personalisation. ▪ Resources available for individual reviews to support users through change. ▪ Independent Travel Training use. ▪ Risk of corporate cost implications. ▪ Saving targets in Places Directorate for Integrated Transport Service. 			

			<ul style="list-style-type: none"> ▪ Saving targets in Adult Services for commissioned Transport.
Who are the main stakeholders in relation to the policy – procedure- function? (Please consider key equality groups)			<ul style="list-style-type: none"> • Service Users and Carers • LD Partnership Board and Forum • Carers Interagency Group • Older People Forum and Senior Voice, • North West Ambulance Service and PCT • External provider services. • Disability Information Bureau • Staff and Members
Who is responsible for the policy – procedure – function?			<ul style="list-style-type: none"> • Adult Services Senior Management Team.
Please identify any impact (Positive / Negative) this policy, procedure, function or service will have on the following protected characteristics:			
Age - Is there an impact?	Yes		<p>Comments/Actions:</p> <p>Cheshire East has a larger elderly population than both England and the North West. There are 68,400 people aged 65+ in Cheshire East or 18.9% in comparison to an average of 16.6% for the North West and 16.3% for the country. Correspondingly, Cheshire East has a small percentage of young people; 22.9% aged under 20, compared to 24.3% for the North West and 23.9% for England. Within Cheshire East in general the rural areas show the greatest proportion in both losses of young people and gains in older people. The Macclesfield area has the largest population and highest number of people aged 65+.</p> <p>The major issues for people of different ages with regards to the</p>

			transport policy tend to involve issues regarding physical condition such as ability to get on transport, safety on transport. As such these are dealt with under the disability section of this EIA. Economic issues which are often a problem for older people are dealt with in the economic deprivation section.
Carers – Is there an impact?	Yes		<p>Comments/Actions:</p> <p>The Office of National Statistics estimates that 10% of the population are likely to be carers i.e. 36,500 people in Cheshire East. There are 70,100 people over the age of 65 in Cheshire East and 8,016 of these may be carers. Of these approx 1,300 are likely to be in poor health themselves and 2,400 may be providing 50 or more hours of care per week. Only 740 carers are recorded as having had an assessment with Cheshire East Council of their needs as carers during the last year (Cheshire East Carers Strategy 2010).</p> <p>It may bring about health and safety concerns for the carer regarding the service user for instance concerning whether they have arrived safely at an establishment (by use of public transport, taxi or minibus etc).</p> <p>Proposed action include:</p> <ul style="list-style-type: none"> - Ensuring that carer's are not put under undue pressure to provide transport to a service user. - Ensuring sufficient measures are in place e.g. check-in system that health and safety concerns are managed within an acceptable level of risk - Travel Training programme - Safeguarding awareness and training for operators.
Disability - Is there an impact?	Yes		Comments/Actions:

The majority of service users in Cheshire East Adult Services are those with a Physical Disability (55.3%). The next largest group is those with a Mental Health Disability which is almost half as much (23.9%). Learning Disability clients make up only 14.6% of community service users. 6.4% of customer's have a Visual Impairment [note older people are no longer taken to be a separate client group].

Client Type	Total Service Users	%
Physical Disability	3331	55.3
Mental Health	1441	23.9
Learning Disability	879	14.6
Other Vulnerable	206	3.4
Null	148	2.5
Substance Abuse	17	0.3
<i>Visual Impairment</i>	384	6.4
Total	6022	100.0

Note for table and graph: all categories are mutually exclusive except visual impairment. The data also shows the main client type so if a person also has other needs, these are not included in these statistics.

- The Government Report, "Improving the Life Chances of Disabled People", states that disabled people experience a number of areas of disadvantage. This includes that; they are more likely to live in poverty, they are less likely to have educational qualifications, they are more likely to be economically inactive, more likely to experience problems with housing and more likely to experience problems with transport.

			<p>Transport is listed as disabled people's biggest challenge in this document. It also states there should be, "increased local authority accountability for making sure that all aspects of disabled people's transport needs are taken into account."</p> <p>"Disabled people travel a third less often than the general public and over a third of those who do travel experience difficulties, the most common being getting on or off trains or buses."</p> <ul style="list-style-type: none"> - The Government 'Putting People First' document set out the pathway for all Councils to move towards the personalisation of social care. It is a consequence of this approach that the Council is reconsidering its provision of fleet transport. This is because in order for individuals to have greater choice over how their care needs are met there must be flexibility of transport. However, the aim of this policy is to react to predicted future demand and grow the external transport market. Current demand is not there at present for alternative services. In the longer term this approach may mean greater choice and control for people who are disabled. This may significantly positively impact on their lives. <p>Major issues from transport consultation:</p> <ul style="list-style-type: none"> - Impact: 81% of respondents to the survey felt that a change in provision would have a major impact on their lives. 11.4% felt that moving away from fleet transport would make travelling easier for them. - Ability for disabled to arrange transport: 11.4% of respondents indicated that this was important. However 68.8% of respondents in the survey indicated that they would not be able to finance or arrange their own transport even with assistance.
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			<p>The Council expects to invest to develop assistance for the public with transport planning and accessing the appropriate transport to meet their need. It will be important to ensure that these resources are sufficient to assist those lacking in capacity. Transport is considered within a review of care.</p> <ul style="list-style-type: none"> - Cost of transport: e.g. public transport, taxis. Note: 45.7% of those who completed the survey said they understood why transport costs might need to be increased which was exactly balanced by those who disagreed with the increase. It is expected that with the change in provision that the service user will incur increased costs e.g. use of minibus, taxi, public transport. However, these increased costs will be factored into the individual's personal budget less the contribution the customer is able to make. <p>Service users currently pay £2 to receive transport to and from a day centre. Many service users stated that they would not be able to afford an increase in transport costs due to their already stretched budgets. However, some also expressed the view that they would be prepared to pay more.</p> <p>The Council expects that people with mobility income will be able to use it to meet their transport needs. If there is a shortfall the Council has a duty to meet eligible unmet transport needs through a personal budget where the customer has critical or substantial care or transport needs. Where someone has a mobility vehicle their needs should be met by that resource.</p> <ul style="list-style-type: none"> - Availability of transport: Concerns were expressed at the consultation events that it might be difficult to obtain transport to care services particularly from rural locations.
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			<p>The Council wishes to use a range of transport options for service users and develop the market over a 2 year period. However, it has acknowledged that provision is not currently available and that the market must develop. The Council must ensure that there is a 'phasing out' of the fleet system as capacity is built..</p> <ul style="list-style-type: none"> - Ability of transport to cater for people with disability: (101 service users indicated that this was necessary for buses in the survey). <p>Transport companies must have a commercial interest in adapting their vehicles to cater for disabled people. These vehicles must also be available at the appropriate times e.g. when transport to day centres is required. A scoping study is required of interest of companies in adaptations. The Council must also ensure that there is a gradual 'phasing out' of the fleet system as capacity is built elsewhere.</p> <ul style="list-style-type: none"> - Staffing: Loss of staff who understand the needs of service users. Attendees at the events expressed concerns as to whether staff from other transport options would be sufficiently well trained to support service users. For instance, in seeing them to their door, in operating a key safe. One example quote was <i>"Taxi drivers do not have the right training and knowledge i.e. first aid"</i>. There were also concerns over whether staff would be CRB checked. <p>The Council aims to develop a robust accreditation system and training to provide a like for like quality of staffing by transport providers. However, some key issues remain. These include increased costs to ensure assistance 'to the</p>
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			<p>door and other safeguards. There is also a lack of knowledge of the commercial interest firms will have in taking on this work and the associated costs that may go with it. Further research needs to be done to gauge these factors</p> <ul style="list-style-type: none"> - Health and Safety: Concerns were expressed that people lacking in mental capacity might have their safety compromised by using alternative transport methods. For instance, if a service user was taken by taxi and deposited outside their home with no way for them to get into it, how a service would react to an unusual event in their day to day public transport journey e.g. getting on the wrong bus accidentally. Safeguarding measures are to be factored into each individual solution. <p>The Council aims to carefully assess the capabilities of each service user to gauge which method of transport is most suitable. However, the other aspect of ensuring safety is the training of transport staff e.g. bus drivers. It should be recognised that risk cannot be eliminated nor is this desirable because service users would miss out on the many benefits greater independence can bring. For instance, building confidence, better integration into the community etc. It is expected that each service user will have their transport options reviewed as a result of this process and that careful monitoring will occur of how the user's suitability for this option.</p>
Gender (Including pregnancy and Maternity, Marriage)?		No	<p>Comments/Actions:</p> <p>According to the Mid-2009 population estimates from the Office for National Statistics the current resident population of Cheshire East is circa 362,700. This is split between 184,500 females and</p>

			<p>178,200 males (50.9% and 49.1%). This is approximately the same as the gender split in the North West and for England as a whole.</p> <p>There is a much larger ratio of females to male service users in Cheshire East. This can largely be explained by the differences in life expectancy between the sexes.</p> <p>Service Users by Gender</p> <table><tr><th>Sex</th><th>Total:</th><th>%</th></tr><tr><td>M</td><td>2206</td><td>36.6</td></tr><tr><td>F</td><td>3816</td><td>63.4</td></tr><tr><td>Total:</td><td>6022</td><td>100</td></tr></table> <p>This impact on this protected characteristic is neutral. No issues were uncovered through research or at the consultation events.</p>	Sex	Total:	%	M	2206	36.6	F	3816	63.4	Total:	6022	100
Sex	Total:	%													
M	2206	36.6													
F	3816	63.4													
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Gypsies & Travellers - Is there an impact?		No	<p>Comments/Actions:</p> <p>Cheshire East Caravans - July 2010 (source LILAC)</p> <table><tr><td>All Caravans</td><td>139</td></tr><tr><td>Authorised Sites</td><td>119</td></tr><tr><td>Unauthorised Sites</td><td>20</td></tr></table> <p>Due to the transient nature of the Gypsy and Traveller community it is difficult to ascertain the exact numbers of this section of the community within Cheshire. It is considered an important and significant minority group however.</p>	All Caravans	139	Authorised Sites	119	Unauthorised Sites	20						
All Caravans	139														
Authorised Sites	119														
Unauthorised Sites	20														

			The change in transport provision would not impact on the gypsy and traveller community because of the location of traveller sites in rural locations. Taxis and minibuses must be available for appropriate service users. Cost of transport must also be factored into the financial assessment process.																																																
Race – Is there an impact?		No	<p>Comments/Actions:</p> <p>White people are the overwhelming racial group within Cheshire East. Nevertheless, there is a significant proportion of people who are neither white British or Irish. This amounts to a total of 20,800 people or (6.1%), with 13,000 (3.8%) being non white.</p> <p>Ethnic Minorities (estimated for 2009 ONS)</p> <table><tr><td></td><td>Cheshire East</td><td>England</td><td>Cheshire East %</td><td>North West %</td><td>England %</td></tr><tr><td></td><td>Unitary Authority</td><td>Country</td><td>Unitary Authority</td><td>Region</td><td>Country</td></tr><tr><td>All Ethnic Groups</td><td>360,700</td><td>51,092,000</td><td>100.0</td><td>100.0</td><td>100.0</td></tr><tr><td>White</td><td>347,600</td><td>45,082,900</td><td>96.4</td><td>92.1</td><td>88.2</td></tr><tr><td>Mixed</td><td>3,300</td><td>870,000</td><td>0.9</td><td>1.2</td><td>1.7</td></tr><tr><td>Asian or Asian British</td><td>5,000</td><td>2,914,900</td><td>1.4</td><td>4.4</td><td>5.7</td></tr><tr><td>Black or Black British</td><td>2,000</td><td>1,447,900</td><td>0.6</td><td>1.1</td><td>2.8</td></tr><tr><td>Chinese or Other Ethnic Group</td><td>2,700</td><td>776,400</td><td>0.7</td><td>1.1</td><td>1.5</td></tr></table> <p>This impact on this protected characteristic is neutral. No issues were uncovered through research or at the consultation events.</p>		Cheshire East	England	Cheshire East %	North West %	England %		Unitary Authority	Country	Unitary Authority	Region	Country	All Ethnic Groups	360,700	51,092,000	100.0	100.0	100.0	White	347,600	45,082,900	96.4	92.1	88.2	Mixed	3,300	870,000	0.9	1.2	1.7	Asian or Asian British	5,000	2,914,900	1.4	4.4	5.7	Black or Black British	2,000	1,447,900	0.6	1.1	2.8	Chinese or Other Ethnic Group	2,700	776,400	0.7	1.1	1.5
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Black or Black British	2,000	1,447,900	0.6	1.1	2.8																																														
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Religion & Belief- Is there an Impact?		No	<div>Comments/Actions:</div> <div>Cheshire East as a whole has a far greater percentage of people who stated that they were Christian in the census than in England as a whole. This is a pattern which is a feature of much of the North West of England. Perhaps, the main reason for this is the lack of racial diversity apparent in the general population. Cheshire East has an equal amount of Buddhists to the North West average, half as many Hindu's and Jewish people and significantly less Muslims.</div> <table><tr><td></td><td>Cheshire East</td><td>England</td><td>Cheshire East</td><td>England</td></tr><tr><td></td><td>Unitary Authority</td><td>Country</td><td>Unitary Authority%</td><td>%</td></tr><tr><td>All People</td><td>351,817</td><td>49,138,831</td><td>100.0</td><td>100.0</td></tr><tr><td>Christian</td><td>282,432</td><td>35,251,244</td><td>80.3</td><td>71.7</td></tr><tr><td>Buddhist</td><td>551</td><td>139,046</td><td>0.2</td><td>0.3</td></tr><tr><td>Hindu</td><td>617</td><td>546,982</td><td>0.2</td><td>1.1</td></tr><tr><td>Jewish</td><td>562</td><td>257,671</td><td>0.2</td><td>0.5</td></tr><tr><td>Muslim</td><td>1,375</td><td>1,524,887</td><td>0.4</td><td>3.1</td></tr><tr><td>Sikh</td><td>170</td><td>327,343</td><td>0.0</td><td>0.7</td></tr><tr><td>Any other religion</td><td>593</td><td>143,811</td><td>0.2</td><td>0.3</td></tr><tr><td>No religion</td><td>42,757</td><td>7,171,332</td><td>12.2</td><td>14.6</td></tr><tr><td>Religion not stated</td><td>22,760</td><td>3,776,515</td><td>6.5</td><td>7.7</td></tr></table> <div>Religious requirements may mean a service user requires increased flexibility in transport arrangements e.g. to coincide with trips to places of worship, to ensure transport occurs at appropriate times (e.g. not interfering with times of prayer). The</div>		Cheshire East	England	Cheshire East	England		Unitary Authority	Country	Unitary Authority%	%	All People	351,817	49,138,831	100.0	100.0	Christian	282,432	35,251,244	80.3	71.7	Buddhist	551	139,046	0.2	0.3	Hindu	617	546,982	0.2	1.1	Jewish	562	257,671	0.2	0.5	Muslim	1,375	1,524,887	0.4	3.1	Sikh	170	327,343	0.0	0.7	Any other religion	593	143,811	0.2	0.3	No religion	42,757	7,171,332	12.2	14.6	Religion not stated	22,760	3,776,515	6.5	7.7
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			change in transport provision is likely to benefit this protected characteristic in the longer term as the market grows and caters for a greater range of individual needs.
Sexual Orientation -Is there an impact?		No	<p>Comments/Actions:</p> <p>In the NWDA's Report (North West Development Agency) "Improving the Region's Knowledge Base on the LGB&T population in the North West" it was estimated that 34,500 LGB's were living in the County of Cheshire. When adjusted for predicted population growth and split proportionately for the Cheshire East area, the number can be stated as being 12,311 for 2009. This equates to circa 3.4%. If this ratio is also adopted for Cheshire East service users (which is currently 6022 - 30 September 2010), this would be 205.</p> <p>This impact on this protected characteristic is neutral. No issues were uncovered through research or at the consultation events.</p>
Transgender - Is there an impact?		No	<p>Comments/Actions:</p> <p>The North West Development Agency has estimated that the number of transsexual people in the North West in 2009 as between 600-700. Using this proportion for Cheshire East means that there would be circa 32-37 transsexual people. Although the NWDA does note that this is a, "conservative estimate because it covers only those who are seeking, those who intend to seek and those who have undergone gender re-assignment and gender recognition (i.e. transsexuals), and does not include those not seeking recognition". There are no current service users who are known to be transgender.</p> <p>This impact on this protected characteristic is neutral. No issues</p>

			were uncovered through research or at the consultation events.																																	
Other socio-economic disadvantaged groups (including white individuals, families and communities) Is there an impact?		No	<p>Comments/Actions:</p> <p>The areas with the lowest average household income, Cheshire East, 2007</p> <table><tr><td><i>Region (Lower Super Output Area)</i></td><td><i>Ward</i></td><td><i>Paycheck – Average Income</i></td></tr><tr><td>Central & ValleyL1</td><td>Delamere</td><td>£21,900</td></tr><tr><td>East CoppenhallL3</td><td>Maw Green</td><td>£22,200</td></tr><tr><td>West Coppenhall & GrosvenorL4</td><td>Grosvenor</td><td>£23,100</td></tr><tr><td>Macclesfield Town EastL5</td><td>Macclesfield Hurdsfield</td><td>£23,600</td></tr><tr><td>AlexandraL1</td><td>Alexandra</td><td>£23,700</td></tr><tr><td>West NantwichL1</td><td>Barony Weaver</td><td>£23,800</td></tr><tr><td>Wilmslow Town Dean Row & HandforthL4</td><td>Handforth</td><td>£23,900</td></tr><tr><td>Congleton EastL3</td><td>Congleton North</td><td>£24,200</td></tr><tr><td>St BarnabasL4</td><td>St Barnabas</td><td>£24,300</td></tr><tr><td>East CoppenhallL2</td><td>Maw Green</td><td>£24,400</td></tr></table> <p>Some attendees at the events felt that Personalisation was a mechanism in which the Council forced service users both to contribute more to their care and spend more time planning it. Service users currently pay £2 to receive transport to and from a day centre. Many service users stated that they would not be able to afford an increase in transport costs due to their already stretched budgets. However, some also expressed the view that they would be prepared to pay more.</p>	<i>Region (Lower Super Output Area)</i>	<i>Ward</i>	<i>Paycheck – Average Income</i>	Central & ValleyL1	Delamere	£21,900	East CoppenhallL3	Maw Green	£22,200	West Coppenhall & GrosvenorL4	Grosvenor	£23,100	Macclesfield Town EastL5	Macclesfield Hurdsfield	£23,600	AlexandraL1	Alexandra	£23,700	West NantwichL1	Barony Weaver	£23,800	Wilmslow Town Dean Row & HandforthL4	Handforth	£23,900	Congleton EastL3	Congleton North	£24,200	St BarnabasL4	St Barnabas	£24,300	East CoppenhallL2	Maw Green	£24,400
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			It is likely that the effect of the transport policy is to put pressure on those who can afford to pay, to pay more. However, service users are financially assessed according to ability to pay (under Government Fairer Charging Guidance) and so should not ever be asked to contribute more than they can afford to do. This means although there will be an impact on service user's particularly just about the Council threshold this should not be extreme. The assessment process must take into account the cost of transport in a particular area e.g. costs in rural locations may be significantly higher.
Please give details of any other potential impacts of this policy (i.e. Poverty & deprivation, community cohesion, environmental)	Yes		Comments/Actions: It is likely that this policy will bring about increased road traffic as individuals make a variety of ways to day centres rather than by using fleet vehicles.
Could the impact constitute unlawful discrimination in relation to any of the Equality Duties		No	Comments:
Does this policy – procedure – function have any effect on good relations between the council and the community	Yes		Comments: This policy has proved highly contentious and may have a significant impact on relations between the community and the council
Do you require further data/information/intelligence to support decision making?	Yes		Comments: A phased programme of transition is proposed, including a detailed analysis of current service users and individual reviews. No eligible person will have their commissioned transport service removed without an appropriate

			alternative transport solution being in place. (please note if you answer yes or no you will still be required to complete the Data Methods/Collection to Support Decision Making Section)
Please specify any question(s)/issues/concerns/actions identified as a result the assessment. What needs to be done?			Comments <ul style="list-style-type: none"> • Measure and review market developments • Ensure costs of alternative transport are moderate for service group. • Safeguarding referral pathways, training, advice and support. • Robust accreditation including enhanced CRB

Data Methods/Collection to Support Decision Making		
Please indicate what methods of research, information and intelligence will be/have been used e.g. consultation, reports, comparisons with similar organisations	Internally	Externally
Please state who will be/who was involved/engaged/consulted	Internal (Staff/Members/Service/Dept)	External (stakeholders/service users/partners)
Please indicate any significant expected costs & resource requirements for completing the data collection		

Equalities Impact Assessment (EIA) Action Plan: Making Changes

REF	Action	Responsible Person/s	Action Deadline	Tasks	Progress
1	To ensure that sufficient resources are put into transport planning for service users. This should meet the needs of a full range of audiences e.g. those with learning disabilities, those with hearing impairments etc.	Chris Williams	From April 2011 to March 2013		
2	Ensuring that transport needs are fully factored into the financial assessment process. This includes ensuring that the location/needs of each individual are carefully assessed. This is of particular importance to those in rural locations. Taking account of motorability or mobility resources available to the customer.	Jacqui Evans	From April 2011 to March 2013		
3	To ensure procedures are in place to carefully identify an individual's option for travel and that	Jacqui Evans	From April 2011 to March 2013		

	this is reviewed regularly to ensure it still fits in with their capabilities and wishes				
4	To ensure if the policy is implemented that a transition from fleet transport happens in a gradual way only removing supports when suitable alternatives are available for the individual. This includes both in staff training, quantity of vehicles and facilities of vehicles for disabled people	Places and Adult Services Jointly	From April 2011 to March 2013		
5	For procedures to be put in place to guarantee training of external transport staff and CRB checking. Accreditation should be regularly reviewed on the basis of inspection and incident reporting.	Places and Adult Services Jointly	From April 2011 to March 2013		
6					
Please state the date the policy/procedure/function will be reassessed? (generally 1-3 yrs)			Comments/Date:		

Signed (Service Manager)

Date.....

Signed (Head of Section)

Date.....

Once you have completed this section please email it to the Equality and Inclusion Team. The Equality and Inclusion Team will convene a quarterly meeting of the Fairness and Inclusion Group (FIG) who will quality check our EIA's to ensure we have considered everyone. We plan to send approximately 2-5% of our completed EIAs Forms to the (FIG).

Quarterly Progress and monitoring

REF	Action	Progress	Completed

Once you have completed your progress report, please email it to the Equality and Inclusion Team. Make a copy of the progress report template so you can present an update in three months time.

Once you have completed your quarterly progress report, please email it to the Equality and Inclusion Team

Measuring Impact & Reporting

Ref	Action	Impact	Outcome	Review Date
	The changes that you have made to remove the gaps you have Identified (simply cut and paste these from the action plan).	What has been the overall impact of making the particular changes? (could include wider community involvement in policy development or greater use of service by	What are the concrete results of having changed your policy or service? Could include improved service use, reductions in complaints or increased satisfaction. These will be based on detailed data and should outline how the changes have	

		diverse communities).	brought about improvements for different communities and groups	

Once you have completed your impact report, please email it to the Equality and Inclusion Team. The Equality and Inclusion Team will prepare an annual report for Corporate Management Team and Cabinet on our progress.

Appendix 1

Service Reference Index

Service Reference Index			
Safer & Stronger – SSC	Regeneration – REG	Planning & Policy – PAH	Legal & Democratic Services – LAD
Children & Families – CHI	Adults – ADU	Health & Wellbeing – HWB	Human Resources & Organisational Development – HROD
Policy & Performance – PAP	Corporate Improvement - CI	Environmental – ENV	Borough Treasurer & Head of Assets – BTA

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 14 March 2011
Report of: Strategic Director - Places
Subject/Title: 5 Year Carbon Management Plan 2011 - 2016
Portfolio Holder: Cllr Rod Menlove

1.0 Report Summary

- 1.1 Supported by the Carbon Trust, Cheshire East Council has identified a programme of work that will help the Council to reduce CO₂ emissions and reduce energy costs. During the period from 2011 to 2016 a range of practical projects and the strands of an embedding strategy should be developed and implemented to achieve a 25% reduction in our energy consumption from the 2008/09 baseline. A key element of the programme is to recognise the need for 'cost avoidance' due to the acceleration in energy prices increases and the cost of not adapting to the impacts of climate change.
- 1.2 In 2008/09 Cheshire East Council was responsible for the emission of 51,037 tonnes of CO₂. **The energy cost** associate with these emissions was £9.9 million. Over time, our emissions will rise along with associated increases in energy costs. If we do not take action now to reduce our energy use and meet the target of a 25% reduction in CO₂ emissions it will cost the authority an additional £ 13.2 million over the next 5 years.
- 1.3 The final draft of the Carbon Management Plan was submitted to the Carbon Trust for their advice, comments and seal of approval on 31 January. After receipt of their initial assessment several amendments were made and a revised version of the Plan submitted. The latest version, as approved by the Carbon Trust, is attached to this report.

2.0 Decision Requested

Cabinet is requested to:

- 2.1 Accept and approve the 5 year Carbon Management Plan.
- 2.2 Commit to providing funding for the range of projects that will deliver the anticipated carbon savings and enable the development of additional practical projects beyond those currently identified.
- 2.3 Endorse the Embedding Strategy, and its development, which will enable the Council to integrate into its decision making procedures the need to reduce its carbon emissions and endeavour to achieve sustainability for all service delivery.

3.0 Wards Affected

3.1 All

4.0 Local Ward Members

4.1 All

**5.0 Policy Implications including - Carbon Reduction
- Health**

5.1 Developing the Carbon Management Plan is in accordance with the Councils Corporate Plan (Objective 4) and is in line with the Sustainable Community Strategy. It is closely related to the development of the Councils Adaptation Strategy work on which work began last year within the framework of National Indicator 188. This Plan describes how carbon reduction will be an integral factor in decisions about how we deliver our services, and in our work with partners to secure a sustainable future for those who live, work and take leisure in the Borough.

6.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

6.1 The Carbon Management Plan will support the reduction in Cheshire East's carbon emission and therefore a reduction in energy bills, for each tonne of carbon saved there is a saving of between £150 - £220 in energy costs.

6.2 The Carbon Management Plan will also have an impact on the Council's liabilities under the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. Current estimates suggest our liability will be about £520,000. Achieving a 25 per cent reduction in our CO₂ emissions could reduce our payments from 2013 by about £130,000 each year.

6.3 Energy efficiency is financially crucial at a time of volatile energy prices and the Carbon Management Plan documents the progress being made towards being an energy efficient Council. The continued development of this plan will ensure energy savings and therefore cost savings will be achieved.

7.0 Legal Implications (Authorised by the Borough Solicitor)

7.1 Developing a Carbon Management Plan will help the council to deliver its obligations under the Climate Change Act 2008.

8.0 Risk Management

8.1 If the Council does not implement the programme of actions in the plan there is a risk that we will not sufficiently demonstrate progress towards Corporate Objective 4 (To enhance the Cheshire East environment). It will

also hinder our position as a Community Leader in tackling Climate Change as indicated in the Climate Change Act 2008. Further, an opportunity to minimise increases in energy costs will have been lost.

9.0 Background and Options

- 9.1 Cheshire East Council made an early commitment to reducing its climate change impact by signing up to the Nottingham Declaration in 2008/09. As the third largest unitary authority in the North West, we have a responsibility to lead by example to secure a sustainable future for those who live and work in the borough and for those who visit it. That future depends on our reducing CO₂ emissions, by putting in place measures to sustain long term reductions in energy use, and by creating the conditions for moving Cheshire East towards a low carbon future.
- 9.2 The UK Government has placed an emphasis on local authorities setting a leading example on Climate Change. Action by local authorities will be critical to the achievement of the long term goal to reduce CO₂ emissions by 80% by 2050 stated in the *Climate Change Act 2008*.
- 9.3 By implementing the Carbon Management Plan, Cheshire East Council will achieve its target reduction by:
- delivering **cost savings** from carbon reduction activities in our office buildings, our schools, on transport and street lighting
 - **integrating and embedding** carbon management into the Council's high level policies and strategies and its business planning process
 - developing a portfolio of **carbon reduction projects** which will combine quick wins, high impact CO₂ savings with a blend of enabling strategies, alignment of policies and savings from rationalisation
 - **reducing the demand** for energy to increase the overall effectiveness of energy management
 - **inspiring staff and members** to help the implementation of the carbon management actions and initiatives and by contributing to the delivery of actions and initiatives across the wider community
 - developing a strategy to achieve **schools engagement** through support for efficiencies, awareness raising and enhancing aspects of the curriculum in order to achieve significant savings
 - **leading the community** on climate change by demonstrating leadership in reducing carbon dioxide emissions resulting from the Council's operations, as set out in NI186 (reducing per capita CO₂ emissions in the local authority area).

- 9.4 Embedding carbon management across the Council is vital to the success of the Carbon Management Plan and it also delivers one of the key objectives in the Corporate Plan 2010-13, which states:

“We will tackle the effects of climate change through a comprehensive approach to reducing carbon emissions and promoting sustainable approaches. We will develop and deliver a Carbon Management Plan which sets targets for reducing carbon emissions. We will know we have been successful when the Council reduces its carbon emissions and is respected as a leading example across the Borough on climate change issues”.

- 9.5 For the plan to be successful it needs to be owned across the Council, or “embedded”, and to be seen as an essential tool. We have used the Carbon Trust’s Carbon Management 5 level Embedding Matrix to determine our starting point and our assessment of our current level is set out below.
- 9.6 Each element is led by a senior officer whose role is to ensure progress and to report that progress to the Programme Board and to the Council. The Matrix demonstrates that carbon management is not just about technical projects but relates to all Council activity from strategy development, communications and training, responsibility, accountability, monitoring and review, programme management, finance and investment and policy alignment.
- 9.7 There is still considerable progress to be made on embedding carbon reduction into all of the Council’s actions and activities.

Category	Current Level of 5	Target level by date	Level by 2014
Corporate Strategy	3	4 (by March 2012)	5
Programme Management	3	4 (by December 2011)	5
Responsibility	2	4 (by March 2012)	5
Data Management	4	4 (by December 2011)	5
Communications and Training	3	4 (by December 2011)	5
Finance and investment	4	5 (by March 2012)	5
Policy alignment	2	3 (by September 2011)	5
Schools engagement	3	4 (by March 2012)	5

10.0 Access to Information

Copies of the 5 Year Carbon Management Plan and all supporting data are available from the officer below.

Name: Robert Elliott

Designation: Economic and Regional Policy Officer

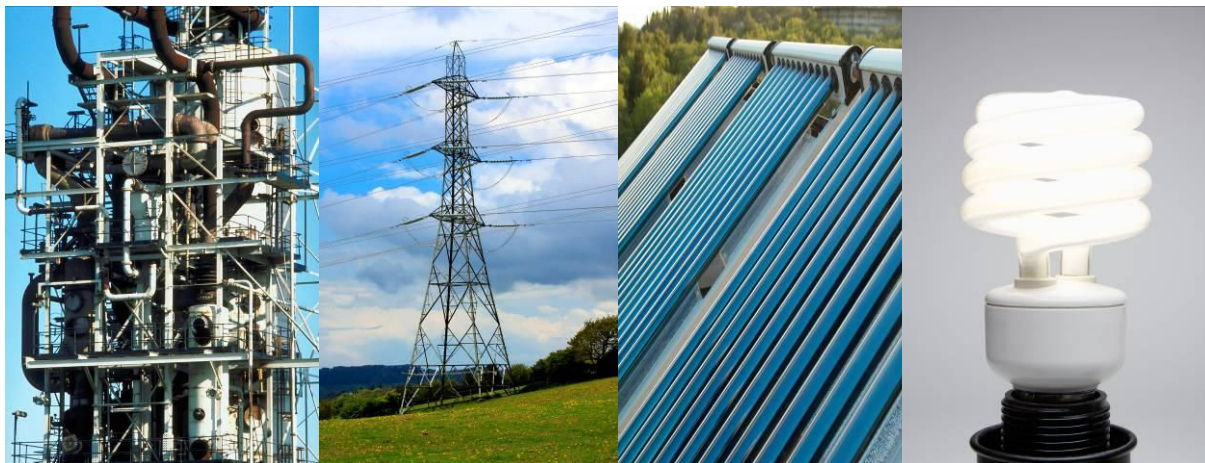
Telephone Number: 01270 685800

Email: Robert.elliott@cheshireeast.gov.uk

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Cheshire East Council Carbon Management Programme

Carbon Management Plan (CMP)



Date: 18 February 2011

Version number: 5

Owner: John Nicholson

Approval route: Cabinet (14 March 2011)

Approval status: Final

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Foreword

Cheshire East Council made an early commitment to reducing its climate change impact by signing up to the Nottingham Declaration in 2008/9. As the third largest unitary authority in the North West (and one of the newest), we have a responsibility to work with partners to secure a sustainable future for those who live and work in the borough and for those who visit it. That future depends on our reducing CO₂ emissions, by putting in place measures to sustain long term reductions in energy use, and by creating the conditions for moving Cheshire East towards a low carbon future.

Tackling climate change is a priority in our Corporate Plan 2010-2013. It is also a key aim of our Sustainable Community Strategy, "Ambition for All", which recognises the role the whole community can play.

This Carbon Management Plan is our first step in moving the organisation towards a lower emission authority. By 2016 we will have demonstrated our commitment through implementing practical actions putting our own house in order, with energy conservation and efficiency measures reducing energy costs and saving money, improving the sustainability of our operations and significantly reducing our climate change impact. We are doing this not only because energy efficiency is financially crucial at a time of volatile energy prices, but because climate change is already having an impact on the services that we provide. By reducing our CO₂ emissions we can make a positive contribution, not only in helping us to adapt to climate change, but by reducing the risks associated with a changing climate.



Erika Wenzel

Erika Wenzel
Chief Executive



Rod Menlove

Cllr Rod Menlove
Cabinet Member for the Environment

Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for all public sector organisations. Carbon management is about realising efficiency savings, transparency, accountability and leading by example. The UK government has identified the public sector as key to delivering carbon reduction across the UK in line with its Climate Change Act commitments and the Local Authority Carbon Management Programme is designed in response to this. It helps organisations to save money on wasted energy and put it to better use in other areas, while making a positive contribution to the environment by lowering carbon emissions.

Cheshire East Council partnered with the Carbon Trust on this programme in 2010 to realise the substantial carbon and cost savings. This Carbon Management Plan commits the Council to a target of reducing CO₂ by 25% by 2016 and underpins potential financial savings and cost avoidance to the organisation of around £13.2 million by that date.

Public sector organisations can contribute significantly to reducing CO₂ emissions and improving efficiency. The Carbon Trust is therefore very proud to support Cheshire East Council in their on-going implementation of carbon management.



Richard Rugg

Head of Public Sector, Carbon Trust



Management Summary

This document is a statement of Cheshire East Council's commitment to reducing its carbon emissions. It forms part of our sharing with our partners and the community the extent to which the Council has already reduced its CO₂ emissions. Since coming into existence on 1 April 2009, we have invested £475,000 in energy saving measures and technologies in our buildings which have reduced CO₂ emissions by over 1220 tonnes per year, and saved over £200,000 per year in energy costs.

Much more needs to be done, not just in reducing emissions and energy costs, but to ensure that carbon reduction is embedded across all of the activities and policies of the Council. While the strategy contains a programme for implementation over the next 5 years this is clearly only a starting point. There is no doubt that climate change is caused by increased CO₂ emissions, and this represents a significant controllable cost.

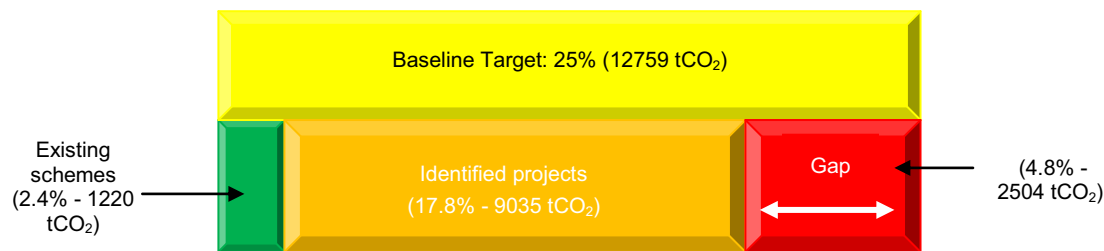
By 2016 Cheshire East Council will be a low carbon council. This means that carbon reduction will be an integral factor in decisions about how we deliver our services, and in our work with partners to secure a sustainable future for those who live, work and take leisure in the Borough. By 2016 we will have demonstrated our commitment through implementing practical actions putting our own house in order, with energy conservation and efficiency measures reducing energy costs, improving the sustainability of our operations and significantly reducing our climate change impact.

In 2008/09 Cheshire East Council was responsible for the emission of 51,037 tonnes of CO₂ costing the organisation £9.9 million

Cheshire East Council will therefore reduce the CO₂ emissions from its activities by 25% from the 2008/09 baseline, by March 2016

Not achieving this target could cost a cumulative £13.2 million by 2015/16

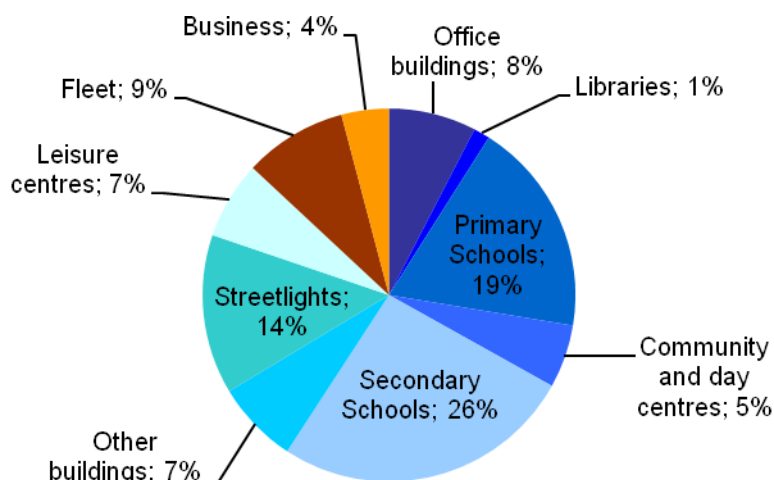
We have identified projects that will reduce our emissions by 81% of our baseline carbon footprint. Additional projects will also be identified during the project period. Some of the projects are small scale energy efficiency measures in buildings. Others involve programmes of behavioural change affecting all staff, from simple housekeeping to strategies to reduce business travel. As can be seen below, based on our emissions from 2008/9 we are still some way short of our target – we need to identify additional projects with a combined saving of 2504 tonnes per year. Further carbon saving projects may be required to counter currently unidentified increases in our carbon footprint.



To achieve this level of reduction we have identified a range of projects with a combined cost of £3.9m over 5 years. The financial payback of implementing these projects in reduced energy costs is less than 2 years, with a projected cumulative cost saving/cost avoidance of £13.2m over five years. In summary, there are 55 projects identified of which 48 are approved and underway to the value of £866,000 mainly from a Corporate Invest-to-Save fund (44 projects costing £816,000). Two further projects have approval and funding identified, value £2.15m. The remaining 5 schemes are currently not yet approved and have no funding stream.

Category	No.	Value	Carbon saving	% of target
Projects under way	48	£866,000	5559 tonnes	44
Additional approved and funded projects	2	£2,150,000	3475 tonnes	27
Unfunded projects	5	£940,000	1221 tonnes	10
Total	55	£3,956,000	10255 tonnes	81

Where do our emissions come from? The graph below shows that schools contribute the greatest proportion of the Council's annual CO₂ emissions, followed by Street lighting. A significant effort is therefore needed in awareness raising, housekeeping and selected technical solutions to reduce our energy use, lower bills and CO₂ emissions.





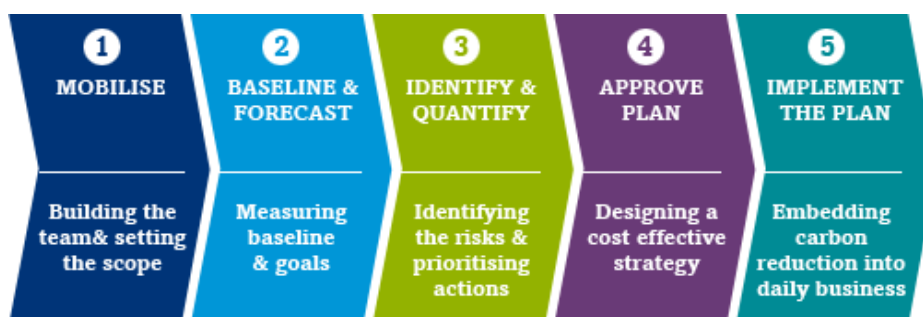
Annual progress review

The Council acknowledges that a plan is only as good as its management and its delivery. While progress is regularly monitored, a full scale review will take place each April. This review will cover our CO₂ savings against targets collectively and individually for each project and closely monitor the financial investment and savings too. The outcome of the review will be reported to Cabinet.

1. Introduction

Cheshire East Council is committed to playing its part in reducing its climate change impact. This document sets out the way in which we will achieve this. It explains the steps we have put in place to measure our carbon emissions accurately. It also identifies a range of projects which are either being implemented or are planned for delivery over the next 5 years. It also sets out how those projects are being funded and explains how our commitment to reducing emissions is being demonstrated across the authority, as part of everything we do.

We have developed this plan with the Carbon Trust using a 5 step process described below. The plan was approved by the Carbon Trust on 18 February 2011 and by Cabinet on 14 March 2011.



We have been working towards a range of carbon saving projects and working with the Carbon Trust has helped to draw these plans together. The work we have done to date will enable us to make progress on reducing our impact on the environment in three key areas, which are:

- the management of our own Estates and Operations
- service delivery; and
- the extent to which the Council can be a community leader in minimising the effects of climate change.

The publication of this document is part of our sharing with our partners and the community the extent to which the Council has already reduced is CO₂ emissions. Since coming into existence on 1 April 2009, we have invested £475,000 in energy saving measures and technologies in its buildings. These projects have reduced CO₂ emissions by over 1200 tonnes per year, and saved over £200,000 per year in energy costs.

"Some of our businesses use more energy than others, but our strategy everywhere is the same. First reduce our use of energy as much as possible. Then, switch to renewable sources of power where it makes economic sense. And, over time, as a last resort, offset the emissions we can't avoid."

Rupert Murdoch

2. Our Carbon Management Strategy

Our Carbon Management Vision

By 2016 Cheshire East Council will be a low carbon council.

Carbon reduction will be an integral factor in decisions about how we deliver our services, and in our work with partners to secure a sustainable future for those who live, work and take leisure in the Borough. By 2016 we will have demonstrated our commitment through implementing practical actions putting our own house in order, with energy conservation and efficiency measures reducing energy costs, improving the sustainability of our operations and significantly reducing our climate change impact.

Cheshire East Council will reduce the CO₂ emissions from its activities by 25% from the 2008/09 baseline, by March 2016.

Context and drivers for Carbon Management

The UK Government has placed an emphasis on local authorities setting a leading example on Climate Change. Action by local authorities will be critical to the achievement of the long term goal to reduce CO₂ emissions by 80% by 2050 stated in the *Climate Change Act 2008*.

While still a Shadow Authority, Cheshire East Council signed the Nottingham Declaration. This commits us to working with central government to contribute, at a local level, to the delivery of the UK Climate Change Programme, the Kyoto Protocol and targets for carbon dioxide reduction. To do this we need to participate in local and regional networks for support, and develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities. We also need to publicly declare, within appropriate plans and strategies, **the commitment to achieve a significant reduction of greenhouse gas emissions from our own operations**, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services. We need to assess the risk associated with climate change and the implications for our services and our communities of climate change impacts and adapt accordingly. This Carbon Management Plan and associated actions in developing a Climate Change Adaptation Strategy go a considerable way towards meeting those obligations.

Measures to increase **energy efficiency will reduce energy costs**, which is essential given the predicted increases in energy prices. The volatility of energy prices requires the Council to manage the risk of future price increases and put in place measures to reduce the effects. We recognise the need to set an example and gain a reputation as a 'low carbon council'.

The current context for reducing CO₂ emissions is set out in **National Indicator (NI)185**, and this NI underpins the baseline emissions for this plan. While the Government is reviewing indicators and performance targets there will be some form of performance measure for climate change. Even if there were not, it is essential for the implementation of this plan that the Council adopts a clear measure of its CO₂ emissions to understand where those emissions come from, to target energy reduction projects to best financial effect, to ensure projects are delivering required benefits and to report on progress.

The Carbon Reduction Commitment (CRC) places a duty on many public and private sector organisations to measure CO₂ emissions, report on them, and to take action to reduce them. The qualifying date for the CRC was 31 December 2008, and since the Council did not exist at that time we were precluded from registering for Phase 1 which commenced on 1 April 2010. We acknowledge the need to register and participate in future phases, however, and the Government has recently consulted on proposals to start phase 2 from 2013. This will be a major driver behind the achievement of the plan and in meeting our CO₂ reduction target. On current estimates **the Council's liabilities under the CRC Energy Efficiency Scheme would amount to approximately £520,000**, based on a cost of £12 per tonne of qualifying emissions. However, the Government has recently announced changes to the operation of the CRC Energy Efficiency Scheme. The cost to participate is now an annual **charge**, and we will need to pay this from 2013 onwards. While the current cost is £12 per tonne there is every likelihood that this will increase in future. Consequently, there is an imperative for us to reduce our carbon emissions in order to reduce that charge as much as is practically possible.

Finally, **this plan is consistent with the Council's Corporate Plan 2010-13**, where tackling the effects of climate change is part of Corporate Objective 4: to enhance the Cheshire East environment. This objective is set in the knowledge that there is much to be done to improve energy efficiency, encouraging the use of renewable technologies where appropriate, and reducing car use.



Renewable technologies have their place as part of a carbon reduction hierarchy

Strategic themes

Cheshire East Council will achieve the vision and target by:

- delivering **cost savings** from carbon reduction activities in our office buildings, our schools, on transport and street lighting
- **integrating and embedding** carbon management into the Council's high level policies and strategies and its business planning process
- developing a portfolio of **carbon reduction projects** which will combine quick wins, high impact CO₂ savings with a blend of enabling strategies, alignment of policies and savings from rationalisation
- **reducing the demand** for energy to increase the overall effectiveness of energy management
- **inspiring staff and members** to help the implementation of the carbon management actions and initiatives and by contributing to the delivery of actions and initiatives across the wider community
- leading the community on climate change by demonstrating leadership in reducing carbon dioxide emissions resulting from the Council's operations, as set out in NI186 (reducing per capita CO₂ emissions in the local authority area).



- developing a strategy to achieve **schools engagement** through support for efficiencies, awareness raising and enhancing aspects of the curriculum in order to achieve significant savings.

Pupils from Calveley Primary School near Tarporley presented their energy case study at the launch of the Junior Energy Monitor scheme.

It is important for us to know where we currently stand as an organisation and how well we are embedding these aims throughout the Council. The level of embedding has been assessed using the Carbon Trust's Carbon Management Embedding Matrix (Appendix A). Our assessment of our current level is set out in Section 6 below.

3. Emissions Baseline and Projections

In 2008/09 Cheshire East Council was responsible for the emission of 51,037 tonnes of CO₂ with energy costs to the organisation of £9.9 million

The scope of this plan

This baseline includes 4 main elements of the scope of NI 185, including:

- Council owned buildings energy use (including schools)
- Street lighting energy consumption
- Council owned fleet fuel use
- Council owned business travel.

Over the next 2-3 years the Council will move towards a single waste collection and disposal contract that will allow for carbon benefits arising from reducing internal waste to be captured. The CO₂ benefit of reducing water consumption is assumed to be marginal and therefore will not contribute significantly to reducing the overall CO₂ emissions of the Council. Note that there are two separate aspects to Council employees commuting. Normal day to day commuting will be reduced as part of a review of staff travel. However, many staff incur excess travel mileage or costs as a result of Local Government Reorganisation. These costs are included in the Transport emissions and will have a full effect for the duration of the project.

To achieve a complete record of the carbon emissions from all of the Council's functions it will be our aim to identify additional emissions where possible in the following areas:

- Building energy use, fleet fuel use and business travel for any outsourced council functions
- Council employees commuting
- Waste produced by council buildings and operations (a new waste collection contract will be in place in 2011), and
- Water used in council buildings and operations, subject to a metering programme.

While the authority does have significant outsourced function in highways and transportation there is no information available on their emissions during the baseline year.

Baseline

The baseline year chosen for this Carbon Management Programme is 2008/09, the data being drawn from the NI185 return for that year.

Table 3.1 – Summary table of emissions and energy costs for baseline year 2008/9

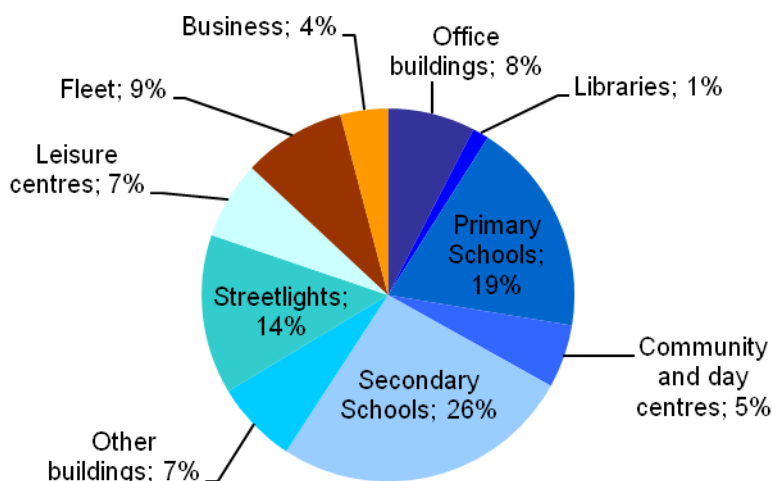
	CO₂ (tonnes)	%	Cost (£)
Buildings and street lights	43,375	87%	£6,837,855
Transport	6,662	13%	£3,091,968
Total	51,037	100%	£9,929,823

The summary figures are broken down in a little more detail below.

Table 3.2 – CO₂ emissions by category

Category		t CO₂ 2008/9	%
Buildings and Street Lights	Office buildings	3,868	8%
	Libraries	722	1%
	Primary Schools	9,502	19%
	Community and day centres	2,799	5%
	Secondary Schools	13,325	26%
	Other buildings	3,665	7%
	Streetlights	7,053	14%
	Leisure centres	3,439	7%
Transport	Fleet	4,563	9%
	Business	2,099	4%
		51,037	100%

It can be seen from Table 3.2 and Graph 1 that schools contribute the greatest proportion of the Council's annual CO₂ emissions, followed by street lighting. A significant effort is therefore needed in awareness raising, housekeeping and selected technical solutions to reduce our energy use, lower bills and CO₂ emissions.

Graph 1: CO₂ emissions by category in 2008/9

Display Energy Certificates

Display Energy Certificates (DECs) and an accompanying report are required for buildings occupied by local authorities (including schools) which have a floor area of over 1000 m². DECs show the relative energy performance of those buildings. This is based on the annual energy consumption and the CO₂ emissions that are the result of that energy use. Each building is rated with a number (a typical score being 100). The numbers are then mapped to a letter rating from A to G, where an A-rated building would indicate the lowest emissions and G the worst.

The aim behind DECs is to promote the improvement in the energy performance of each building as required by European Directive 2002/91/EC. The availability on site of a DEC certificate (as required by the regulations) is a public statement on the energy performance of the building. Cheshire East Council is responsible for 120 buildings for which DEC scores are required, the majority of which are schools.

Rating	Number of DECs
A	0
B	2
C	5
D	63
E	36
F	10
G	4

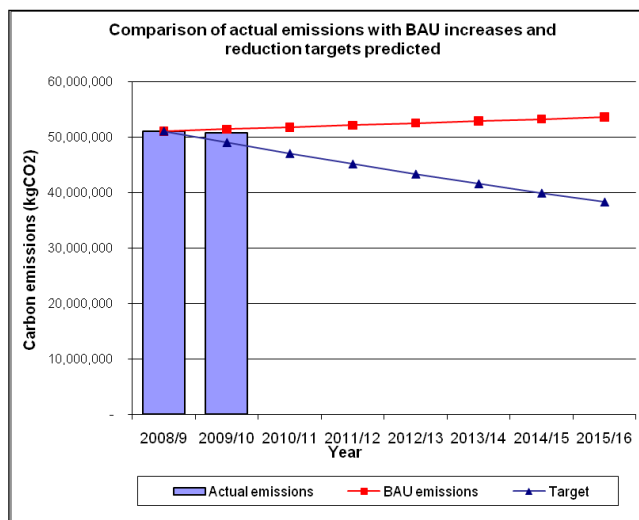
Their distribution across the ratings A-G is shown here. This reflects the age and condition of the legacy of buildings inherited when the new authority was set up in April 2009. The challenge will be to target those buildings for which the DEC ratings are relatively poor, by assessing the extent to which their fabric can be improved, by identifying any appropriate energy saving measures, and by highlighting changes in the use of those buildings or behaviours that will reduce their energy use.

Projections and Value at Stake

In 2008/9 Cheshire East Council was responsible for the emission of 51,037 tonnes of CO₂ costing the organisation £9.9 million.

Not taking action could cost a cumulative £13.2 million by 2015/16.

Graph 2: Emissions and reduction targets



Since the baseline year our CO₂ emissions have only marginally reduced. There are several reasons for this, including additional staff travel as a result of local government reorganisation, and intensification of use of buildings as staff relocate from offices in the West to buildings in Cheshire East. Additional projects need to be identified and implemented in order to ensure we make a bigger impact on emissions and energy costs over the lifetime of the plan.

Or, to explain this another way, if we take no action to reduce our energy bills and CO₂ emissions (that is, assume a “business as usual” attitude), our emissions will increase each year as shown below.

Carbon emissions in tonnes

	2009	2010	2011	1012	2013	2014	2015
Annual	2412	4744	6999	9181	11292	13335	15313
Cumulative	2412	7157	14156	23337	34628	47963	63277

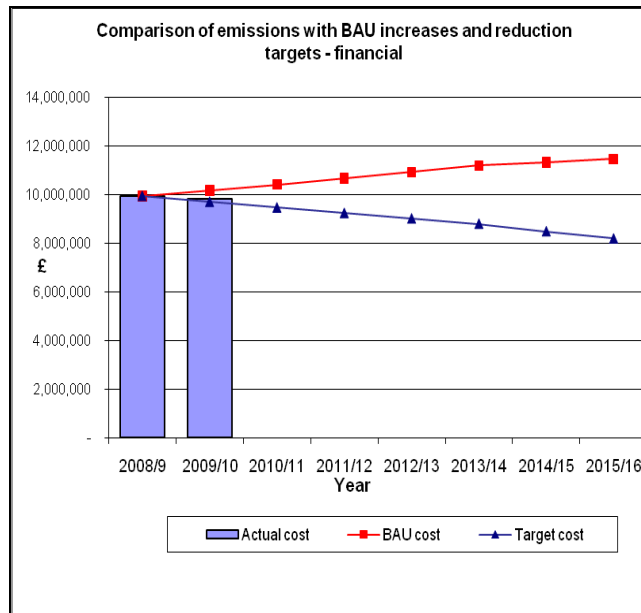
So by not putting in place projects to reduce our CO₂ emissions, between the baseline year and the end of 2015/16 we will have emitted an **additional** 63,000 tonnes into the atmosphere, over and above the current 50,000 tonnes per year.

“If you think mitigated climate change is expensive, try unmitigated climate change.”

Dr Richard Gammon

Graph 3 below shows the financial value at stake assuming the target reduction of 25% over 5 years is achieved.

Graph 3: Financial Value at Stake



The annual increase in the financial burden is even more stark, since by taking no action the cumulative additional cost of energy for the Council since 2008/9 is over £13m, as shown below. This does not include the cost of projects intended to help achieve the target. In summary, any action we take now to reduce our CO₂ emissions helps us to **avoid** these added costs. Also, the cumulative cost of not taking action – the “business as usual” scenario – would be £13.2m. This is a **potential saving in energy costs** that we can make by implementing the energy saving projects in the plan.

Financial value at stake							
	2009	2010	2011	1012	2013	2014	2015
Annual	£477,306	£954,692	£1,432,436	£1,910,813	£2,390,098	£2,837,526	£3,275,966
Cumulative	£477,306	£1,431,998	£2,864,434	£4,775,247	£7,165,345	£10,002,870	£13,278,836

Below: Councillor Rod Menlove and Colin Farrelly, our Energy Manager, inspecting new boiler controls in one of the Council's office buildings, an invest to save project carried out in 2010.



4. Carbon Management Projects

Since the start of the baseline year the Council has implemented several initiatives in buildings which collectively are saving over 1220 tonnes of CO₂ and £200,000 each year in energy costs. We have also identified further potential savings amounting to 9100 tonnes and over £2.1m per year.

Existing projects

The projects below have all been implemented during or since the baseline 2008/9. Note that these are mainly “quick wins”, the benefit of which will be felt annually going forward. They have also helped identify additional projects which will yield similar benefits in future years. They are the result of an early Invest to Save programme worth £75,000 in 2009/10 and an additional £400,000 in 2010/11.

Project	Lead	Capital cost	Annual Savings (yr 1)		Pay back (yrs)	% of target	Start date
			Financial (Gross)	t CO ₂			
Macclesfield Town Hall - voltage optimisation	Colin Farrelly	£26,878	£13,917	84	1.9	0.66	2009
Macclesfield Town Hall - 1st floor lighting controls	Colin Farrelly	£17,688	£10,000	60	1.8	0.47	2009
Macclesfield Town - boiler controls	Colin Farrelly	£5,481	£2,000	12	2.7	0.10	2009
Macclesfield Town - boiler controls addition	Colin Farrelly	£1,400	£450	3	3.1	0.02	2009
Delamere House - heating pipework insulation	Colin Farrelly	£4,000	£2,335	14	1.7	0.11	2009
Dalton House - meeting room light switches	Colin Farrelly	£1,120	£396	2	2.8	0.02	2009
Congleton Leisure Centre - sports hall lighting controls	Colin Farrelly	£1,809	£1,499	9	1.2	0.07	2009
Macclesfield Leisure Centre - various areas lighting	Colin Farrelly	£3,772	£1,535	9	2.5	0.07	2009
Wilmslow Leisure Centre - various lighting controls	Colin Farrelly	£3,626	£1,605	10	2.3	0.08	2009
Macclesfield Leisure Centre - Voltage optimisation	Colin Farrelly	£26,997	£13,917	84	1.9	0.66	2010
Wilmslow Leisure Centre - voltage optimisation	Colin Farrelly	£14,876	£6,424	39	2.3	0.30	2010
Municipal Building – data centre survey/amendments	Colin Farrelly	£2,350	£6,129	37	04	0.29	2011
Crewe Pool – pipe insulation	Colin Farrelly	£2,200	£2,340	14	0.9	0.11	2011
Poynton Leisure Centre – lighting controls	Colin Farrelly	£1,177	£936	6	1.3	0.04	2011
Pyms Lane - voltage optimisation	Colin Farrelly	£16,566	£4,012	24	4.1	0.19	2010

Macclesfield Town Hall - 2nd floor lighting controls	Colin Farrelly	£8,900	£3,600	22	2.5	0.17	2010
Shavington Leisure Centre - sports hall lighting controls	Colin Farrelly	£1,548	£998	6	1.6	0.05	2010
Holmes Chapel Leisure Centre - lighting controls	Colin Farrelly	£4,259	£2,068	13	2.1	0.10	2010
Alsager Leisure Centre - varous lighting controls	Colin Farrelly	£4,044	£1,585	10	2.6	0.08	2010
Nantwich Pool - burner controls	Colin Farrelly	£3,000	£6,823	42	0.4	0.33	2010
Crewe Pool - burner controls	Colin Farrelly	£3,000	£4,356	27	0.7	0.21	2010
Macclesfield Town Hall refurbishment scheme	Colin Farrelly	£8,000	£4,680	28	1.7	0.22	2010
Congleton Leisure Centre - pool cover	Colin Farrelly	£15,984	£8,571	53	1.9	0.41	2010
Congleton Leisure Centre - AHU controls	Colin Farrelly	£8,977	£2,914	18	3.1	0.14	2010
Delamere House - boiler controls	Colin Farrelly	£5,769	£4,075	25	1.4	0.20	2010
Middlewich Library - lighting and controls	Colin Farrelly	£2,000	£544	3	3.7	0.03	2010
Nantwich Civic Centre - loft insulation	Colin Farrelly	£6,179	£618	4	10.0	0.03	2010
Westfields Offices - a/c units linked to light controls	Colin Farrelly	£18,674	£4,797	29	3.9	0.23	2010
Poynton Leisure Centre - pool cover	Colin Farrelly	£10,142	£3,381	21	3.0	0.16	2010
Macclesfield Town Hall - ground floor corridor lights	Colin Farrelly	£20,519	£6,193	37	3.3	0.29	2010
Knutsford Leisure Centre - sports hall lighting controls	Colin Farrelly	£4,095	£2,745	17	1.5	0.13	2011
Shavington Leisure Centre - fan controls	Colin Farrelly	£365	£82	0	4.5	0.00	2011
Shavington Leisure Centre - store room lights	Colin Farrelly	£446	£100	1	4.5	0.00	2011
Nantwich pool - pipe insulation	Colin Farrelly	£4,244	£2,096	13	2.0	0.10	2011
Municipal Building Crewe - lighting controls	Colin Farrelly	£5,400	£3,744	23	1.4	0.18	2011
Alsager Leisure Centre - fitness suite controls	Colin Farrelly	£400	£875	5	0.5	0.04	2011
Sandbach Leisure Centre - light and heater controls	Colin Farrelly	£1,420	£370	2	3.8	0.02	2011
Congleton Leisure Centre - voltage optimisation	Colin Farrelly	£12,165	£5,134	31	2.4	0.24	2011
Crewe Pool cover	Colin Farrelly	£7,405	£437	3	17.0	0.02	2011
Poynton Leisure Centre - pool temperature controls	Colin Farrelly	£903	£4,670	28	0.2	0.22	2011
Variable speed drives	Colin Farrelly	£7,070	£6,289	38	1.1	0.30	2011
I2S projects package - completion of I2S 2010/11	Colin Farrelly	£200,000	£45,000	272	4.4	2.13	2011

Planned/funded projects

The projects below are either fully funded from the current Invest to Save programme and to be implemented over the next two years, or are longer term strategic projects aimed at behavioural change which are funded from existing budgets.

Project	Lead	Capital cost	Financial savings (gross)	t CO ₂ savings (year 1)	Pay back (yrs)	% of target	Start date
Adopt new car lease scheme	Amanda Rudham	£10,000	£22,787	49.9	0.4	0.40	2011
Review of staff travel rates and hierarchy	Amanda Rudham	£10,000	£139,662	300.5	0.1	2.39	2011
Fleet review	Phil Sherratt	£286,000	£246,704	557.7	1.2	4.44	2010
Waste and Recycling: CO ₂ reduction from diverting recyclable materials from landfill	Ray Skipp	£1.250,000	£234,000	894.0	5.3	7.12	2011
Good Housekeeping strategy: personal responsibility (assumed 10 per cent reduction)	Amanda Rudham	£20,000	£25,000	136	0.8	1.08	2011
School engagement and awareness	Michael Harris/Michele Burrow	£10,000	£528,000	3206.9	0.0	25.13	2011
Green ICT Strategy	Carl Horton Leigh	£900,000	£54,000	327	16.7	2.56	2011
Illuminated Traffic Signs - selected switching off based on 400 units per year	Neil Heller	£30,000	£27,000	163	1.1	1.28	2011
Street Lighting - Dimming of main road lights based on 600 units per year	Neil Heller	£450,000	£63,000	381	7.1	2.99	2011
Street Lighting – selective reduced lighting hours in residential areas based on converting 3, 000 units per year	Neil Heller	£350,000	£225,000	1360	1.6	10.66	2011

Street lighting accounts for 14 per cent of the Council's energy bill, costing tax payers over £1.5m each year. By taking action to reduce lamp wattages, and by selectively switching off lamps in some areas, we can reduce the cost considerably. A detailed trial is under way.

"The impact street lights have on carbon emissions and indeed energy consumption cannot be ignored. This trial will help us, as an authority, to look at new ways we can make substantial carbon emission reductions in the future – for the benefit of the Cheshire East environment."

Cllr Rod Menlove



Medium to long term projects

The projects described below are likely to yield carbon savings within the 5 year programme. However, the figures are only estimates.

Project	Lead	Capital cost	Annual Savings (yr 1)		Pay back (yrs)	% of target	Start date
			Financial (Gross)	t CO ₂			
Property rationalisation - assumed savings in electricity and natural gas	Andrew Voss	£100,000	£250,000	1521	0.4	11.92	2011
Property rationalisation - assumed savings in burning oil	Andrew Voss	£10,000	£6,000	49	1.7	0.39	2011

Additional projects are continually being sought that will reduce carbon emissions and/or reduce the Council's energy bill. As these are quantified they will be included in the project lists and their benefits included and reported to the Cabinet. These include:

Sustainable Procurement

Currently two new contracts, one for electricity supply and the other for Highways Maintenance, are being assessed prior to a decision. The contract for Electricity supply will ensure continued monitoring of consumption and facilitate actions to reduce the carbon emissions. The Highways Maintenance contract has the potential to reduce the mileage of the Service vehicles as well as rationalising the deployment of operatives from centralised depots. Further savings are possible from the new procurement strategy and a streamlined management process.

Looking forward contractual arrangements will ensure that travel reductions and other energy saving measures will be reported against decreasing annual targets. Further work is required to rationalise the Procurement Strategy as we try to integrate the systems previously operated in the former authorities.

Adult, Community, Health and Wellbeing Directorate

The directorate is currently in consultation about potential changes to the provision of transport to service users. The council currently offers a fleet of transport vehicles that have been in place since the 1980s. In line with most other authorities we will be offering an alternative level of service that will still enable vulnerable people to travel.

The directorate will also utilise the Flexible and Mobile working arrangements offered by the Council to rationalise the accommodation requirements and reduce travel. The Directorate has also produced a reduction target for the number of business miles.

ICT

We are currently implementing a number of software improvements that will benefit the customer and reduce paper requirements. In addition there will be a saving in terms of paper file storage and the need to travel to access archived records.

Organisational design

As a new local authority, Cheshire East Council is particularly vulnerable to budget pressures and anticipates reductions in staffing and activities. Over the course of the next few years non-school staffing is expected to reduce. The carbon reduction benefit of reduced staffing will be quantified and included as a carbon management project.

Strategic Asset Management

The merging of county and district Councils has brought together a large property portfolio. The Corporate Asset Management Plan (2011-2014) demonstrates the Council's commitment to continue to develop towards improvement in the strategic management and use of the new portfolio, using the built estate as a strategic resource and ensuring that the front line Council and other related public services are provided and supported via accessible and well maintained facilities.

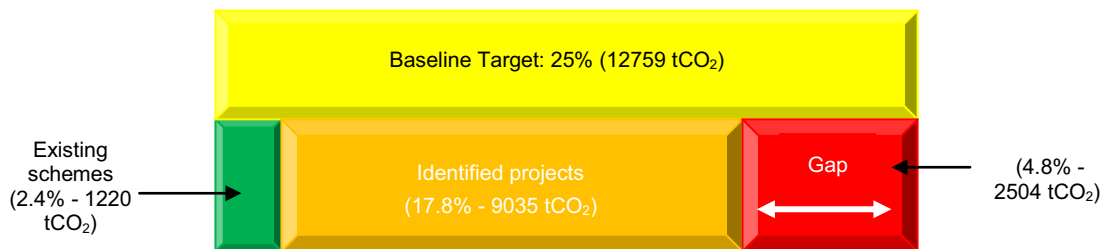
Key priorities through the transformational Asset Challenge include:

- Introduction of a Corporate Landlord Function
- Depots and Wastes Review
- Farms Estate Strategy
- Review of Non-operational estate
- Office Accommodation Strategy
- Devolution & Community Asset Transfer
- Disposals Strategy
- Review of alternative approaches to holding assets
- Carbon Targets, Energy Management & Sustainability

This wholesale review of the portfolio and alignment to evolving new service delivery models is beginning to present opportunities for rationalisation and consolidation. Combined with effective investment within the retained estate, this will over time lead to a much smaller, more energy efficient buildings footprint that supports and enhances flexible working. It will be possible to revise and refine the assumed 12.5 per cent reduction in CO₂ emissions as this work progresses.

We have identified projects that will reduce our emissions by 81% of our baseline carbon footprint. Additional projects will also be identified during the project period. Some of the projects are small scale energy efficiency measures in buildings. Others involve programmes of behavioural change affecting all staff, from simple housekeeping to strategies to reduce business travel. As can be seen below, based on our emissions from 2008/9 we are still some way short of our target – we need to identify additional projects with a combined saving of 2504 tonnes per year. Further

carbon saving projects may be required to counter currently unidentified increases in our carbon footprint.

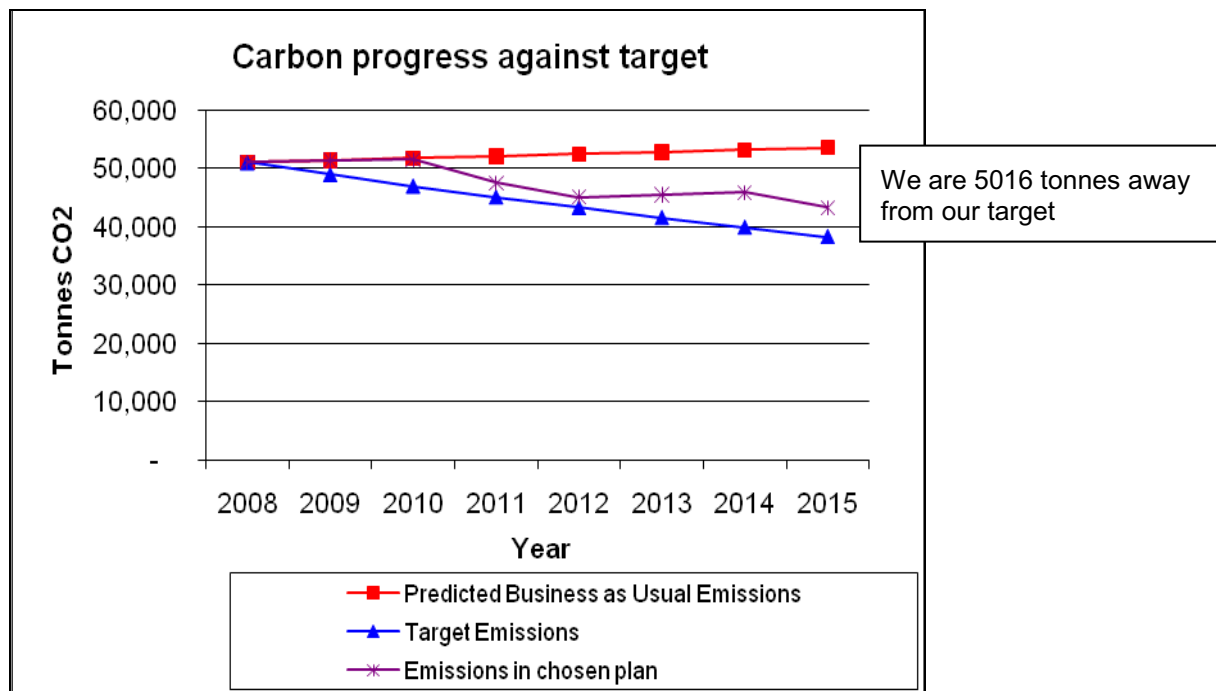


Projected achievement towards target

Assuming all of the projects included in the tables above are implemented within 5 years and estimated benefits are realised, our carbon progress is shown below.

The currently unquantified projects above, and additional projects brought forward, are expected to close the gap over the next 5 years.

Graph 4: Projected carbon reduction progress against target



5. Carbon Management Plan Financing

The projected financial savings from the implementation of the carbon reduction projects depend on the method of calculation of the annual energy saving for each project and assumptions on:

- the price per unit of energy (in pence per kWh)
- an inflation rate of 3.7% (working estimate)
- a financial discount rate of 5%.

Due to the recent increases in energy prices and the uncertainty over future trends, the assumptions of energy prices and the methods to calculate the energy saving of the projects will have the greatest impacts on financial cost savings and the availability of future resources to invest into future projects.

Energy Prices

The assumed energy price and the increases in demand are critical to the values calculated by the financial model. The dramatic increases in fuel prices over recent years have out-stripped the assumed annual increase within the carbon management plan. If energy prices were to increase at this rate in the future the predicted financial savings would increase greatly from the current projections. The follow on effect of this would be a reduction in the payback periods of projects and may make certain projects more viable within budgets.

Cheshire East Energy Contract

The energy market is extremely volatile. Prices can vary significantly on a daily basis with dramatic rises and falls over a 12 month period. Moves of plus or minus 20 per cent in a single month are possible. Such market conditions make it difficult to manage budgets and control cost, therefore increasing the importance of adopting a best practice approach to energy procurement.

The current Cheshire East Electricity and Gas supply agreements are due to expire on 30th June 2011. Both contracts are based on a fixed price model arranged in 2008, resulting in the Council being locked in to fixed prices. To comply with the recommendations of the Office of Government and Commerce (OGC) Pan Government Energy Project (PGEP), a new contract has been arranged from the expiry date of current arrangements so that energy will be purchased through a Central Purchasing Body (CPB). This will help the Council to secure energy prices against future price rises.

Benefits/savings – quantified and un-quantified

The projects identified and valued so far fall short of our target of 25%. We have currently identified 81% of our target reductions by 2015-16. Other projects are currently being reviewed to increase this target.

	2009	2010	2011	2012	2013	2014	2015
Annual cost saving	£0	£33,736	£941,227	£1,615,159	£1,615,159	£1,615,159	£2,095,909
Annual CO ₂ saving	0.00	204.19	4567.69	7367.00	7367.00	7367.00	10297.87
% of target achieved	0%	2%	36%	58%	58%	58%	81%

Un-quantified Benefits

In addition to the financial and carbon saving benefits of the programme there are also several other benefits:

- Regulatory compliance – the reduction of energy consumption and therefore carbon emissions will reduce the payment the Council will be required to make through the Carbon Reduction Commitment.
- Community leadership – the Council's commitment to and implementation of the CMP will provide an example to the local community and the private sector which will highlight the importance of action and methods to address the cause of climate change.
- Improved reputation with staff: Climate change is an important social issue - it is evident that employees value an employer's progress to reduce its carbon emissions.
- Early preparation for the Carbon Reduction Commitment, preparing data and knowledge required for compliance with this government initiative.
- Reducing reliance on fossil fuels and improving out energy security.
- Providing a systematic approach to understanding our environmental risks and impacts and developing a pragmatic response.

The projects identified will be implemented and managed by the staff and budgets within each sponsoring department, there will be limited, if any requirement for additional resources and the projects are planned to be serviced by existing departmental budgets.

Financial costs and sources of funding

To achieve a 25 per cent reduction in CO₂ emissions we have identified a range of projects with a combined cost of £3.9m over 5 years. The financial payback of implementing these projects in reduced energy costs is less than 2 years, with a projected cumulative cost saving/cost avoidance of £13.2m over five years. In summary, there are 55 projects identified of which 48 are approved and underway to the value of £866,000 mainly from a Corporate Invest-to-Save fund (44 projects costing £816,000). Two further projects have approval and funding identified, value

£2.15m. The remaining 5 schemes are currently not yet approved and have no funding stream.

Category	No.	Value	Carbon saving	% of target
Projects under way	48	£866,000	5559 tonnes	44
Additional approved and funded projects	2	£2,150,000	3475 tonnes	27
Unfunded projects	5	£940,000	1221 tonnes	10
Total	55	£3,956,000	10255 tonnes	81

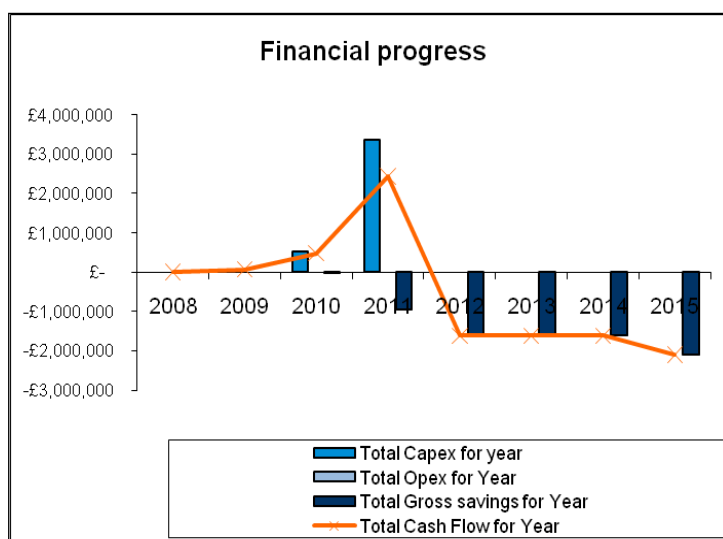
Funding is still being sought for the remainder of the schemes. Consideration is being given to the potential of Salix funding, subject to their being salix-compliant and if resources are available and can be secured. Otherwise, these and other future projects will be funded from internal Invest-to-Save monies, identified to resource such projects across the organisation. Other projects which represent good value for money and appropriate pay back periods may be supported from the Council's general Capital budget for efficiency measures. We realise that there is a funding gap particularly in the case of the schools project, and the most appropriate funding basis for this future investment is currently being reviewed.

It should also be noted that the funding for some projects, including the waste recycling project and Green ICT Strategy project, is not directly related to CO₂ savings. The funding is to implement projects which are for sound business reasons and to ensure the resilience of the services provided.

Projected Financial Savings

Over the five year programme the projected financial savings from the projects currently quantified are £2.1m, giving an average payback of less than 2 years. The effectiveness of projects to deliver both financial and carbon savings over the period will gradually decline, the Council will however throughout the implementation of this plan continue to seek and implement further energy and carbon saving opportunities.

Graph 5: Planned expenditure and expected savings





All of the projects currently identified in the plan have either been completed or are intended to be implemented from 2011. Additional projects will be identified with start dates between 2011 and the end of the plan period but to date there are no other firm projects in place. The Carbon Management Plan should deliver savings to the Council's bottom line budgets in 2012/13 but this is subject to any further required investment which will mean bottom line savings will be delayed. In the long term it is anticipated that the cost savings will exceed the capital expenditure required to achieve those savings.

6. Actions to Embed Carbon Management

Embedding carbon management across the Council is vital to the success of the Carbon Management Plan and it also delivers one of our key Corporate Objectives. The Corporate Plan 2010-13 has 5 Corporate Objectives, the fourth objective stating:

“We will tackle the effects of climate change through a comprehensive approach to reducing carbon emissions and promoting sustainable approaches. We will develop and deliver a Carbon Management Plan which sets targets for reducing carbon emissions. We will know we have been successful when the Council reduces its carbon emissions and is respected as a leading example across the Borough on climate change issues”.

For the plan to be successful it needs to be owned across the Council and be seen as an essential tool. We have used the Carbon Trust’s Carbon Management 5 level Embedding Matrix (see Appendix A) to determine our starting point and our assessment of our current level is set out below.

Each element is led by a senior officer whose role is to ensure progress and to report that progress to the Programme Board and to the Council. The Matrix demonstrates that carbon management is not just about technical projects but relates to all Council activity from strategy development, communications and training, responsibility, accountability, monitoring and review, programme management, finance and investment and policy alignment.

Category	Current Level of 5	Target level by date	Level by 2014
Corporate Strategy	3	4 (by March 2012)	5
Programme Management	3	4 (by December 2011)	5
Responsibility	2	4 (by March 2012)	5
Data Management	4	4 (by December 2011)	5
Communications and Training	3	4 (by December 2011)	5
Finance and investment	4	5 (by March 2012)	5
Policy alignment	2	3 (by September 2011)	5
Schools engagement	3	4 (by March 2012)	5

Corporate Strategy – embedding CO₂ saving across the organisation

Current self-assessment: Level 3 (the savings target will support the achievement of Corporate Objective 4 in the current Corporate Plan and will be included in its next revision. Level 4 will therefore be achieved by March 2011).

The Carbon Management Plan has been endorsed by Cabinet, other Members of the Council, the Chief Executive and senior officers. The CO₂ savings target has been adopted by the Council and published as part of the plan and on our web site. We have therefore made a clear and public commitment to reducing our emissions and to the scale of investment needed to achieve that target over the next 5 years. Services recognise how the targets of the Carbon Management Plan can be delivered through their activities and managers are required to actively consider the carbon saving benefit of policies and proposals and report those to the Carbon Programme Board.

To ensure that energy reduction and CO₂ saving become part of every day activities, each Service will ensure that the aims of the Carbon Management Plan become embedded in their service plans and are therefore part of everyday planning and delivery. This will reinforce the need to make it part of corporate culture and behaviour.

The Council's **Head of Policy and Performance** leads the service planning process and coordinates production. To help ensure that the Carbon Management Plan's aims are reflected in service plans, initial **guidance for Services on incorporating climate change actions in service plans** has been developed as an integral part of the refresh of service plans for 2011-12. This guidance will be reviewed and refined during the year ready for the next round of service planning in 2012-13.

Programme Management – bringing it all together effectively

Current self-assessment: level 3 (the core team is regularly reviewing progress with the Carbon Management Plan. While progress is routinely reported to Cabinet and to the corporate management team, since no actions have resulted from this reported it would be premature to claim that level 4 had been achieved).

To succeed, the Carbon Management Programme needs to be appropriate, organised, managed and delivered via corporate programme governance standards, hand in hand with strong corporate ownership of the Carbon Management Plan. The Carbon Management Plan was endorsed by the Carbon Programme Board prior to its adoption by Cabinet. Led by **the Senior Sponsor, John Nicholson, Strategic Director, Places**, the Board is an influential group within the Council, including the Member Champion for carbon management, Cllr Rod Menlove, and managers and staff from all key services.

A robust monitoring system has been developed and implemented and reported to the Carbon Programme Board. The Carbon Management Plan and specifically the reduction targets are monitored and scrutinised by the Board to ensure we are progressing and will meet our objectives and reduction targets.

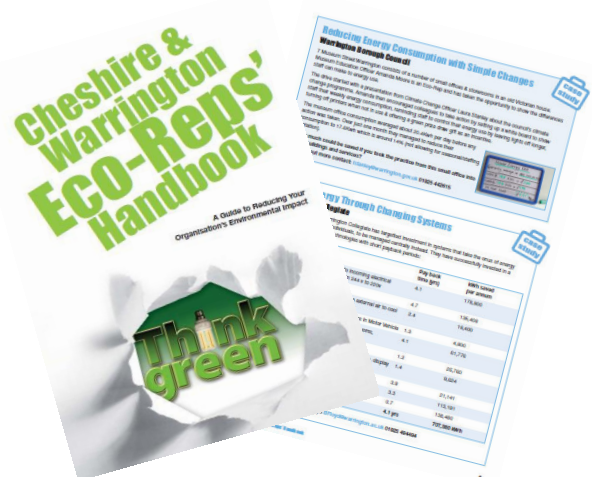
Quarterly progress reports are presented to Corporate Management Team, Departmental Management Teams and to Cabinet, which ensures that the programme is managed effectively and any barriers to progress are removed.

Responsibility – being clear that saving CO₂ is everyone's job

Current self-assessment: level 2 (while some elements of level 4 have been achieved, such as the development of the Eco-reps, as yet no one individual has responsibility for CO₂ reduction and there is insufficient experience of carbon management responsibilities amongst service heads to suggest anything other than level 2).

The **Head of HR and Organisational development** is working to ensure that carbon management responsibilities are included in the job descriptions of service heads and all relevant managers and other staff.

Carbon saving responsibilities are also included in personal development plans (PDP). There is a mandatory objective around continuous improvement in every PDP, and a specific link is made between this and carbon management. This ensures that carbon reduction is embedded across the organisation and that sufficient resources are allocated to it. While elements of levels 3 and 4 are therefore addressed, we feel there is still some progress to be made before we fully achieve level 4 by March 2012.



We have a network of eco-reps who are supported by the Carbon Reduction Team. They help to promote a variety of issues within their service areas, raising awareness and understanding, running competitions and events as well as helping to develop corporate policy on a variety of environmental issues. To support them in their role a Cheshire and Warrington-wide public sector partnership developed and published the Eco-reps handbook which is available to all staff on our website. It is the responsibility of all services to identify and support their local eco-reps.

Data Management – measuring the difference, measuring the benefit

Current self assessment: level 4 (while data collection on emissions and energy use in buildings, street lighting and travel is comprehensive and improving, as yet the data is not centralised or externally validated).

It is vital that our energy consumption data is managed effectively to ensure the Carbon Management Plan is effective and meets all our targets.

The Council actively pursues emissions information on buildings and street lighting and has done so for several years. This not only provides for a more accurate baseline but ensures that progress year on year can be measured and reported. Also, as part of an integrated invest to save programme relating to transport, emissions from all fleet vehicles have been identified. All of this information is collated annually and by updating the Carbon Trust's baseline tool, shows changes in CO₂ emissions year on year. In turn this demonstrates progress against our target of a 25 per cent reduction over 5 years. Where any slippage is evident we will be able to review existing projects to ensure they are achieving their full potential, or if necessary identify new projects.

From staff travel claims data information is available on business mileage. Improvements being made to the corporate integrated business system allows for up to date analysis of changes in business mileage and monthly returns to allow year on year and month by month comparisons. This information is crucial in understanding the success of efforts to reduce business mileage as a key element of our carbon reduction strategy.

Carbon reductions, either overall or on individual projects, are reported to staff through the communications strategy. Also, real time energy use and savings are being displayed in key buildings to make both staff and the public aware of our efforts to reduce our impact on the environment. Projects are also in development to extend that information to individual workstations, and to publicise where possible real time energy and CO₂ information on our web site.

Overall responsibility for improving data management and quality are led by the Council's **Head of Policy and Performance** through the internal audit process. This work will include data relevant to the Carbon Management Plan.

Communications and training – ensuring everyone is aware

Current self assessment: Level 3 (while there are programmes of communications and training in place, these are still largely ad hoc and not yet fully formalised).

Led by the Council's **Communications and PR Manager**, awareness about our commitment to a reduction in our CO₂ emissions is a key part of our Communication Strategy. Ongoing training is also important for Members and Staff (see above under "Responsibility").

The Carbon Management Plan has been published on CEntranet and the Council's web pages. With the full support of senior management, the eco reps are raising awareness amongst staff and help implement ideas promoting behavioural change to save energy and reduce our emissions.

An internal communications campaign and marketing material to promote responsible behaviour has been undertaken. This has included:

- Quantified "vital statistics" about the impacts of individual behaviours e.g. the savings associated with turning off standby buttons
- Dedicated material/resources to raise awareness
- Carbon saving incentives/awards
- Technical tips – use of messages, video conferencing, web casts.

An internal communication strategy has been developed to inform and engage all staff. A category in the Aspire4Excellence staff recognition scheme to cover commitment, innovation and support for the Carbon Management Plan is advertised and promoted as a means of recognising and rewarding staff and Teams who contribute to the carbon management agenda.

A staff attitude and perception survey was undertaken in 2010. Two identical surveys were produced. One was an eSurvey sent to those employees who had access to email. The other was a paper copy sent to a sample of employees who did not have access to email. In all 1,685 surveys were completed during July 2010. The response rate for the online survey was between 18%-24% (there are around 3000-4000 email addresses but some are shared). The response rate for the paper survey was 30%.

Headline results

- 91% of respondents agreed with the statement 'the world's climate is changing', just 1% disagreed
- 83% of respondents agreed that they were concerned about climate change
- 76% agreed that they had noticed a change in the UK's climate during their lifetime and 55% agreed that climate change is a result of human activities rather than a natural occurrence

- 50% said climate change would have an impact on them during their lifetime and 88% agreed that climate change would have a significant impact upon the lives of future generations
- 56% of respondents agreed that climate change is beyond our control and it is too late to do anything about it
- Just 7% agreed that they don't believe climate change is happening
- 72% don't believe that the potential impacts of climate change are being exaggerated.
- In doing things at work respondents were most likely to have said they had done as much as they could in 'Reducing electrical use' (75%)
- They were most likely to say they hadn't done anything about 'Making suggestions for the office to be more environmentally friendly' (49%)

The survey results are being used to inform future internal carbon reduction campaigns.

Under the guidance of the **Head of HR and Organisational Development**, we recognise that climate change and the need to reduce CO₂ emissions are so important that they are included in Staff and Member induction programmes. Specific training packages have also been developed to raise awareness amongst key staff and those for whom carbon savings is a specific responsibility.

Finance and Investment – the money to match the commitment

Current self-assessment: level 3 – (an understanding of the importance of carbon reduction to the budget is developing, with an appreciation of the scale of the financial costs of not taking action, as yet there is no formal coordination, no annual carbon reduction budget and no external funding).

We are very aware of the financial impact of doing nothing to reduce our carbon emissions and recognise the need to take action to minimise the financial impact on the Council's budget of increasing energy prices. A range of projects has either been undertaken already (some fully funded from a £450,000 invest to save programme), and further invest to save measures are in the pipeline for year 1 of the 5 year programme. Funding is therefore either in place or identified for most of the projects. Work is ongoing to identify funding streams for the larger projects, especially in relation to street lighting, schools and to property rationalisation, the main benefits of which will be felt in the latter years of the programme.

Policy Alignment – saving CO₂ across our operations

Current self-assessment: level 2 (Climate change and related energy efficiency and resource use are considered in many of the Council's short, medium, and long-term policies and strategies. However, there has been little coordination between these and this carbon management plan provides the opportunity to ensure such policies and strategies are properly aligned).

The aim of the Council is to embed climate change mitigation and adaptation into all policies and procedures. Work is already under way with partners in risk management and business continuity planning to develop adaptation strategies consistent with the principles of NI188, preparing to adapt to climate change.

By April 2012, Cabinet and Corporate Management Team will review all council policies to ensure that climate change and carbon management are fully integrated. This will support the inclusion of measures to address climate change as part of service planning over the next year. This work will be led and coordinated by the **Head of Policy and Performance**.

The review will:

- identify those current policies which have an effect on our carbon emissions and energy usage
- assess the extent to which those are measured, monitored or reported
- Consider opportunities to change those policies to mitigate negative effects
- Identify and remove any policies that conflict with carbon reduction, or at the least carry out a risk assessment where that is not possible for practical or technical reasons
- Ensure that services and teams identify any contributions they can make to reducing our carbon emissions
- Highlight the need to save energy with staff and partners.

There are several policy areas current under review that will have a full effect during the life of the programme. These are:

Procurement policy: a sustainable procurement strategy will be in place by April 2011.

Capital Projects policy: this seeks to ensure that whole-life costs are included within project proposals and funding selection criteria. The extent to which suppliers demonstrate their ability to implement significant carbon reduction is one of the assessment criteria in determining the awarding of a new Highways contract.

Human Resource policy: work is currently under way promoting the use of low carbon options for staff and Member travel, the harmonisation of travel allowances and targeted reduction in business mileage across the Council.

ICT Strategy: A Green ICT strategy is in preparation that will reduce our carbon emissions through a combination of measures including a replacement strategy biased towards energy efficient computer equipment and software.

Project management: carbon impacts are to be included in all project initiation documents from April 2011.

Contractual arrangements: a standard clause on carbon management will be developed for all new contracts, where appropriate, from April 2011.

Finally, in anticipation of policy reviews, all decisions taken by the Cabinet since April 2009 have been made in the light of implications for climate change.

Engagement of Schools – working with Schools to reduce our carbon footprint

Current self-assessment: level 3 (no single person as yet has responsibility for carbon saving in schools. The relatively independent nature of schools means that responsibilities are currently split, although the combination of housekeeping measures and the institution of invest to save programmes for school buildings has provided a clear focus on schools and their responsibility to reduce energy use).

Schools accounted for 45 per cent of the Council's CO₂ emissions in the baseline year 2008/9. It is therefore proposed to engage with schools individually and collectively to reduce that energy use and for schools to appreciate and take their share of the responsibility for it. This is particularly important given the changes being made to the Carbon Reduction Commitment (Energy Efficiency Scheme).

Led by the carbon reduction team and by the **Director of Children and Families Department** there is already in place a programme of engagement with schools through Junior Energy Monitors (JEMs). Supported by an initial capital of £10,000, this is an energy awareness and education campaign for the whole school community, encouraging schools to have better understanding of energy consumption and identify ways in which it can be reduced. It involves the reading of meters locally and communicating information on energy consumption to the whole school, the carrying out of basic energy surveys, the identification of pupil champions (JEMs), whole school assemblies, site manager training and continued support ending in awards to schools



Cllr Lesley Smethan with pupils from Elworth Hall Primary, Sandbach and Hermitage School, Holmes Chapel learning about thermal imaging and low energy light bulbs at the launch of the JEM Scheme in October 2010.

which can demonstrate a significant achievement in energy reduction during the year. Almost 70 primary schools have signed up to the JEM scheme, and plans are in place to extend the scheme to secondary and special schools.

Pupils from The Dingle Primary, Haslington taking part in the 'Ten Easy Ways to Save Energy' activities at the JEM launch



The JEM scheme is part of a wider programme of support for Education for Sustainable Development, a multi-agency partnership across Cheshire and Warrington. This includes encouragement of Eco-Schools scheme, and other sustainable development activities in schools. An annual ESD conference promotes and shares best practice. However, there is a need for dedicated resources to provide direct support to schools in their activities to maintain significant progress. As part of this, training for school bursars on energy and water management has been provided.

Ongoing support is provided for sustainable school clusters, groups of schools within an Education Improvement Partnership (EIP) that can work collectively on sustainable school issues. This includes energy management. Clusters have so far been supported in Middlewich and are currently being explored in Congleton. Further clusters will be set up during the next 5 years.

Finally, a large scale Invest to Save capital investment programme is being developed for schools, using as a model the I2S programme developed for corporate buildings. Taken together, the schools package of measures is intended to achieve a significant reduction of up to 15 per cent in school energy use by 2016.

Working with our suppliers to reduce our carbon footprint

Within the standard contracts issued to suppliers, there are questions relating to sustainability and the environment. Depending upon the level of environmental impact, these questions are often altered to reflect the service/goods to be procured and are evaluated and scored accordingly. Depending upon the level of impact, suppliers are encouraged throughout the contract term to manage their environmental impact and thus be more efficient. Within our Waste team, we are working with local waste collection suppliers and distributors to recycle more of the Council's waste to reduce our landfill tonnage. As each service is very different, there are not any specific standard terms and conditions relating to the reduction of carbon emissions by suppliers. For our corporate travel contract, the supplier does provide us with the CO₂ comparisons for air, road and rail travel, in order for CEC to monitor CO₂ emissions by this supplier.

7. Programme Management of the CM Programme

Strong management is the key to the programme's success. The Council recognises that identifying projects alone is not enough – each must be monitored to ensure it is achieving estimate carbon benefits in a timely way and within budget. Cheshire East Council has a Programme Board which retains an oversight of the whole programme, and a Carbon Management Team which manages existing projects and identifies new opportunities.

The Programme Board – strategic ownership and oversight

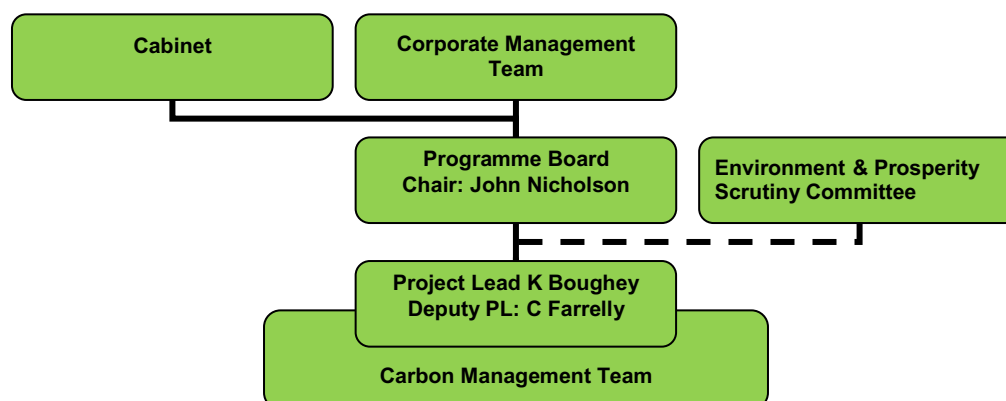
The Programme Board meets every two months to review progress on project development and delivery, and progress against the embedding matrix. The Board principally comprises:

- Chair: *John Nicholson Strategic Director, Places*
- *Cllr Rod Menlove Environment Portfolio Holder*
- *Lisa Quinn Borough Treasurer & Head of Assets*
- *Arthur Pritchard Assets Manager*
- *David Wharton Procurement Manager*
- *Caroline Simpson Head of Regeneration*
- *Lorraine Butcher Head of Services for Children & Families*
- *Chris Chapman Borough Solicitor*
- *Phil Lloyd Director of Adult, Community, Health and Wellbeing.*

Representatives of key services also attend, in particular those with responsibility for delivery projects or those with an oversight of the programme. The role of the Board is to:

- Champion carbon reduction and provide leadership across the organisation
- Set and keep under review the overall strategic direction and targets
- Prioritise carbon reduction projects across the whole scope of the Council's activities and processes
- Ensure carbon reduction is linked with other policies and initiatives
- Monitor progress regularly
- Remove obstacles to project implementation
- Develop proposals for the financial planning of projects.

Its reporting structure is set out overleaf.



The programme board reports quarterly to the Corporate Management Team on progress in implementing the overall programme. Where key decisions are required the Lead Member, Cllr Rod Menlove, ensures that the Cabinet is regularly and properly briefed. This is particularly important in considering projects with capital or policy implications. Where a project has a particular implication for other policy areas then a debate is undertaken with the appropriate scrutiny committee, which in most cases will be Environment and Prosperity Scrutiny.

The Board receives regular reports on the overall project plan progress and is briefed on specific projects. It has an oversight of the Carbon Management Projects Register and reviews the detailed progress on individual schemes. It also provides a strategic lead on issues arising and identifies solutions to emerging problems. In particular, the Programme Board uses the Carbon Management Embedding Matrix to monitor progress.

The Carbon Management Team – delivering the projects

The Carbon Management Team is responsible for developing projects and overseeing their delivery and achievement of carbon reduction targets. Selected members meet every 4-6 weeks to review and update background details, assumptions, costs and deliverability. The Team also oversees efforts to generate additional projects which have a potential carbon saving. The membership is set out overleaf.

Succession planning for key roles

We recognise that the biggest single risk to the success of this programme is in failing to plan for the need to replace the Project Sponsor or Project Leader should the need arise. This is confirmed by experience gained by the Carbon Trust over the first 7 years of the Local Authority Carbon Management Programme. We will do everything we can to minimise the risk of the project being compromised by a change in personnel. Once the embedding process reaches a critical mass and the projects begin to yield their target benefits this will be less of an issue. In the short to medium term however, the Project Sponsor's role is shadowed by Caroline Simpson, Head of Regeneration. The Project Leader role is supported by Rob Elliott, the manager of the Council's Carbon Reduction Team, and the Council's Energy Manager, Colin Farrelly, is the deputy project leader.

Cheshire East Council – Carbon Management Team	
Role	Name and position in the authority
Project Leader	<i>Keith Boughey, Climate Change Officer</i>
Deputy Project Leader	<i>Colin Farrelly, Energy Manager</i>
Carbon Management Team members	<i>Paul Goodwin, Finance Lead (Places)</i>
	<i>Samantha Clements, Sustainable Procurement</i>
	<i>Gareth Pawlett, ICT Strategy & Planning</i>
	<i>Richard Bramhall, Communications</i>
	<i>Andrew Voss, Property Strategy</i>
	<i>Mark Hallett, Transport Engineer</i>
	<i>Neil Heller, Street Lighting</i>
	<i>Ralph Kemp, Waste Strategy</i>
	<i>Fintan Bradley, Improvement & Achievement (Schools)</i>
	<i>Julie Davies, H R Strategy Manager</i>
	<i>Keith Pickton, Leisure Facilities</i>
	<i>Jenny Lees, Green Travel Planning</i>
	<i>Dave Upton, Organisational Change Manager</i>
	<i>Steve Williams, Integrated Public Transport</i>
	<i>Amanda Rudham, H R Policy</i>

Ongoing stakeholder management

There are several key individuals across the organisation who, because of the location and ownership of individual carbon management projects, are crucial to their success. These are identified below. While not necessarily directly engaged on the Board or Carbon Management Team, they all have a responsibility to ensure that the projects identified within their areas of responsibility are delivered. Their involvement and background operational knowledge helps to ensure that project leads remain focussed on the task, review progress and identify/solve blockages.

All projects are part of day to day operations and therefore are identified and considered as part of normal management activities. They are also key in helping to identify additional projects for further consideration over the lifetime of the project.

Individual or Group	Influence	Impact	Their interest or issues
Paul Bradshaw	M	M	Business mileage
John Barrett	M	H	ICT provision
Michael Harris	H	H	Schools engagement
Andrew Ross	L	M	Highways & transport policy
Glen Bubb	H	H	Integrated public transport
Paul Griffiths	M	M	Transport policy
Conal Kearney	M	M	Air quality emissions
Guy Kilminster	H	H	Leisure & Libraries
Phil Sherratt	H	H	Highways, waste, streetscape
Peter Hartwell	L	M	Regulatory services & Parking
Adrian Fisher	M	M	LDF, Housing, Building Control
Jo Rozsich	M	M	Communications Strategy
Alastair Bain	L	M	Domestic Energy Savings
Linda Glendenning	M	M	Adult Services

As projects are implemented, further identified and promoted it is expected that additional stakeholders will be brought into the overall process, including in some cases suppliers and service delivery partners.

Annual progress review

The Council acknowledges that a plan is only as good as its management and its delivery. While the Programme Board reviews the plan bi-monthly, a full scale review will take place each April. This review will include:

- An assessment of the programme management to date including the performance of the Board and Carbon Management Team
- CO₂ savings against targets collectively and individually for each project
- A report on the unquantified impacts, especially in the community arising from activities in our schools
- A detailed report on the financial scenario project by project and overall, to ensure value for money is being delivered.

The outcome of the review will be reported to the Corporate Management Team and to Cabinet. An interim half-yearly report will also be prepared and submitted in September of each year.

8. Appendix A: Carbon Management Matrix – self assessment as at March 2011

Aim: to achieve level 5 by April 2014

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
Mature 5	<ul style="list-style-type: none"> Top level target allocated across organisation CO₂ reduction targets in Directorate Business Plans Action plans in place to embed strategy. Progress routinely reviewed 	<ul style="list-style-type: none"> Cabinet / SMT review progress against targets on quarterly basis Regular diagnostic reports provided to Directorates Progress against target published externally 	<ul style="list-style-type: none"> CM integrated in responsibilities of senior managers CM part of all contracts / Ts & Cs Central CO₂ reduction advice available Green Champions leading local action groups 	<ul style="list-style-type: none"> Regular collation of CO₂ emissions for all sources Data externally verified Monitoring & Targeting in place for: <ul style="list-style-type: none"> buildings street lighting transport/travel 	<ul style="list-style-type: none"> All staff given formalised CO₂: <ul style="list-style-type: none"> induction and training communications Joint CM communications with key partners Staff awareness tested through surveys 	<ul style="list-style-type: none"> Finance committed for 2+ yrs of Programme External funding being routinely obtained Ring-fenced fund for carbon reduction initiatives 	<ul style="list-style-type: none"> CO₂ friendly operating procedure in place Central team provide advice and review, when requested Barriers to CO₂ reduction routinely considered and removed 	<ul style="list-style-type: none"> A 'whole school approach' including curriculum Mature programme of engagement in place CO₂ saving in schools having a wider community impact
4	<ul style="list-style-type: none"> CO₂ reduction commitment in Corporate Strategy Top level targets set for CO₂ reduction Climate Change Strategy reviewed annually 	<ul style="list-style-type: none"> Sponsor reviews progress and removes blockages through regular Programme Boards Progress against targets routinely reported to Senior Mgt Team 	<ul style="list-style-type: none"> CM integrated in to responsibilities of department heads Cabinet / SMT regularly updated Staff engaged through Green Champion network 	<ul style="list-style-type: none"> Annual collation of CO₂ emissions for: <ul style="list-style-type: none"> buildings street lighting transport/travel Data internally reviewed 	<ul style="list-style-type: none"> All staff given CO₂ reduction: <ul style="list-style-type: none"> induction communications CM matters communicated to external community 	<ul style="list-style-type: none"> Co-ordinated financing for CO₂ reduction projects via Programme Board Funding principles and processes agreed Finances committed 1 year ahead Some external financing 	<ul style="list-style-type: none"> Comprehensive review of policies complete Lower level policies reviewed locally Unpopular changes being considered 	<ul style="list-style-type: none"> A clear emphasis on energy / CO₂ reduction in schools Council activities fully ordained Broad set of education stakeholders engaged Funding in place
3	<ul style="list-style-type: none"> Vision for CO₂ reduction clearly stated and published Climate Change Strategy endorsed by Cabinet and publicised with staff 	<ul style="list-style-type: none"> Core team regularly review CM progress: <ul style="list-style-type: none"> actions profile & targets new opportunities 	<ul style="list-style-type: none"> An individual provides full time focus for CO₂ reduction Key individuals have accountability for carbon reduction Senior Sponsor actively engaged 	<ul style="list-style-type: none"> Collation of CO₂ emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> training communications 	<ul style="list-style-type: none"> A view of the cost of CO₂ reduction is developing, but finance remains ad-hoc Some centralised resource allocated Finance representation on CM Team 	<ul style="list-style-type: none"> All high level and some mid level policies reviewed, irregularly Substantial changes made, showing CO₂ savings 	<ul style="list-style-type: none"> A person has responsibility for Schools CO₂ reduction Schools CO₂ reduction projects co-ordinated Ad-hoc funding
2	<ul style="list-style-type: none"> Draft Climate Change Policy Climate Change references in other strategies 	<ul style="list-style-type: none"> Ad hoc reviews of CM actions progress 	<ul style="list-style-type: none"> CO₂ reduction a part-time responsibility of a few department champions 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Energy data compiled on a regular basis 	<ul style="list-style-type: none"> Regular awareness campaigns Staff given CM information on ad-hoc basis 	<ul style="list-style-type: none"> Ad hoc financing for CO₂ reduction projects 	<ul style="list-style-type: none"> Partial review of key, high level policies Some financial quick wins made 	<ul style="list-style-type: none"> Ad-hoc schools projects to specifically reduce energy / CO₂
1 Start	<ul style="list-style-type: none"> No policy No Climate Change reference 	<ul style="list-style-type: none"> No CM monitoring 	<ul style="list-style-type: none"> No recognised CO₂ reduction responsibility 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Estimated billing 	<ul style="list-style-type: none"> No communication or training 	<ul style="list-style-type: none"> No specific funding for CO₂ reduction projects 	<ul style="list-style-type: none"> No alignment of policies for CO₂ reduction 	<ul style="list-style-type: none"> No CO₂ / energy reduction policy for schools

9. Appendix B: Definition of Projects

Project	Street lighting efficiency programme
Reference	CEC 23, 24, 25
Description & notes	De-illumination of Traffic Signs (23) Dimming of main road lights (24) Reduced street lighting hours (25)
Quantified costs and benefits	<p>Project costs:</p> De-illumination of Traffic Signs = £ 30,000 Dimming of main road lights = £ 450,000 Reduced street lighting hours = £ 350,000 <p>Annual Financial and Carbon savings:</p> De-illumination of Traffic Signs = £ 27,000 163 t CO ₂ Dimming of main road lights = £ 63,000 381 t CO ₂ Reduced street lighting hours = £ 225,000 1, 360 t CO ₂ <p>Payback period and % of target:</p> De-illumination of Traffic Signs = 1.1 years 1.28 % Dimming of main road lights = 7.1 years 2.99 % Reduced street lighting hours = 1.6 years 10.66 %
Resources	The Highways Maintenance team would plan to replace bulbs over the period at a rate dependent upon funding. The measures to affect lighting strengths will be trialled and if successful will be programmed into the team's work programme.
Ownership and accountability	Head of Environmental Services (Phil Sherratt) Project Manager (Andy Buckley) The Street Lighting programme is part of the 'Total Transport Programme' which has an established programme board.
Ensuring success	Risk log with escalation up to the Programme Board Key risks: Political focus and priority Key benefits: Reduce cost and carbon by 30% Business change will be delivered through Programme Coordinator
Performance/ success measures	Financial and Emissions data through project Accountant
Timing	Funding for 2011/12 yet to be secured Deliverables for next 5 years have been completed Short term work programme prepared for Years 1 & 2

Project	Awareness/ownership of personal responsibility to reduce energy use
Reference	CEC 26
Description & notes	<p>Raise employee awareness of the ways to reduce energy use at home and work. Publish energy usage of facilities and equipment in the workplace.</p> <p>Work with specialist organisations to run road shows to inform staff of benefits and ways of reducing energy use.(e.g. Energy Trust).</p> <p>Set energy targets for teams / buildings, and monitor CO₂ emissions.</p> <p>Add environmental objective to personal objectives for the year.</p> <p>Produce league table of high mileage drivers and provide information to staff on smarter driving – reduce fuels costs and carbon emissions.</p>
Quantified costs and benefits	<p>Annual Financial savings: £ 41,000</p> <p>Payback period: 0.5 years</p> <p>Co2 Emissions reduction: 250.3 t CO₂</p> <p>% of target: 1.96 %</p>
Resources	<p>Use of road shows with agencies such as Carbon Trust</p> <p>Use of CEC produced information and free external information to display around workplace detailing energy usage</p> <p>Employee Service Centre to offer support</p> <p>Managers to take responsibility for energy saving in their work areas</p> <p>Carbon Reduction team to support the Eco reps and promote best practice</p> <p>H&S reps to promote safe driving</p>
Ownership and accountability	<p>Team Leaders/Managers to set energy reduction targets</p> <p>Eco reps to co-ordinate road shows and display of information</p> <p>H&S to promote the H&S impacts and benefits</p> <p>ESC - Production and circulation of stats and data and provide suggested “bank” of environmental objectives for managers to select</p> <p>Offsetting carbon and linking to supporting local community – possibility to tie in with work currently being carried out by The Cheshire & Warrington Public Sector Carbon Management Programme.</p>
Ensuring success	<p>Time to be given at team meetings for eco reps to update on key developments / information</p> <p>Risk – ensuring data available to review energy usage</p>
Performance/ success measures	<p>Check Employees awareness and commitment via staff surveys</p> <p>Road shows are well attended</p> <p>Employees raised awareness, i.e. making suggestions for energy saving</p> <p>Eco reps embedded in the organisation and given time at team meetings</p> <p>Grey fleet travel is reduced</p> <p>Buildings energy usage decreases. Providing CO₂ and £ saving</p> <p>All employees achieve an environmental objective for performance year</p> <p>Carbon offsetting benefits local community projects</p>
Timing	<p>Objectives set for performance year 2011/2012</p> <p>Energy monitored for buildings/teams from April 2011</p> <p>Process in place to monitor energy usage in buildings by March 2011</p>

Project	Adapt car lease scheme to encourage eco vehicles
Reference	CEC 27
Description & notes	Green and Tax Efficient Cars (GTECs) salary sacrifice car scheme is likely to replace the existing car lease scheme. Employees can drive discounted cars with income tax and NIC savings provided by the employer. Employee sacrifices pay.
Quantified costs and benefits	<p>Reduced CO₂ emissions - when carrying out work and personal mileage – possibility to save up to 10% - 15% depending on take up of scheme = 193 tonnes of CO₂</p> <p>NI contribution savings from the employer – approx £150-£600 p. a., per car depending on employee take up and profile of car</p> <p>Average CO₂ emissions under new scheme is 113 CO₂ g/km, current average is 145 CO₂ g/km Based on an estimated take up of 2.5% this would be a saving of 32 CO₂ g/km.</p> <p>Based on a comparable public sector organisation this equates to approx 350 cars/ 32 CO₂/ gkm per car.</p> <p>Annual Financial saving: £ 26,016 Payback period: 0.4 years CO₂ Emission reduction: 50.9 t CO₂ % of target: 0.40 %</p>
Resources	<p>Salary sacrifice schemes impact on the following work areas: Legal – Payroll – HR – Procurement - Communications - Pensions Systems / Administration (ESC)</p> <p>All would need to ensure correct policies and procedures are in place and resourced to ensure scheme is run effectively.</p>
Ownership and accountability	<p>Legal – ensure compliance with Consumer Credit Act Payroll – payslip information / impact on pay elements HR Strategy Team – A range of Policies Communications – branding / FAQ / comms Procurement – processes taken on by CEC / insurance Pensions impact.</p>
Ensuring success	<p>Underpinning policies, procedures and administration are robust and well communicated to staff entering into the scheme</p> <p>Communications to staff encourage take up of scheme.</p> <p>Selection of scheme provider approved by legal and procurement.</p>
Performance/ success measures	<p>CEC accepts employer savings of £600 per car/ per annum.</p> <p>CO₂ emissions are reduced from grey fleet mileage.</p> <p>Scheme take up is high amongst employees</p> <p>Scheme allows for effective recording of mileage and CO₂</p>
Timing	<p>Phase 1 – understanding current business travel policies / outlining key steps for successful implementation – Oct/Nov 2010</p> <p>Phase 2 – Selection of fleet provider – Jan - Feb 2011</p> <p>Phase 3 - Design of the scheme – March/April 2011</p> <p>Phase 4 – Implementation and Launch Nov – May – Sept 2011</p>

Project	Review staff travel/improved data collection
Reference	CEC 28
Description & notes	<p><u>Review the various mileage rates</u> i.e. car, public transport, Review thresholds for lower mileage rates Review cc ranking for mileage rates Review passenger mileage rate, bike, public transport rate <u>Improve data collection of travel information</u> use of IBS to claim rate of travel expenses and collect mileage and Co2 data. Enterprise (car hire company) to provide carbon information Detailed information for grey fleet journeys/ consider other modes. Joining of Motorvate Programme to improve data collection. <u>Implement a travel hierarchy</u> - to encourage use of audio / video conferencing / public / pool transport <u>Encourage flexible / mobile working</u> promotion of current policies. E.g. Video Conferencing in majority of CE buildings</p>
Quantified costs and benefits	<p><u>Review of Mileage Rates</u> - save an estimated 447 tonnes of emissions with revised rates. (EST report Aug 2010) <u>Travel Hierarchy and Support Alone</u> Travel hierarchy and IT support systems to save 10% in mileage Annual Financial saving: £ 156,974 Payback period: 0.1 years Co2 Emissions reduction: 300.6 t CO₂ % of target: 2.36 %</p>
Resources	<p>Motorvate membership support Employee Service Centre- (use of i-expenses Oracle IBS module) Shared Service Centre – redesigned forms circulated HR strategy team have reviewed cost benefit of mileage options.</p>
Ownership and accountability	<p>HR Strategy team – various reviews of business mileage rates ICT Strategy / Shared Services – Video Conferencing Car hire provider will include CO₂ data on hire records Communications – support roll out of the travel hierarchy HR Strategy – promotion of policies e.g. home / flexible working Change Manager – Motorvate Programme Application</p>
Ensuring success	<p>Teams can utilise data in business decisions to reduce energy use Management use of data in agreed function before full roll out. Implementation and ownership of the travel hierarchy Communications to promote policies and supporting options</p>
Performance/ success measures	<p>Analysis of business mileage data to help monitor CO₂ emissions. Data can be used to set and monitor team / individual targets. Accreditation in Motorvate scheme. Reduction in mileage rate should increase use of alternative methods of transport and/or drive smarter</p>
Timing	<p>Delivery of R12 due Jan 2011 - Mileage rates reviewed Oct. 2010. Motorvate membership application – currently underway. Data can be captured and analysed – April 2011. Office Communications Server – Roll Out April 2011. Video Conferencing Kits installed at 3 offices – August 2010.</p>

Project	Fleet Review
Reference	CEC 29
Description & notes	Review of corporate fleet to identify and deliver efficiency savings And carbon reduction. Carbon emission baseline externally verified by the Energy Savings Trust (EST). Carbon reductions will be monitored annually by the EST through the Motorvate accreditation scheme.
Quantified costs and benefits	<p>Total project costs = £1.4 m (over 5 years) Total project cashable efficiency savings = £ 4.3 m (over 5 years) Total net benefits = £ 2.8 m (over 5 years) Payback period = 2 years</p> <p>Total fleet carbon baseline = 4,000 tonnes (including a 25% uplift for vehicles over 3.5 tonnes) Target carbon reduction = 573 tonnes (over 3 years based on the EST Gold standard)</p> <p>Annual Financial saving: £ 283,322 Payback period: 1.0 years Co2 Emissions reduction: 573 t CO₂ % of target: 4.49 %</p>
Resources	Core resources: Project Executive/ Project Manager/ Fleet Manager Virtual project team: HR/ Legal/ Procurement/ ICT/ Assets/ Accountant Chris Williams of the TAS Partnership
Ownership and accountability	Head of Environmental Services (Phil Sherratt) Project Manager (Dave Upton) The Fleet Review project is part of the 'Total Transport Programme' which has an established programme board.
Ensuring success	Risk log with escalation up to the Programme Board Key risks: Political focus and priority Key benefits: Reduce cost and carbon by 20% Invest to Save bid for 2011/12 Business change will be delivered through Strategic Fleet Manager
Performance/ success measures	Financial data through project Accountant Emissions data through the Motorvate scheme (EST) Car mileage data through Oracle reporting
Timing	Funding for 2010/11 secured in September Deliverables for next 5 years have been completed Short term work programme in place for Years 1 & 2 Invest to Save bid being considered

Project	Waste & Recycling: Household Recycling Scheme Harmonisation
Reference	CEC 30
Description & notes	As part of the review of waste services it is proposed to convert the whole of Cheshire East onto a three bin comingled recycling system. This has the Carbon advantages of facilitating the replacement of an existing depot in Macclesfield and recycling collection vehicles to provide energy and fuel efficiencies. It will also divert waste from landfill / waste to energy to the recycling scheme.
Quantified costs and benefits	<ul style="list-style-type: none"> • 5% Increase in recycling by diverting 4188 tonnes per annum • £518,621 / annum saving over current collection (including energy savings). <p>Annual Financial savings: £ 234,000 Payback period: 5.3 years Co2 Emissions reduction: 894 t CO₂ % of target: 7.01 %</p>
Resources	The provision of a transfer station for the bulking up of collected recycle. In the short term through the building of a temporary building and obtaining appropriate permits on the existing sites. The provision of suitable recycling wheeled bin containers to all appropriate households in the North operational area. Accounted for in the cost savings above £1.15 million written off as £115,136 a year over a 10 year period.
Ownership and accountability	Ray Skipp (Waste & Recycling Manager). The depot rationalisation project is a specific strand of work that sits within the Fleet Improvement and Efficiency Programme, headed up by Phil Sherratt (Head of Environmental Services).
Ensuring success	At present an initial feasibility report has been produced. Subject to the Council agreeing to proceed with a more detailed study would be required together with planning, permit and construction of a temporary building on the existing Macclesfield depot site. Existing collection vehicles would also need changing as part of our current leasing arrangements.
Performance/ success measures	Recorded Recycling figures and NI 192 Implementation of a consistent, enhanced comingled recycling scheme across the Northern area of Cheshire East bring it into line with the South area. Introduction of more fuel efficient vehicles.
Timing	2011/12

Project	Carbon management programme for schools
Reference	CEC 42
Description & notes	<p>The plan is to ensure a coordinated approach to the CMP for schools and requires a high level of take-up from the schools.</p> <p>Typically good housekeeping alone can save 10%. The energy efficiency best practice programme quotes that in primary schools energy 'good practice' can reduce costs from £11.19 - £7.98, a saving of 29%. In secondary schools the increased pupil numbers means increased savings of £4.20 per pupil by good practice.</p> <p>The offer to schools would be access to a specialist consultant, for a limited time period, eg three years. The consultant will liaise with the school and facilitate some or all of the various aspects included under the two main objectives:</p> <ol style="list-style-type: none"> 1. Leadership and buildings management 2. Education and pupil/community involvement <p>There is already in place a programme of engagement with schools through Junior Energy Monitors. The JEM scheme is part of a wider programme of support for Education for Sustainable Development, a multi-agency partnership across Cheshire and Warrington. This includes encouragement of Eco-schools, and other sustainable development activities in school.</p>
Quantified costs and benefits	<p>⇒ Employment of an energy consultant would cost ~ £60K pa ;</p> <p>⇒ Benefits to the LA are the saving in CRC emissions costs</p> <p>⇒ Schools to pay a subscription but retain all of the savings.</p> <p>Annual Financial savings: £ 528,000</p> <p>Payback period: 0.0 years</p> <p>Co2 Emissions reduction: 3,206.9 t CO₂</p> <p>% of target: 25.13 %</p>
Resources	<p>⇒ Requirement to pump prime the funding of LA consultant</p> <p>⇒ Line management and a steering group to guide the projects.</p> <p>⇒ A budget of £ 10,000 is identified for the JEM scheme.</p>
Ownership and accountability	<p>⇒ Steering group from Children & Families and Assets</p> <p>⇒ Accountability of the Consultant through the steering group.</p> <p>⇒ Success based on schools hitting reduction targets year on year.</p>
Ensuring success	⇒ Steering group and schools network to monitor progress
Performance/ success measures	<p>⇒ LA success criteria based on level of school involvement</p> <p>⇒ Schools success criteria based on individual progress plans</p>
Timing	<p>⇒ March 2011, initial thinking and project register development.</p> <p>⇒ May 2011</p> <ul style="list-style-type: none"> ○ discussion with small group of HT representatives ○ presentation of project to HT conferences ○ Convene local networks <p>⇒ Summer 2011 project planning begins on site</p>

Project	Green ICT Strategy																						
Reference	CEC 43																						
Description & notes	The Green ICT Strategy will focus on 3 key areas, 1) updating the Desktop Estate and desktop management tools; 2) building a new, efficient data centre; 3) raising staff awareness for switching PC's and peripherals off when the are not in use.																						
Quantified costs and benefits	<p>Local Authority will reduce carbon emissions and minimise the increase in energy costs – the numbers and savings attributed to each element:</p> <table><tr><th>Topic</th><th>T Co2 saved</th><th>KwH</th><th>Cost of KwH</th></tr><tr><td>Staff awareness</td><td>42</td><td>77,662</td><td>£ 6,990</td></tr><tr><td>Data Centres</td><td>92</td><td>171,582</td><td>£ 15, 442</td></tr><tr><td>Desktop Estate</td><td>173</td><td>323,454</td><td>£ 29,111</td></tr><tr><td>Total</td><td>307</td><td>572,698</td><td>£ 51,543</td></tr></table>			Topic	T Co2 saved	KwH	Cost of KwH	Staff awareness	42	77,662	£ 6,990	Data Centres	92	171,582	£ 15, 442	Desktop Estate	173	323,454	£ 29,111	Total	307	572,698	£ 51,543
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Ownership and accountability	Assets Manager (Arthur Pritchard) via Project Managers (Gareth Pawlett and Carl Horton-Leigh)																						
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Project	Property Rationalisation															
Reference	CEC 45, 46															
Description & notes	<p>The Asset Challenge Programme has been established in order to reduce the Council's Premises Portfolio.</p> <p>As a new Authority combining the former District Council's and 50% of the former County Council a large number of properties have been acquired. To assess the value to the Council of these premises will take into account the age and energy efficiency rating of the buildings.</p> <p>The Council wish to maximise the benefits of removing those properties deemed no longer fit for purpose and the Assets team are charged with an early disposal to meet this need.</p>															
Quantified costs and benefits	<p>At a conservative estimate the Council will remove between 20 – 30% of the current premises. This will reflect a need to rationalise building accommodation and maximise the numbers of staff utilising each building. This will be complemented by policies to enable flexible and home working for appropriate staff.</p> <p>Allowing for the re-location of staff it is reasonable to project a saving of 12.5% of the emissions from energy consumption of the buildings that are removed from the portfolio.</p> <table><tr><td>Capital costs:</td><td>(45) £ 100,000</td><td>(46) £ 10,000</td></tr><tr><td>Annual Financial saving:</td><td>£ 249,750</td><td>£ 6,000</td></tr><tr><td>Payback period:</td><td>0.4 years</td><td>1.7 years</td></tr><tr><td>Co2 Emissions reduction:</td><td>1,521.1 t CO₂</td><td>49.3 t CO₂</td></tr><tr><td>% of target:</td><td>11.92 %</td><td>0.39 %</td></tr></table>	Capital costs:	(45) £ 100,000	(46) £ 10,000	Annual Financial saving:	£ 249,750	£ 6,000	Payback period:	0.4 years	1.7 years	Co2 Emissions reduction:	1,521.1 t CO ₂	49.3 t CO ₂	% of target:	11.92 %	0.39 %
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Resources	<p>Core resources:</p> <p>Project Executive/ Project Manager/Assets Manager</p> <p>Virtual project team: HR/Legal/Procurement/ICT/Assets/ Accountant</p>															
Ownership and accountability	<p>Assets Manager (Arthur Pritchard)</p> <p>Project Manager (Andrew Voss)</p> <p>The Asset Challenge Programme will be under the overall responsibilities of the Borough Treasurer and Head of Assets</p> <p>The Programme progress will be reported to Cabinet via the Portfolio Holder.</p>															
Ensuring success	<p>Risks will be included in the Corporate Risk Register</p> <p>Key risks: Political focus and priority</p> <p>Key benefits: Reduce cost and carbon by 12.5% (minimum)</p>															
Performance/ success measures	<p>Financial data through project Accountant</p> <p>Emissions data will be managed by the Energy Manager who is a member of the Assets Team</p>															
Timing	<p>The urgency of the programme relates to the Budget savings that the Council is obliged to achieve.</p> <p>During the 5 year period of the Carbon Management Programme the Council will require fewer buildings and will continue to reduce staffing numbers to reflect financial pressures.</p>															

Project	Invest to Save Energy Efficiency Measures
Reference	CEC 1-22, 31-41, 44, 47-57
Description & notes	<p>In September 2009 an Invest to Save business case was approved for energy saving measures in Council buildings. The return on investment exceeded expectations in year 1, with an average payback of less than two years. This provided a springboard for further funding.</p> <p>In 2010 a 3 year Invest to Save scheme was approved for the improvement of energy efficiency across the non school portfolio of buildings.</p> <p>Key sites have been selected based on their levels of consumption, energy efficiency rating, hours of business and potential to improve. Planned refurbishment programmes have been enhanced with extra levels of efficiency measures, Leisure Centres that open 17 hours a day have been targeted, and office accommodation and Community Support Centres have benefited from efficiency improvements.</p>
Quantified costs and benefits	£475,000 has been invested to date in 43 projects with more in the pipeline. The benefits are an annual reduction in CO ₂ emissions of over 1220 tonnes so far, and a financial saving of £200,000 per year in energy costs.
Resources	The invest to save programme to date has involved for 2009/10 £75,000 in 2009/10 and £400,000 in 2010/11.
Ownership and accountability	Colin Farrelly, Energy Manager
Ensuring success	Proven technologies such as High Frequency dimmable fluorescent lighting combined with automatic controls, voltage optimisation, boiler controls, air conditioning controls, loft and pipe work insulation and urinal controls have been installed across the portfolio to date. The momentum needs to be maintained during the lifetime of the invest to save programme.
Performance/ success measures	Continuous monitoring of energy and CO ₂ savings from all individual projects
Timing	An ongoing process of identifying solutions in all non-school buildings. Benefits from additional project will reduce over time as the high impact schemes are completed.

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	28 February 2011
Report of:	Lorraine Butcher, Director of Children's Services
Subject/Title:	Establishment of a Corporate Parenting Board in Cheshire East and Approval of the Corporate Parenting Strategy
Portfolio Holder:	Councillor Hilda Gaddum

1.0 Report Summary

- 1.1 This report set's out the background to the Council's duty to act as the 'corporate parent' for children in our care. It clarifies the role of Elected Members in fulfilling this role and proposes that the Corporate Parenting Board membership is reviewed in order that it can appropriately advocate for our Cared for Children and embed the concept of corporate parenting across the Council's function. It also outlines the key commitments of the Council to the children and young people formally in its 'care'.

2.0 Decision Requested

- 2.1 That the Corporate Parenting Board membership be reviewed based on the proposals and Terms of Reference detailed in this report.
- 2.2 That the balance of elected members representation at Corporate Parenting Board be: 3 Conservative, 1 Labour, 1 Liberal Democrat.
- 2.3 That the draft Corporate Parenting strategy is approved.

3.0 Reasons for Recommendations

- 3.1 These recommendations will ensure that Cheshire East Borough Council is compliant with government guidance in 'Care Matters: Time to Deliver for Children in Care'. (DCSF, March 2008) and will also ensure that outcomes are improved for children in our care and will enable the Local Authority to fulfil its Corporate parenting and Safeguarding responsibilities.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

**6.0 Policy Implications including - Carbon reduction
- Health**

- 6.1 Establishment of a Corporate Parenting Board and a wider audience taking responsibility for Corporate Parenting will contribute to improvement in the Health for outcomes Cared for Children. Adoption of the Corporate Parenting strategy will ensure that the children and young people in the care of the Council are effectively supported.

7.0 Financial Implications

- 7.1 Any cost associated with the implementation of this strategy will be met from existing resources.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 These recommendations will ensure that outcomes are improved for children in our care and will enable the local authority to fulfil its corporate parenting and safeguarding responsibilities.

9.0 Risk Management

- 9.1 There is a risk that the council will not be able to appropriately evidence how it fulfils its Corporate Parenting responsibilities if the recommendations of this report are not agreed.

10.0 Background and Options

- 10.1 The concept of Corporate Parenting was first given prominence in 1998, within the Quality Protects Programme, launched by Frank Dobson, the Secretary of State for Health at that time. The key message was that Councillors should view the needs of children in public care and have ambitions for them as though they were their own. Since 1998, central government has continued to strengthen the concept of the Council as corporate parent and the role of Elected Members in championing this approach.
- 10.2 On 1st June 2007, the Government published the White Paper, 'Care matters: Time for change', which set out the steps the new Department for children, Schools and Families (DCSF) will take, together with local delivery partners, to improve outcomes for children and young people in care. The White paper set out key components for effective corporate parenting;

'The Director of Children's Services and Lead Member have overall responsibility for leading corporate parenting arrangements – both across the authority and with its partners in the children's trust.'

'Authorities may also appoint a group of senior officials with responsibility for the corporate parenting of children in care. The accountability and governance arrangements of these groups must be clear'.

- 10.3 On the 26th March 2008, the Government published the Implementation Plan, 'Care Matters: Time to Deliver for Children in Care'. This sets out the national framework for change and guides Children's Trust partners in implementing this change locally. There is a requirement for us to ensure that corporate parenting arrangements are robust and that C4C have links with the Lead Member and director of Children's Services through a 'Children in Care Council'.
- 10.4 Outcomes for children in care across the country are slowly improving, but there is still an unacceptable gap between their outcomes and those of their peers. For example, national data shows children in care are five times less likely to achieve five good GCSEs, nine times more likely to be excluded from school, and six times less likely to enter higher education, than their peers.
- 10.5 Cheshire East Borough Council currently has around 440 children in our care.
- 10.6 The Corporate Parenting Board in Cheshire East has been established for 12 months and now needs to be reviewed and refreshed.
- 10.7 It is proposed that the Corporate Parenting Board is reviewed to ensure appropriate membership.
- 10.8 This body will meet every two months. Membership will be politically balanced. The Director of Children's Services will chair the Board Senior Officer representation from each Council department will also be required.
- 10.9 The members of this group will work to advise both the council's Executive and the Children's Trust on changes required to policy and strategy to improve outcomes for children and young people in our care. The Board is not a formal decision-making body.
- 10.10 The Board will monitor progress against key outcomes for children and young people in our care. They will be required to report on an annual basis to scrutiny committee.
- 10.11 Research has shown that best practice authorities hold themed meetings on each of the Every Child Matters Outcomes. The engagement of children, young people and their carers is vital to the role of this body. This does not take place through formal representation at each meeting but an ongoing programme of engagement will be developed. It is proposed that our Corporate Parenting Board follow this model. A draft Corporate Parenting Strategy is attached at Appendix 1. The Corporate Parenting Board will ensure that the strategy is implemented and monitor its effectiveness in improving outcomes for children and young people in the care of the Council.
- 10.12 Detailed Terms of Reference of the Board are attached at Appendix 2.
- 10.13 It is proposed that the first fully representative meeting of the revised board is convened in May 2011.

11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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DRAFT
STRATEGY

CORPORATE PARENTING



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Strategy Content

1. Foreword

‘Our aim is to make this the best place in the world for our children and young people to grow up.’

The Children’s Plan, Cheshire East Council

Our experiences in early childhood and through to our teenage years are critical in shaping our future happiness and set the foundations for what we can achieve throughout our adult lives. Good parenting is vital. This is why the role of Corporate Parent is one of the most important responsibilities of the Local Authority. Cheshire East has a legal and moral duty to support children in our care and those leaving care in the way that any good parent would support their own children. This is a role that we take very seriously. The circumstances and experiences of cared for children and young people mean that they are often disadvantaged in life. Narrowing the gap between the achievements of children in care and all children requires us to do much better for this vulnerable group. No one team or agency can do this alone. It is essential that every department within the Council and our partner organisations share the responsibilities of the corporate parent.

As a corporate parent, we are committed to do the very best to improve outcomes. To this end, we have made a pledge to our cared for children and young people. Our challenge is to deliver on this pledge, putting these children and young people at the heart of all that we do so that they have the opportunities they need to fulfil their potential.

This strategy sets out how Cheshire East intends to fulfil its Corporate Parenting responsibilities in a way that puts children and young people at the heart of improvements in the planning, delivery and evaluation of our services. This strategy forms the framework to which all Cheshire East staff, Councillors and our partners will work.

Signed
Councillor Hilda Gaddum
Lead Member for Children’s Services
Families

Signed
Lorraine Butcher
Head of Children &

2. Aims and Scope of the Strategy

“Central government, local authorities and their partners in children’s trusts, individual professionals and carers all share a responsibility for ensuring the best for children and young people in care – as they would for their own children.”

*Children in care should be cared about, not just cared for”
(Care Matters: Time for Change, DFES, June 2007)*

- 2.1 When a child becomes cared for by Cheshire East, the Council becomes their Corporate Parent. This means that everyone who works for the Council and the councillors elected to represent the Council and make decisions for Cheshire East have a special and important responsibility in meeting the corporate parent role. A child or young person is ‘cared for’ if they are subject to a Care Order or are being cared for under a voluntary agreement, subject to the Children Act 1989. The local authority has a statutory duty to those aged 0-18 years and up to 21 years as care leavers or 24 years if they are in full time education.
- 2.2 The role of the local authority as a corporate parent is to achieve good parenting for cared for children and young people and, in broad terms, the whole Council is expected to do what any good parent would do. This includes promoting our children's educational aspirations, economic prospects, ensuring their health, safety and well-being, supporting their culture and celebrating their achievements in life.
- 2.3 The overall aim of this strategy is to improve the life chances of Cheshire East's cared for children and young people through the development of a joint approach to the delivery of services. Working with key partners from other agencies, Cheshire East aims to continuously improve the outcomes of cared for children, in line with their peers.
- 2.4 The purpose of this strategy is to outline a council-wide vision of our role as corporate parents and to ensure that we are all, supported by our partners, working towards a common vision and priorities for our cared for children and young people.
- 2.5 The aspirations and objectives outlined within this strategy are by no means exhaustive and will be contributed to over time. As other council departments and partners sign up, other aspirations and offers will be revealed.

3. Background and Context

National Picture

- 3.1 At any one time around 60,000 children and young people are cared for nationally. This represents around 0.5% of all children. As many as 85,000 children will spend some time being cared for over the course of a year, with many entering and leaving the system rapidly. Forty per cent of children remain looked after for less than six months and only 13% are cared for five years or more. It is well documented that these children and young people underachieve educationally and are highly represented in areas such as teenage pregnancy, unemployment, youth offending, poor mental health, drug and alcohol misuse and homelessness.

The Statutory Framework

- 3.2 The *Children and Young Persons Act*, which was granted Royal Assent on 13 November 2008, provides the necessary legislative support to improve the care system for children and young people in England. It underpins the Care Matters White Paper, *Care Matters: Time for change (June 2007)* and the implementation plan *Care Matters: Time to deliver for children in care (March 2008)*. This aims to support the Children's Trust, led by the Lead Member and the Director of Children's Services, to transform outcomes for children and young people in care, encouraging systematic planning and improvement, led by local agencies and professionals.
- 3.3 The current Ofsted inspection regime has a particular focus on services and outcomes for looked after children, alongside the inspection of safeguarding. The government has set out some key national indicators for local authorities to work towards improving provision for Cared for Children. These are set out in Appendix 2

Cheshire East Context

- 3.4 Cheshire East has 441 (Feb 2011) children who have been placed in the care of the Local Authority. This represents 0.6% of the total population of Cheshire East children aged 0-19. The number of children brought into the care of the LA was previously increasing but has now stabilised somewhat. The need to provide additional resources to strengthen services for cared for children has been recognised by members who have secured these resources to improve provision. As a result the LA has improved residential accommodation and developed a Cared for Children's service which incorporates a new placement team which will ensure cared for children are matched to, and placed in, appropriate provision according to their individual needs. The majority of Cheshire East's cared for children are placed with foster carers. 50% of Cheshire East's Cared for Children are placed with Cheshire East foster parents and 21% are placed with external foster carers. The percentage of Cared for Children in residential placements is small, 1% in Cheshire East and 6% in external placements. Rigorous monitoring of cared for children's academic progress is undertaken on an annual basis and initial results, show an improving picture in 2010. The remaining 21% of Cared for Children are placed for adoption, are in residential schools or placed with parents.

4. Vision

- 4.1 To reach their full potential cared for children have a right to expect everything from the local authority that would be expected from a good parent. Cheshire East's vision for cared for children and young people is to create an environment and deliver services in which they can flourish, as the basis for a fulfilling life. By working together effectively our children should:
- be and feel safe and protected

- make healthy choices and have opportunities to live active lives
- enjoy and do well in school – all should achieve their potential academically.
- be engaged in positive activities that challenge and inspire
- be confident about their plans and on a path to a secure and independent future

4.2 Cheshire East's Children and Families vision is for:

- a place where all children and young people are supported well to maximise their life choices
- responsive, locally based services, that make sense to children, young people and their families, that addresses their needs early
- a place where no child is left behind because organisations do not work together

5. Our Pledge to Children and Young People in our Care

5.1 Young people themselves through the Children in Care Council have agreed a pledge which sets out their expectations of the Council which are detailed in Appendix ...

'You will be as passionate and committed to looking after us as you would your home grown children – and want no less for us. Being in care will not be a reason for missing out.'

The Pledge, Cheshire East Council

6. Principles

6.1 Cared for children have the right to:

- Be heard and their voices acted upon
- Feel safe
- Help and support through to their adult life
- High quality placements that meet their needs
- Well trained and skilled staff and carers
- Stay in touch with people who are important to them
- Timely decisions, robust plans and regular reviews
- Access to high quality education, health, sport, leisure and cultural activities
- Have their achievements recognised and rewarded

6.2 Cheshire East will ensure that:

Corporate Parents all ask, “Would this be good enough for my child?”

In line with the Children in Care Council’s pledge corporate parents will aim to ensure that Cheshire East’s cared for children:

- Remain within their locality wherever possible
- Wherever possible ensure they have contact with their family
- Are listened to and have their views respected
- Have access to the services and activities they need, when they need them
- Are treated as individuals
- Are not discriminated against because of gender, race, disability, sexuality or by the fact of ‘being in care’
- Know that everybody in the council is working for them to meet their needs
- Have our support and care for as long as it takes
- Are equipped with appropriate aids to education etc.

6.3 Cheshire East will support cared for children by offering for example:

- High quality nursery, school and Further Education places
- Priority housing for care leavers
- Work experience within the council
- Employment opportunities
- Apprenticeships and traineeships
- ICT support for care homes and foster carers
- Free leisure passes
- Visits to children’s homes
- Mentoring from staff to support young people

7. Priorities

Our Priorities for those children cared for by Cheshire East include

- Understanding the individual nature of our ‘cared for children’ in order to provide appropriately for them
- Ensuring they have safe, stable placements with carers best able to meet their needs
- Ensuring that they are involved in decisions about their lives and in the development of services provided for them
- Ensuring where necessary they have access to additional services which will improve their life chances and enable a successful transition to adulthood
- Ensuring every councillor and officer of the council understands their corporate parenting responsibilities.

8. Resources

The Corporate Parenting Board will have responsibility for ensuring that all council departments and their partner agencies contribute effectively to their corporate parenting responsibilities. This may include the provision of specific resources.

Children in Care Council (CiCC)

'Care Matters' and its implementation plan require the local authority to set up and support a 'Children in Care Council' to enable the council and its partners to have regular dialogue with local Children in Care, involving them in shaping and delivering services.

Cheshire East has pro-active Children in Care Council that meets monthly. The constitution for this group will be set out in Appendix 4 once developed. The CiCC has a regular input on services that affect them. Representatives from the CiCC are also involved in the recruitment of key staff, including the Virtual Headteacher for Cared for Children.

Cheshire East Corporate Parenting Board

The Corporate Parenting Board for Cheshire East is the strategic board which will promote, support and monitor all Corporate Parenting activity of the council. It was established in 2010. The Board will report progress in respect of corporate parenting activity to the Trust and to the Local Safeguarding Children's Board. The views of the Children in Care Council and of those people engaged in caring for our Cared for Children will also be made available to the Board. In addition, it will present an Annual Corporate Parenting Report to the Council. The Terms of Reference of the Board are set out in Appendix 1

Virtual Headteacher for Cared for Children

Cheshire East has appointed a 'Virtual Headteacher' to:

- Ensure that there is cohesive educational entitlement and effective educational provision for all cared for children.
- Ensure that cared for children achieve their full potential in accordance with the Every Child Matters Change for Children programme.
- Be responsible for the vision and leadership of the Local Authority's approach to the education of cared for children and consult and share appropriately with all stakeholders.
- Contribute to safeguarding and welfare of cared for children.
- Champion the educational needs of cared for children across the local authority area and those placed out of the authority.

The Virtual Head will work closely with social workers, schools, settings and services to raise their awareness of the importance of education for cared for children and ensure that they treat education as a high priority.

Cared for Children Service

The Cared for Children service has responsibility for ensuring the LA discharges its duties for Cared for Children in line with its statutory duties and best practice requirements. Aspects of this service include; care planning, placements and support for the emotional health and well-being of cared for children.

9. Measures of Success

9.1 If Cheshire East is successful in achieving its vision, cared for children and young people can expect to see improvements in the following:

- The **voices of cared for children and young people** will be heard and will influence practice and policy
- **Greater stability of placements** - children and young people will be well matched and supported in their placements
- **Educational achievement** – children will reach their potential and the gap in achievement between cared for children and their peers will be narrowed
- **Health of cared for children** – health assessments and positively responding to their needs will improve their physical, emotional and mental health
- **Safeguarding** – staff who are appointed to care for children and young people will be safely recruited, trained, supervised and managed
- **Services will work together and communicate effectively to** meet the needs of cared for children and young people
- **Positive activities** – cared for children and young people will be supported in their emotional well-being, self esteem and confidence through engaging in leisure activities, volunteering etc
- **Transition to adult services** – children and young people will be supported into adulthood
- **Access to employment and training opportunities** will ensure that cared for children and young people achieve economic well-being
- **High and realistic aspirations** of cared for children and young people

10. Equality Impact Assessment

10.1 An Equality Impact Assessment was completed in August 2010.

11. Links to the Aspire Values

11.1 Cheshire East's Corporate Parenting Strategy works towards the Aspire values set out below.

Action	<ul style="list-style-type: none"> • implementing change • balancing urgency to change with quality • taking responsibility for solving problems • Being flexible about the way we work
Support	<ul style="list-style-type: none"> • Communicating clearly and openly • Sharing information and best practice • Working together, being prepared to compromise • Encouraging and supporting others to achieve their potential
People	<ul style="list-style-type: none"> • Understanding people's needs and requirements • Treating each person as an individual, providing choice, where possible • Making processes simple • Agreeing realistic timescales and keeping people informed
Integrity	<ul style="list-style-type: none"> • Treating everyone with dignity and respect • Speaking up when others are behaving inappropriately • Facing up to difficult or awkward questions • Separating personal feelings from professional requirements
Recognition	<ul style="list-style-type: none"> • Involving all team members, valuing their differences • Acknowledging everyone's efforts and contributions • Giving feedback positively and constructively • Celebrating success
Excellence	<ul style="list-style-type: none"> • Taking the initiative and making suggestions • Keeping up to date with new developments • Trying new ideas and approaches • Reflecting and learning from our own and others' experiences

12. Monitoring and Evaluation

12.1 This strategy will be monitored and evaluated in the following ways:

- **Listening to cared for children and young people** will be an intrinsic part of Cheshire East's monitoring and evaluation of this strategy

- The **effective use of local data** will aid Cheshire East in identifying areas for improvement and the extent to which national and local indicators around cared for children are being met
- **Internal audit** of our services and their effectiveness
- **External evaluation** of Cheshire East's effectiveness in delivering this strategy is essential if the LA wants to ensure it delivers continuous improvement. Ofsted's role, as a regulator for settings and services and as the inspectorate for local authority children's services, is vital in terms of monitoring the effectiveness of policy and practice
- **Positive feedback** from partners, agencies, parents, carers and children and young people about the service

13. Arrangements for Reviewing the Strategy

- 13.1 This strategy will be reviewed regularly to ensure that it is in line with legislation, guidance and good practice around cared for children. As a minimum, this will be reviewed annually by the Corporate Parenting Board. The Board will agree any changes to the strategy.

14. Feedback

- 14.1 If you have any feedback on the contents of this document, we would very much like to hear from you. Please contact the author detailed below.

Created by: M Swindells/Julie Lewis
Contact: Julie.lewis@cheshireeast.gov.uk phone 01606271851
Version: Version number 3
Consultees:
Status: Draft/approved (if so, when and by whom) SMT – 12th January 2011
Date: Date approved – 12th January 2011 and to Corporate Management Team
Stored at: Internet/intranet address

Appendix 2

Terms of Reference

Cheshire East Corporate Parenting Board

- To secure member and cross-departmental involvement and commitment throughout the Council; to deliver better outcomes for children in our care.
- To ensure that Cheshire East Borough Council ensures and enables children in its care to:
 - Have safe and stable care
 - Be well looked after
 - Be prepared for adult life
 - To grow into emotionally balanced and resilient young people
- To raise the profile of cared for children and their carers, and to act as champions for the needs and rights of cared for children in their respective service areas and political groups and settings.
- To make a commitment to prioritising the needs of cared for children and their carers.
- To report regularly to the Children's Trust Board on matters relating to cared for children.
- To report annually to Scrutiny Committee on progress and to consider matters referred to them by Full Council and Children's Trust Board.
- To make recommendations through Executive Board on potential strategic change required within the Council to embed this agenda.
- To have the ambition to raise the standards of core services to cared for children.
- To promote achievement and help to build aspirations.
- To listen to the views of cared for children, young people and their carers and to involve them in the development and assessment of services.
- To encourage cared for children to become active citizens.
- To monitor the Council's provision for cared for children.
- To oversee the provision of work placements and apprenticeships for cared for children by the Borough Council.
- To identify best practice in other Councils, and to import these ideas as appropriate.

Accountable to: Scrutiny/Children's Trust Board

Meetings: Elected members, politically balanced, and also to include the Portfolio Holder for children's Services and the Director of Children's Services Senior Manager (Tier 3 / 4 from each council department)

Appendix 3

National and Local Indicators Relating To Cared For Children

Be Healthy

NI 58 Emotional and behavioural health of children in care

Stay Safe

NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption

NI 62 Stability of placements of looked after children: number of moves

NI 63 Stability of placements of looked after children: length of placement DCSF

NI 66 Looked after children cases which were reviewed within required timescales

NI 71 Children who have run away from home/overnight care

Enjoy and Achieve

NI 99 Children in care reaching level 4 in English at Key Stage 2

NI 100 Children in care reaching level 4 in Maths at Key Stage 2

NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

Economic Well-being

NI 147 Care leavers in suitable accommodation

NI 148 Care leavers in employment, education or training

LOCAL INDICATORS FOR CHESHIRE EAST

Fostering	-	No's of expressions of interest
	-	No's of initial visits
	-	No's of approvals
	-	No's of reasons for de-registrations
	-	No's of disruptions
	-	Placement type
Adoption	-	No's of expressions of interest
	-	No's of initial visits
	-	No's of approvals
	-	No's of reasons for de-registrations
	-	No's of disruptions
Attainment	-	Take up of nursery places for 3/4 years olds
	-	Take up higher education of places.
All Cared for Children	-	Take up of leisure passes
	-	Take up of apprenticeships
Unit cost of placements		

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Appendix 3

This suggested pledge has been drawn up by experts, ie those who have first-hand knowledge of growing up in care.

Our aim is for all children and young people in Cheshire West & Chester / Cheshire East to receive the best parenting possible.

THE PLEDGE

You will be as passionate and committed to looking after us as you would your home grown children – and want no less for us. Being in care will not be a reason for missing out.

The pledge should link into all decision-making structures that relate to children through Cheshire West & Chester / Cheshire East.

Your Pledge should be based on children's rights under United Nations Convention on the Child (UNCRC), to which Britain is a signatory, as well as all rights awarded under relevant legislation, regulations and guidance

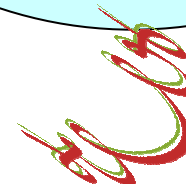
YOU WILL ACTIVELY INVOLVE US IN THE DECISIONS THAT AFFECT OUR LIVES AND GIVE US OPPORTUNITIES TO BE INVOLVED

- You will:
 - ask us what we want to say
 - listen to what we say
 - act on what we say
 - tell us what you have done and when you have done it
- You will give us clear information about the bigger picture too - like policies that affect us - but let us know in language we can understand, not just big documents
- You will give us a range of approaches, both formal and informal, that let us participate on our terms
- You will give us structured opportunities to be involved in recruitment of staff (at all levels) and foster carers, as well as ongoing appraisals.



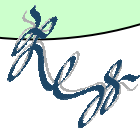
YOU WILL KEEP US SAFE

- You will ensure we are placed where it is safe for us and where we are well looked after
- You will not move us when we are happy and settled unless there is an issue around our welfare - and you will explain that clearly to us
- You will check that we will be given good quality parenting, by monitoring and offering ongoing training opportunities to carers/residential staff
- You will listen to us when we have concerns



**YOU WILL HELP AND SUPPORT US TO SORT
OUT ANY PROBLEMS OR WORRIES WE
HAVE**

- We will always be able to speak with our carers, social worker, family member, independent reviewing officer or teacher and know how to get hold of everyone. This means having access to a phone
- If we have no credit on our mobiles, you will make sure there are other ways to say if we are unhappy about something or have a complaint
- You will know us well enough to recognise when we are unhappy and help us to do something about it
- You will make certain we can contact independent advocates easily and that we have the number of a children's complaints officer
- As lead Councillor member, or as senior staff member responsible for children's services, you will make sure all your systems are easily understandable for children and young people



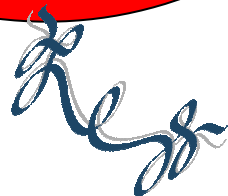
**YOU WILL RESPECT US AS INDIVIDUALS,
WITH DIFFERING WANTS AND NEEDS - AND
TAILOR THE SERVICE WE GET, TO FIT US**

- You will respect our rights in relation to disability, sexuality and race. You will support our right to follow both our culture and religion if that is our wish. You will understand that we are at different ages and our needs and wishes may change
- You will make sure everyone is encouraged to participate at a level they are comfortable with and that everyone is actively listened to whatever age or ability, so that this becomes part of the everyday life in Cheshire West & Chester/ Cheshire East
- You will recognise the difference between living in residential care or a foster family and how those differences affect young people
- You will give us extra support when we need it
- You will respect our right to privacy, with information stored on a 'need to know' basis



**YOU WILL HELP US STAY IN TOUCH WITH
PEOPLE WHO ARE IMPORTANT TO US**

- You will help us stay in touch with our birth families (where appropriate, and if in our plan); previous foster families; friends and other people who are important to us where this is possible and if this is what we want to happen
- If this can't happen, you will be upfront with us and explain the reasons why
- You will help us keep items of our personal history safe, like photos of friends, family and school
- At 18, you will give us access to information that has been kept about us, where that is possible



**YOU WILL MAKE SURE WE HAVE NAMED
WORKERS, WHO WILL STAY WITH US
WHILST WE GROW UP**

- You will provide us with qualified named social workers and only change them if there is a problem
- You will expect all workers employed by Cheshire West & Chester/Cheshire East to tell us when they will visit and you will employ workers who are reliable, punctual and safe people to be around children.
- You will let us know ways to contact our worker/s and if we leave a message for them, someone will get back to us within 2 working days
- You will use text messaging, emails etc as our preferred way of contact, unless we tell you differently



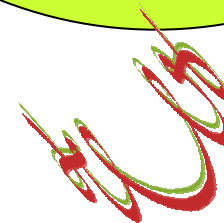
YOU WILL HELP US KEEP HEALTHY AND WELL

- You will help us get age appropriate and clear information about our health
- You will make sure all our hospital/GP and dental appointments are kept or we are supported to attend
- You will let us know where and how to get confidential help and advice
- You will contribute to issues around road safety and environment concerns that affect our health, as a good parent would
- You will give us guidance about healthy living, diet and exercise
- You will make sure there are safe places for us to play, that we can get to easily



YOU WILL SUPPORT US TO HAVE DIFFERENT EXPERIENCES, SO WE HAVE THE CHANCE TO DEVELOP OUR TALENTS, HOBBIES AND INTERESTS

- You will support us to do the things we enjoy
- You will reward and celebrate our achievements in our lives and education with us
- You will be committed to our success in all aspects of our life



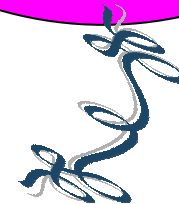
YOU WILL HELP US ACHIEVE WHAT WE
ARE CAPABLE OF, AT SCHOOL AND AT
COLLEGE, AND GIVE US EXTRA SUPPORT
IF WE NEED IT

- You will actively encourage our social development
- The plan to support us at school will be recorded on our personal education plan and we will get a copy
- You will give us more choice in the school we attend.
- You will listen to our views about our school



YOU WILL HELP US MOVE ON TO ADULT LIFE

- You will support us to have a range of high quality work experience places
- The Council will act as a 'family' firm and give us priority in apprenticeships
- You will give us practical help, like driving lessons
- You will save for us when we are younger so we have something to help us when we start out
- You will help us learn about how to manage our money and how to get credit, etc
- You will help us fill out forms with other agencies such as housing and help us with all the negotiations
- You will support us if we make mistakes and help us get back on track



CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 14 March 2011
Report of: John Nicholson – Strategic Director of Places
Subject/Title: Transformation of Waste and Recycling Collection Services
Portfolio Holder: Cllr Rod Menlove

1.0 Report Summary

- 1.1 This report describes the transformation of waste and recycling collection services and explains its impact on the Council and residents. It outlines the current service provision, the service design principles and the key operational matters surrounding the proposed new services.
- 1.2 The implementation of the proposed services as detailed in this report will deliver premier waste collection services for the Council through a change of emphases. The Council's primary waste services will be seen by the public as recycling and composting, rather than residual waste (black bins or bags) as is the case at present.
- 1.3 The transformation of waste and recycling collection services has a significant impact on the resources needed and the operational costs incurred. A reduction in the numbers of staff and vehicles over current levels is evident, (approximately 40 and 17 respectively) and substantial revenue savings of more than £1m can be achieved.
- 1.4 However, in order to implement this transformation and achieve the associated savings, there are a number of key issues to be resolved including the successful procurement of material processing contracts and a waste transfer facility in the north of the Borough.

2.0 Decision Requested

- 2.1 That the Cabinet note the financial and operational benefits of the proposed new waste collection services detailed in this report and the supporting procurement necessary to deliver the services successfully.
- 2.2 That the Cabinet approve the implementation of the proposed new waste collection services as described within this report, including the introduction of silver wheeled containers across Cheshire East, and in accordance with the proposed timetable (paragraph 10.6).
- 2.3 That the Capital Programme be updated at the next opportunity, to reflect the requirement for £437k to acquire containers (para.7.4), funded by prudential

borrowing but repaid from revenue contributions already factored into the 2011/12 budget proposals and medium term financial strategy (para. 7.1).

3.0 Reasons for Recommendations

- 3.1 Despite the varied nature of the current waste collection services, they are performing well and have achieved a high level of recycling reaching nearly 50% by the end of 2009/10.
- 3.2 Nevertheless, there is considerable scope to transform the services provided and at the same time, design them in such a way that they can be delivered more efficiently and effectively. This transformation will improve the operational delivery and benefit both the Council and the residents of Cheshire East.
- 3.3 As part of the transformation, there is also scope to significantly reduce the operational costs and achieve the target savings identified in paragraph 7.1 of this report.

4.0 Wards Affected

- 4.1 All Wards affected as the waste and recycling collection services cover all households in Cheshire East.

5.0 Local Ward Members

- 5.1 All Ward members.

6.0 Policy Implications including - Carbon reduction - Health

- 6.1 This project has links to high level corporate policy, shared strategies with other Authorities, transformation projects and service-related policies and procedures. These include the Corporate Plan, the Sustainable Community Strategy, the Joint Municipal Waste Management Strategy, Total Transport including Fleet Management, the Council's Carbon Agenda and all waste operational policies.

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 The implementation of the new services, as described in this paper, has a significant effect on the operational costs of providing the service. It is believed that through the implementation of these services over the timescale indicated below, savings of more than £1m can be achieved. Savings of £726k are currently reflected in the 2011/12 draft budget and it is estimated that this figure will rise by a further £1.29m in a full year.

- 7.2 However, the savings can only be realised by implementing the services as described and across the whole of Cheshire East. It is not possible to produce the savings indicated if the new services are only rolled out in part. In fact, it is believed that the most significant part of the savings will be generated from the implementation of the services in the north as it covers nearly half the number of properties in Cheshire East and the change to service over current arrangements is the most significant.
- 7.3 Another key factor in producing the required savings is the provision of waste transfer facilities in close proximity to Macclesfield, through an EU compliance procurement process. This facility is fundamental to providing the service in the north and hence pivotal to meeting our financial targets. Without such a facility, it is impossible to provide the service and attain the savings required.
- 7.4 The roll out across Cheshire East relies on the procurement of additional containers for the premier dry recycling service. Capital funding needed for the containers to enable roll out of the scheme in the former Congleton Borough and Macclesfield Borough areas is as follows:
- Congleton area - £800k (being £363k existing WICG funding and £437k prudential borrowing financed through revenue contribution),
 - Macclesfield area - £1.3m (2011-12 Invest to Save Capital Scheme) being prudential borrowing funded via central capital financing budget).
- This investment is essential in order to provide every household with a 240L silver recycling bin.
- 7.5 The savings are a direct result of a reduction of staff numbers, fewer vehicles, more efficient collection routes and recently procured contract arrangements for the processing of dry recyclables and garden waste.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 The Council has a duty under the Environmental Protection Act 1990 to provide waste collection and disposal services for all household waste generated within its control. The introduction of new services does not change this duty. Regarding staff reduction outlined in 10.5.2, HR and legal advice will need to continue to be sought at the appropriate time.

9.0 Risk Management

- 9.1 The risks associated with this transformation relate to the following issues; operations, performance and finance. Failure to successfully conclude the transformation will result in the Council's inability to make significant improvements to the waste collection services that it currently provides and therefore the current inefficiencies, inconsistencies and inflexibility will remain.
- 9.2 In turn, this will impact on the performance that is delivered through the services and this will principally be felt through the recycling rate and waste diverted from landfill. The current recycling performance will not be increased significantly and the diversion from landfill will remain fairly static; this is not

including the impact that any future treatment of residual waste may have but this is likely to be resolved until 2014 at the earliest.

- 9.3 In addition, the savings targets associated with this transformation will not be possible without a significant change to the way in which the Council delivers its waste collection services, as described in this report.

10.0 Background and Options

- 10.1 Current Service Provision – The waste collection services currently provided by Cheshire East are principally the same as those inherited from the legacy Councils, with the addition of ‘free’ garden waste in the former Crewe and Nantwich area and a move to alternate weekly collections of residual waste in the former Congleton Area. As such, there are a range of different collection methods, materials collected and operational practices in place. Nevertheless, Cheshire East has managed to increase the high levels of recycling; becoming the highest performing Council in the North West of England.

10.1.1 The recycling rate for 2009/10 was almost 50% and it is expected to increase slightly by the end of 2010/11. The importance of maintaining and improving the amounts of waste diverted away from landfill is transparent from both environmental and financial perspectives. The service is seeking to deliver these goals in the setting of a premier public service at a substantially lower cost to the tax payer

10.1.2 To achieve this goal, there is a need to rationalise the services provided, create greater flexibility in service provision and optimise the resources at our disposal. Above all, we need to make sure that these new services are available for all residents and where there are physical barriers in delivering them as described, we need to seek alternative ways of providing the services. In short, we must make it easier for residents to participate fully in our collection schemes and safer for both residents and frontline staff to operate.

10.1.3 The project to transform the services started in January 2010 aims to design a more efficient set of complimentary services and change the emphasis from a residual waste service to one where the primary services are recycling and composting. The project design stage is nearing completion with detailed rounds being developed that will help to deliver a flagship service for the Council in 2 phases, as described in this report. Delivery is challenging in a number of respects and will need to be driven hard to ensure all objectives are achieved in the timescales.

10.1.4 There are several related work streams that support the service transformation including managing the current position with the PFI project, procuring new processing contracts for dry recycle and garden waste, procuring waste transfer facilities in the north, purchasing additional containers to roll out the dry recycling collection borough-wide and, HR related projects that address the issues of terms and conditions of employment (although the latter is a separate work stream that should

not prevent the successful introduction on improved waste collection services).

10.1.5 Of these related work streams, the timely procurement of new contracts, additional containers and waste transfer facilities are integral to the delivery of new services. Without them the new services cannot be delivered and target savings cannot be achieved.

10.2 Design Principles - In considering all collection methods, including the present ones inherited from the legacy councils, the project identified a series of key factors that needed to influence the method of collection that was finally proposed. These were that the collection method should;

- be safe and easy for residents to use and front line staff to operate;
- minimise the risk of spillage during presentation and collection of household wastes;
- be acceptable to residents;
- maximise recycling and composting;
- ensure that we extract the maximum value from materials that people throw away;
- be easy to introduce and change over from the existing method;
- provide balanced workloads, as far as practicable, for all front line crews;
- be reliable and have flexibility to cope with disruption;
- to be future proof given the uncertainty of the waste PFI project;
- achieve target savings and;
- have a positive effect on the environment, now and in the future, particularly contributing to the Council's carbon reduction target.

10.3 Proposed Services - As a result of these key factors, the following proposed services have been designed to operate across the whole of Cheshire East.

10.3.1 Recycling collections will be based on a fortnightly collection, either in a silver coloured, 240 litre wheeled container or 55 litre boxes if storage of a wheeled container is a problem.

10.3.2 The materials will be co-mingled and include newspaper, magazines, junk mail, office paper, clean paper bags, mixed glass, greeting cards, envelopes (including window type), telephone directories (including Yellow Pages), wrapping paper, junk mail, cardboard, card-based egg boxes, tetrapaks, cans (steel and aluminium), aluminium foil, aerosols and mixed plastics (including plastic film and containers).

10.3.3 No side waste will be collected but additional recycling containers will be supplied free of charge to those properties that generate more materials than will fit into a single 240 litre wheeled container on a fortnightly collection. It is absolutely essential that the Council provides adequate storage for this valuable resource. Furthermore, all bin lids must be properly closed when presented for collection ('no top hats').

- 10.3.4 Garden waste collections will also operate on a fortnightly basis with an annual suspension of the service from mid-December to the end of January each year. The suspension is linked to a reduced demand for the service as the tonnage of available materials reduces significantly over this period. This suspension is identified within the contract for garden waste processing. Residents who do have garden waste materials at this time of year can take them to one of the Household Waste Recycling Centres where they can deposit them free of charge.
- 10.3.5 Again, a 240 litre wheeled container will be used to store and present the garden waste. However, if residual waste is collected in sacks from any given property then no garden service will be provided as it is assumed that there is insufficient space at the property to store a wheeled container.
- 10.3.6 As per other collection services, no side waste will be collected and bin lids must be closed for safe and efficient collection. However, additional containers can be provided to households at a cost set by the Council through the Fees and Charges which are reviewed annually.
- 10.3.7 Residual waste collections will also be provided on a fortnightly frequency in 240 litre, wheeled containers or Council-approved sacks. The same approach is to be adopted regarding side waste and bin lids. Extra bins will only be provided in circumstances where the recycling and garden waste bins are being fully utilised. In these infrequent circumstances, there will be a charge for the second bin but this charge is yet to be finalised through the budget setting process.
- 10.3.8 All waste collection services will have optimised collection schedules to ensure the most efficient and effective use of resources, including staff and vehicles.
- 10.4 Operational Features and Sites – There are a number of key operational features that cover all waste collection services; these include the method of containment, vehicles, working periods and collection practices.
- 10.4.1 The standard service will operate on a three bin system, one each for recycling, garden and residual waste. Variations to this will be either 55 litre boxes or Council approved sacks.
- 10.4.2 The collection services have been designed to use a range of differently sized standard refuse collection vehicles including, 7.5, 22, 24 and 26 tonne trucks. These will be allocated to specific collection rounds depending on a variety of factors such as the number of properties on the round, its location and accessibility. The reliance on bespoke vehicles and their inherent inflexibilities will be avoided. This will improve service resilience, particularly during ‘hard’ winters.
- 10.4.3 The services have been designed to operate on a standard five day working week, including bank holidays, with the exception of the Christmas and New Year period.

- 10.4.4 The services have been designed so that on any given day, all vehicles collecting a specific type of material (recycling, garden or residual waste) will be working in close proximity to each other. These are known as daily zoned collections and it will provide greater flexibility to deal with service disruption and in turn minimise any inconvenience to customers.
- 10.4.5 The new waste collection services will operate out of two Depots, one located in the south and the other in the north. The southern Depot is Pyms Lane, Crewe and until an alternative location can be found, the northern depot is Commercial Road, Macclesfield. Waste collection services will no longer operate from Brunswick Wharf (Congleton), Town Yard (Alsager) or Newhall Avenue (Sandbach). Again, the centralisation of resources over two locations will provide increased flexibility to respond to varying demands on the services provided and release depots for alternative uses or disposal as appropriate.
- 10.4.6 Waste collection vehicles will deposit their loads at a variety of different locations across Cheshire East, depending on the type of material they are carrying and their proximity to specific deposit sites.
- 10.4.7 Specifically, the following deposit and disposal sites have been identified; dry recycling will be deposited at Pyms Lane and a site to be determined in the north. Garden Waste may be delivered to a variety of sites including Fields Farm (Sandbach), Henshaws (Macclesfield), Brook House Farm (Allostock) and Higher Smallwood Farm (Scholar Green). Residual Waste will be disposed of at Danes Moss and Maw Green landfill sites which is no change to the present arrangements, although the contract for landfill disposal is soon to be considered for replacement or extension.
- 10.4.8 The future longer term destination of residual waste is currently unknown because of the withdrawal of PFI Credits and much will depend on the Council's long term aims and aspirations for this waste stream.
- 10.5 Resource Implications – As a direct result of the optimisation of collections routes, it is possible to rationalise and reduce the resources needed for this service. This applies to both staff and vehicles.
- 10.5.1 The order of magnitude of this proposed rationalisation and reduction is that front line staff numbers are expected to drop by up to 40 people and refuse/recycling collection vehicles by approximately 17.
- 10.5.2 It is believed that the reduction in staff numbers can be achieved mainly through the cessation of agency staff employment and voluntary redundancies within the staff employed directly by the Council in line with the services workforce plans. Consultation has formally started and staff briefings are being planned to fall in line with the budget setting timetable.
- 10.5.3 The rationalisation and reduction in vehicles will be managed in the short term through the extension of a current vehicle supply and

maintenance contract. Long term our strategic fleet management arrangements will further maximise the efficiency of the service.

10.6 Implementation Timetable – It is intended that the project will be rolled out in two phases; phase 1 will be implemented from the southern depot at Pym's Lane, Crewe from 9 May 2011 and phase 2 from the northern depot at Commercial Road, Macclesfield from 3 October 2011.

10.6.1 As part of the roll out of both phases, there will be a comprehensive communications plan for each phase. Member updates and briefings; direct engagement with front line staff to help finalise the rounds will also take place, as well testing as many as possible before the first operational day.

10.7 Communications – a full Communications Plan is being developed to cover the implementation of the proposed new services and a budget has been set aside, partly from the existing 2010/11 service budget and the rest earmarked within the next years service budget. The total cost of communications, including all material production and delivery is estimated to be in the region of £160k, split equally between the two implementation phases.

10.7.1 The Communications Plan will be applied to both phases and contains three stages. Stage 1 is the pre-Purdah stage, where the aim will be to raise initial awareness of the forthcoming changes and the benefits to both residents and the Council. Stage 2 will come in late March 2011, where we will ensure that all households have all the information they need to enable them to know when, what and why to recycle in Cheshire East. Stage 3 will include the evaluation of the communications plan and identify how successful it has been, thus providing some opportunity to make changes for Phase 2 of the roll out.

10.7.2 The communications plan also takes into account issues such as the target audience, key messages needed, the channels of communication required and the main risks to its success.

11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 14 March 2011
Report of: Strategic Director – Places
Borough Treasurer and Head of Assets
Subject/Title: Assets for Place Shaping
Portfolio Holder: Cllr Jamie Macrae and Cllr Peter Mason

1.0 Report Summary

- 1.1 The Council's land and property portfolio is a major asset in supporting the achievement of corporate aims and objectives. More specifically, these assets have a major role to play in 'Place Shaping' including contributing to regeneration activity and the promotion of affordable housing. It should be noted that all references in this report to the Council's land and property portfolio exclude land designated as highway.
- 1.2 This portfolio is managed by the Council's Asset Management Service and therefore, the effectiveness and efficiency of this team is critical to overall success. Whilst the Asset Management Service needs to work closely with all parts of the Council, this is particularly the case in relation to the Council's Regeneration, Planning and Housing Services.
- 1.3 This report is in 3 parts:
 - 1.3.1 A review of the Council's Asset Management Service and the Council's approach to maximising the benefits it derives from its Land and Property Portfolio has recently been carried out by consultants, EC Harris. This report is informed by the findings of their work and proposes a range of measures, most significant of which is the adoption of a 'Corporate Landlord' approach designed to deliver more efficient and effective operational management of the portfolio whilst also ensuring we maximise the potential of our asset base to deliver corporate place-shaping objectives and longer term strategies.
 - 1.3.2 The report also seeks endorsement for a programme of work with Registered Providers (RPs) to promote the increased supply of affordable housing within the Borough, addressing identified housing needs whilst maximising the opportunities presented by the recently announced New Homes Bonus Scheme.
 - 1.3.3 Finally, the report outlines how the Council could develop a more market-facing/ commercial approach to our Asset Portfolio that has the potential to deliver major strategic benefits to the Council in the medium/longer-term in

addition to the generation of significant financial benefits. There are a range of tested models of asset-backed regeneration vehicles and more recent innovative approaches to asset management which aim to capture future value of assets and a longer-term investment strategy linked to a long-term relationship with the commercial development sector. This report outlines some of the potential models and proposes a soft market testing exercise to allow the development of a way forward that best matches the specific aims and circumstances of Cheshire East.

2.0 Decision Requested

2.1 Cabinet is requested to:

- Note the contents of this report.
- Endorse the work of EC Harris in reviewing the Asset Management Service and how the Council may maximise the benefit of its land and property portfolio to improve operational effectiveness and efficiency whilst supporting the achievement of the Council's wider aims and objectives, specifically in relation to place shaping and Housing.
- Endorse the early adoption of a 'Corporate Landlord' approach to the management of the portfolio.
- Support the commencement of a programme of activity with RPs for the accelerated development of affordable housing within the Borough through the selected sale and/or transfer of land in accordance with the detail set out within this report.
- Approve the commencement of a soft market testing exercise to allow the Council to explore the potential use of an appropriate asset backed vehicle or market facing arrangement that will deliver long-term regeneration and housing growth.

3.0 Reasons for Recommendations

3.1 There are three principle objectives that underpin the recommendations:

- To enable the Council to utilise its assets to deliver better, more efficient services to our communities.
- To unlock the value of our assets, seek efficiencies through joint arrangements with our public sector partners and maximise private sector investment.
- To support the delivery of the Councils Corporate Plan.

3.2 The 'Corporate Landlord' model will deliver more effective programme management of our land and property portfolio, and will lead to the delivery of enhanced efficiency savings whilst also enabling the Council to take a strategic approach to the use of all our assets, and our Capital Programme.

3.3 The model seeks to:

- Create long-term investment opportunities by understanding the timing and requirements of individual projects and where private sector investment is required and at what level.
- Package projects together, where appropriate, to provide opportunities of optimum scale to attract the right private sector partners.
- Maintain a flexible approach to delivery that is proactive (realising the value) and reactive (responding to change).
- Understand our asset base in its entirety and understand how to optimise its use for delivery of public services, housing and regeneration.
- Understand the spatial relationship between assets and align policy and strategy with delivery (eg. planning).
- Have a constant overview of project delivery and use this to make informed decisions.

3.4 This model will also enable the Council to utilise all of its assets to deliver against its economic spatial priorities by linking effectively with our regeneration plans for Macclesfield, Crewe and our Sustainable Towns. This will become particularly important as the Local Development Framework emerges.

3.5 The adoption of this model will represent a significant step towards the development, in the medium to longer term, of strategic asset management in a locality by facilitating a deeper level of co-operation between the Council and its partners in the public and voluntary sectors.

3.6 The rationale for bringing forward an early programme of asset transfer/ disposal for affordable housing is two-fold. Firstly, there is evidence of acute need in terms of affordable housing across Cheshire East and there are not sufficient market-led proposals coming forward for development to meet that need. Secondly, there are opportunities to secure resources through the Homes and Communities Agency as they develop new funding models to support affordable housing growth. The pre-requisite for drawing down the funding will be to have a range of sites available for development with delivery arrangements in place. The approach set out in this report involves a delivery role for our RPs who are keen to work with us to delivery our joint objectives.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications including - Carbon reduction - Health

6.1 Carbon Reduction

Rationalisation of the Councils building portfolio will have a positive impact upon its carbon footprint additionally any reuse of existing buildings is likely to be more carbon efficient than the building of new. All new housing will be built to the latest building regulations and design standards; therefore delivering much enhanced environmental performance.

6.2 Health

The provision of suitable and decent housing is beneficial for the maintenance and improvement of public health.

7.0 Financial Implications (Authorised by the Borough Treasurer)

7.1 Capital receipts generated through Asset Challenge are an increasingly important feature of the Capital Programme, and the Medium-Term Financial Strategy sets the challenging target of £11m in capital receipts over the next three years. The Council's Capital Receipts Policy looks to ensure that receipts are used in the most beneficial way to support corporate priorities and strategic objectives of the Council. The policy is intended to separate the use of resources from the means of acquiring resources; therefore supporting the strategic approach to capital investment. This will mean that all receipts are pooled centrally and allocation to capital projects is via the Capital Asset Group. The review carried out by EC Harris has identified further financial efficiencies (both revenue and capital) above the current MTFS planning assumptions.

7.2 A rolling Asset Challenge programme, building on the progress to date will ensure longer term planning and review of capital receipts target monitoring. There will be a need to bear in mind the Council's wider Capital Programme requirements when determining the rationale around the transfer of assets in to any future delivery mechanism.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 Generally, the power relied upon to enter into such a Local Asset Backed Vehicle (LABV) is Section 2 of the Local Government Act 2000, often referred to as the 'wellbeing power'. Regard will need to be had to the outcomes stated in the Council's recently published Sustainable Communities Strategy. The Localism Bill anticipates the enactment of a 'general power of competence' and this may be an additional power to be relied upon in forming LABVs.

8.2 No uniform model of LABV is available, and the varying capacity, assets and ambitions of the individual partners to each proposed LABV means that each needs specific tailoring to be fit for purpose. However, the Council will need to procure its partner(s) in compliance with the EU procurement rules and it is probable that external legal advice will be required to support this process and budgetary provision should be made for this.

9.0 Risk Management

- 9.1 There are a range of risks associated with our wider asset management responsibilities which are captured in our corporate risk register. The adoption of a 'Corporate Landlord' function will provide for enhanced programme management and a more focused and controlled approach to risk management.
- 9.2 There are strategic risks associated with an accelerated programme of disposal/asset transfer to RPs in advance of the more long term strategic model; however these risks have been assessed and are seen to be outweighed by the opportunities presented and risk of not acting to address acute need.

10.0 Background and Options

- 10.1 The Council's land and property portfolio is a major asset in supporting the achievement of corporate aims and objectives. More specifically, these assets have a major role to play in 'Place Shaping' including regeneration activity and the promotion of affordable housing. It should be noted that all references in this report to the councils land and property portfolio exclude land designated as public highway and infrastructure assets associated with public highways e.g. bridges; culverts; cycleways; streetlighting etc.
- 10.2 This portfolio is managed by the Council's Asset Management Service and therefore, the effectiveness and efficiency of this team is critical to overall success. Whilst the Asset Management Services need to work closely with all parts of the Council, this is particularly the case in relation to the Council's Regeneration, Planning and Housing Services.
- 10.3 A review of the Council's Asset Management Service and the Council's approach to maximising the benefits it derives from its Land and Property Portfolio has recently been carried out with the assistance of external consultants, EC Harris. The review concluded that in order to achieve a step change in the performance of its land and property portfolio, the Council should embrace the full implementation of the 'Corporate Landlord' model. This will, in conjunction with a range of supporting measures ensure the effective operational management of the portfolio whilst also ensuring that we maximise the potential of our asset base to deliver corporate place-shaping objectives.
- 10.4 The enhancement of the asset management function through the adoption of the 'Corporate Landlord' model will potentially generate significant benefits in terms of both capital and revenue spending through improvements in performance, programme management, procurement, delivery of projects and the strategic management of both capital spend and maintenance backlog.

'Corporate Landlord' model

- 10.5 The 'Corporate Landlord' model has been developed through the Asset Challenge programme which was endorsed by the Cabinet during 2010. The process has involved an extensive programme of focus interviews and discussions with key stakeholders across the Council and has been led by the Corporate Management Team (CMT).
- 10.6 The adoption of the 'Corporate Landlord' will ensure that the Council's land and property assets are utilised (and managed), to create more effective and appropriate long-term benefits for the Borough (and Community). More specifically, the model will ensure the delivery of an integrated professional property service covering: strategic property/asset management; estates and valuation; design and maintenance; facilities and contract management. The model will apply to all Council operational and non-operational property assets managed and maintained by the Council.
- 10.7 Under the model, service departments will no longer 'own' their operational assets, which will be held and managed centrally by the Corporate Landlord. The Corporate Landlord will be responsible for management and all repairs and maintenance, including interiors, exteriors, structures, common parts, and building services, and for the payment of running costs, including business rates, utilities and cleaning. This responsibility will extend to all statutory compliance issues across the asset portfolio. The prioritisation and funding of repairs and maintenance will take into account suitability and sufficiency assessments and performance data. The Corporate Landlord costs will be recovered from occupiers via an annual inclusive charge.
- 10.8 The Corporate Landlord will also be responsible for the management of the corporate capital programme, covering operational and administrative properties, and the delivery of the corporate accommodation strategy. An agreement between the Corporate Landlord and occupiers will set out the obligations of both, the charging arrangements, and what happens when changes in occupation are necessary.
- 10.9 The Corporate Landlord will bring together professional and technical property management resources in a single location, reduce duplication, and offer opportunities to reduce costs. This will enable a corporate capital programme to be established, and a corporate approach and common standards to be established in respect of utilisation, suitability and sufficiency, quality of accommodation and services, investment, environmental and energy management, and procurement of construction-related services.
- 10.10 In summary, the model will position the Asset Management Service of the Council to provide:
- A One-Stop-Shop for all property issues
 - Strategic leadership for overall asset strategy including acquisitions and disposals
 - A single point of contact for customers both internally and externally

- A corporate programme management function managing the Capital programme and all physical/property projects
- Statutory compliance across the asset portfolio
- Facilities management

10.11 There are a range of actions required to enable the 'Corporate Landlord' function which can be implemented following endorsement of the overall strategic approach. At this stage, the key learning points which will need to be addressed as part of any implementation plan will include:

- Clarity as to how Corporate Landlord will assist in the delivery of the Council's corporate objectives.
- Communicating and understanding how the change will impact and improve service delivery.
- Securing budget realignments.
- Developing capability within the Asset Management Service to deliver the 'Corporate Landlord' model.

Short-term site Disposal/Transfer to Deliver Affordable Housing

10.12 A good example of where the assets can be used in pursuit of the Council's objectives is in the provision of affordable housing.

10.13 The Strategic Housing Market Assessment for Cheshire East identified a need for 1243 affordable homes each year in the Borough. At the same time the pipeline of new affordable homes is starting to dry up. As a result of the recession, new residential completions are running at approximately 50% of the long term average. This reduces the numbers of new affordable homes being provided via the planning process as part of conventional residential developments. Similarly, funding via the Homes and Communities Agency (HCA) for schemes identified in our Local Investment Plan is also being significantly scaled back.

10.14 This situation places additional onus on the Council to find new and innovative ways of meeting its affordable housing needs. In particular, finance needs to be found to substitute for the loss of HCA funds or the cross subsidy associated with larger market schemes. The use of Council land and buildings at low or nil value is a means of achieving this.

10.15 There are a number of models that can be employed to secure such housing. However, in the short-term, there is a need to deliver more affordable homes as simply and as soon as possible. The major RPs in the Borough have all expressed a desire to work with the Council to bring forward new affordable developments.

10.16 Accordingly it is recommended that a selection of suitable sites be brought forward now and that RPs be invited to propose development solutions for each of them. The relevant sites are listed in Appendix 1 of the report. All sites have been assessed for their suitability for affordable housing and are considered to

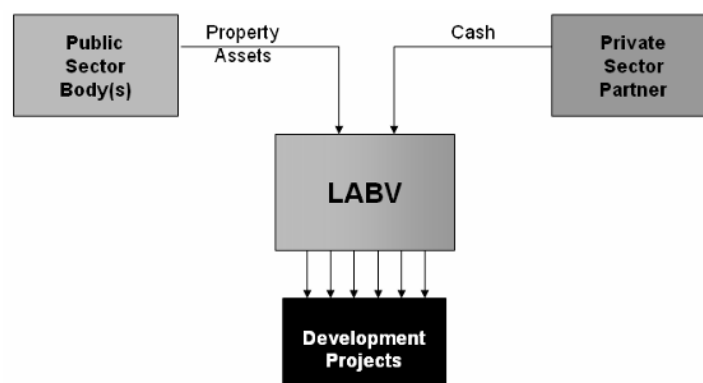
have limited potential to meet other objectives. Collectively, they have an open market value of £4.5M

Use of Asset-backed vehicles to deliver long-term growth

- 10.17 LABVs are a recently popularised mechanism used to deliver regeneration benefits through the development and/or management of publicly-owned property holdings. British Waterways was a pioneer of this approach in 2002 through their ISIS Waterside Regeneration programme, but more recently most Regional Development Agencies established some form of Asset Backed Vehicle within their regions, as a means of delivering their objectives.
- 10.18 There are a wide range of models currently operating which are a variant of a partnership arrangement with a commercial developer and/or investment company and/or RP. Whilst it is a tested market-place the range of models operating reflect the complexity of such an arrangement and the need to develop a solution which meets the specific needs of the client, in this case Cheshire East Council.
- 10.19 The key means of utilising key property assets to deliver corporate/service priorities are set out below. The table below summarises the main options and how they can deliver key criteria central to the delivery of physical regeneration, namely flexibility, control, value, holistic regeneration and delivery.

	Flexibility	Control	Maximise asset value	Holistic	Structured delivery
Land sale	-	X	X	X	X
Development Agreement	X	✓	X	X	-
PFI	X	✓	X	X	✓
LABV	✓	✓	✓	✓	✓

- 10.20 The case for a LABV model as outlined in simple terms in the above table is that it can take a long term partnership approach to regeneration and development, thus addressing shorter-term fluctuations in property values. The value of the land and property assets is used by the LABV to raise funds to enable investment and/or regeneration projects. In essence, the public sector invests property assets into the vehicle which are matched in cash by the private sector partner, as illustrated below.



- 10.21 The partnership may then use these assets as collateral to raise debt financing to develop and regenerate the portfolio. Assets will revert back to the public sector if the partnership does not progress them according to pre-agreed timescales through the use of 'options' which prevent land-banking, thereby assuring speedier delivery.
- 10.22 LABVs can incentivise the private sector to invest and deliver over the longer term, as returns are subject to the performance of the partnership over 10–20 years as the area covered is uplifted. This compares with the short-term opportunism and 'cherry picking' practised by many developers, which can be damaging to the prospects of neighbouring buildings and the area as a whole. This longer-term investment perspective is the single most important benefit of the LABV approach.
- 10.23 A further key advantage of LABVs is that the Council will only need to procure its partner(s) under the EU procurement rules once, and therefore they provide the flexibility to deliver a number of specific projects without the need to re-procure each time. They can therefore encourage and support the use of local contractors and suppliers and should deliver significant cost and time savings for the Council and potential contractors and suppliers.

Other advantages of LABVs include:

- Provision of a long term strategic investment opportunity for the private sector
 - Acceleration of project delivery through private sector incentive
 - Partners provide matching investment in cash or equity
 - Maintain control of regeneration
 - Provision of a tool for local authorities to work for portfolio holder
 - In instances where a local authority and developer both have significant land holdings within an area of regeneration, they can form a joint venture and establish a new body which would be less constrained by procurement law than an authority would otherwise be
- 10.24 There are a range of key issues which require further consideration prior to establishing a LABV some of which are detailed below:
- Best consideration
 - Powers and Resourcing
 - Governance
 - Partners
 - Exit Strategies
 - Risk Transfer
 - Risk: Reward
 - Funding
 - Taxation
 - Cross-default
 - State Aid
 - Public Sector Procurement

- 10.25 It is proposed that in order to explore the scale of the opportunity for Cheshire East, a two stage process is adopted. Firstly, to embark on a soft-market testing exercise to explore the level of interest from the development and commercial sector. Initial discussions have already taken place with a number of interested parties and it is proposed that is formalised through a series of structured discussions. This market-test will seek to explore further the range of delivery models currently operating and also the different models can best meet the specific needs of Cheshire East.
- 10.26 Following this market test, if the initial assessment proves a significant opportunity a more formal procurement process will need to be developed and resourced to proceed to full implementation.

11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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APPENDIX 1

Sites with potential for release for Affordable Housing

a) Oakdene Court, Wilmslow

This is a former sheltered scheme which has been empty since 2006. It is an ideal site for affordable housing in a residential area. The recently completed Strategic Housing Market Assessment shows a need for 51 units of new affordable housing per annum in Wilmslow and 6 of those needed are for elderly person's accommodation. The SHMA suggests that primarily, delivery of houses and flats is a priority, with an additional need to provide bungalows. This site, which is near to all the facilities in Wilmslow, would therefore be an ideal site for bungalows with priority given to applicants in houses in the adjoining area so that family housing would be made available for those in housing need.

b) 20 Priory Lane, Macclesfield

The SHMA shows that need for affordable housing in Macclesfield is high at 318 per annum; the majority of this is for 2 and 3 bedroom houses. This is an ideal site for affordable housing in a residential area near to the leisure centre and many other facilities.

c) Churchside Cottages, Macclesfield

These houses, which are situated at the back of Macclesfield Town Hall, have most recently been used as office accommodation. Their location means they are ideally situated for affordable housing.

d) Cypress House, Handforth

This is a former care home adjoining Cheshire Peaks and Plains Housing Trust (CPPHT) land. The SHMA indicates a housing need for Wilmslow and Alderley Edge (Handforth was included within these towns for the purposes of the SHMA) of 51 new units/annum. CPPHT are currently in receipt of Homes and Communities Agency (HCA) grant to develop a 36 apartment scheme for social rent adjoining this site. Honford Community Centre also adjoins this site and could be appropriate for a joint development opportunity.

e) Former Primary School, Church Lawton

There is a waiting list for affordable housing in Church Lawton and this would therefore be a good site for affordable housing.

f) Former Lodgefields School, Crewe

This is a good site for affordable housing in a residential area of Crewe with good facilities nearby. The recent SHMA found that Crewe has need for 256 units of affordable housing per annum.

g) Lodmore Lane, Burleydam

This is a site which the Parish Council is keen to see developed for affordable housing. The rural housing needs survey in 2007 found 17 hidden households in the parish of Dodcott com Wilkesley who were unable to access housing in the local area.

h) The Moss 4 and 6 Congleton Road, Macclesfield

This is an area where there has been very little recent development of affordable housing. There is easy access to good facilities and therefore this is a good site for affordable housing.

i) Hurdsfield Community Centre, Macclesfield

CPPHT have recently carried out surveys on the Hurdsfield Estate which have amongst other things identified the loss of this as a community facility as a significant issue and one which residents would like to see addressed. There are many other benefits that could come from creating a vibrant community hub or more affordable housing on the estate in the vicinity of the community centre. The SHMA shows a high need for affordable housing in Macclesfield.

j) Green Street, Macclesfield

This is currently a Highways depot which is potentially surplus to requirements. Investigations have shown that the site is not highly contaminated. The site is in a residential area of Macclesfield close to the town centre and all the amenities and is therefore suitable for affordable housing.

Affordable Housing Sites Summary

These sites have a combined total estimated market value in excess of £4.5 million. It is anticipated that this supply of Cheshire East owned sites should be sufficient for the next 3 years, although the suitability of future additional Council owned sites to meet housing need, will be reviewed as part of the Asset Challenge process.

The transfer of these sites will reduce revenue costs associated with retention and future capital liability associated with backlog maintenance.

CHESHIRE EAST COUNCIL

REPORT TO CABINET

Date of Meeting: 14 March 2011
Report of: Phil Lloyd, Director of Adults, Community, Health and Wellbeing
Subject/Title: Rationalisation and Temporary Closure of Buildings in Adult Services
Portfolio Holder: Cllr Roland Domleo

1. Report Summary

- 1.1 The Cabinet Report of 19 July 2010 outlined a range of options for delivering the same level of service from fewer buildings in Adult Services. In particular, the report referred to the possible closure of 291 Nantwich Road and the transfer of services to the nearby Hilary Centre. The matter was discussed at the Overview and Scrutiny Committee on 12 August 2010 and it was noted that those affected by the proposals would be consulted and a recommendation be brought to Cabinet.
- 1.2 At Cabinet on 18 October 2010 Cabinet noted 'that as a result of discussions with users of 291 Nantwich Road, it is not proposed to close that facility at this stage but to re-examine the future of that building in March 2011'.
- 1.3 This report details the outcome of that re-examination and puts forward a proposal for the future of the building.
- 1.4 The new proposals are to be considered by the Overview and Scrutiny Committee on 10 March 2011.

2 Decision Required

- 2.1 Cabinet agree to the closure of 291 Nantwich Road once the remaining groups have transferred to the Oakley Centre.
- 2.2 Cabinet agree to the recommendation that 291 Nantwich Road be declared surplus to the service requirements of the Adult, Community, Health and Wellbeing Directorate when it has been vacated and authorise officers to take the necessary actions to implement the proposals.
- 2.3 That the property be then appropriated to the management of the Assets Manager and consideration be given to the use of the property by other Services within the Council or otherwise.

3. Reasons for Recommendation

- 3.1 It is considered good practice (and has been Government policy for many years) to move mental health day services, where possible, away from day

centres and to locate them in more socially inclusive settings. Examples of such settings are libraries, community centres, colleges and leisure centres. Nearly all mental health services and groups across Cheshire East are now located in such settings.

- 3.2 However it has been recognised that service users in Crewe have an attachment to 291 Nantwich Road and have shown a reluctance to share a building with other groups.
- 3.3 Lunchtime meetings to consult with service users have been held regularly over the last six months and, as a consequence of the views expressed, have identified a room at the Oakley (Leisure) Centre in West Street which will become available daily to mental health service users by early summer. Whilst providing a dedicated space for them, it will also provide the opportunity to branch out and share some facilities with other community groups and the general public.
- 3.4 At the final consultation meeting on 28 January 2011, service users agreed to this plan as an acceptable alternative to remaining at 291 Nantwich Road.
- 3.5 Unrelated groups using the building for occasional meetings in the evening will also be able to relocate to either the Oakley Centre or Hilary Centre.
- 3.6 291 Nantwich Road will then become surplus to requirements in the Adult Community Health and Wellbeing Directorate.

4. Wards Affected

Crewe South, North, East and West.

5. Local Ward Members

Crewe South	Cllrs. Flude, Cannon and Howell
Crewe East	Cllrs. Conquest, Martin and Thorley
Crewe North	Cllrs. Beard, Bebbington and Jones
Crewe West	Cllrs. Cartlidge, Parker and Weatherill.

6. Policy Implications – including Climate Change and health

- 6.1 Rationalisation of buildings reduce carbon impact without impact on service level.
- 6.2 No direct impact on individual health, following satisfactory conclusion to consultation with service users.

7. Financial Implications

- 7.1 The current 2010/11 non staffing budget for 291 Nantwich Road is £20,500 of which approximately £10,000 relates to the physical premises, which will be a full saving that has been factored into delivery of the Adult's 2011/12 budget.

Staffing savings have already been achieved following the restructure of day services. The remainder of the non pay budget of £10,500 will be utilised in running the new facility at the Oakley Centre,

8. Legal Implications

- 8.1 There is no statutory requirement for consultation in respect of the possible closure of a Community Support Centre. However, it is appropriate to seek the views of affected service users and for these to be taken into account before any final decision is taken as to closure. Therefore, the discussions that have taken place with service users in respect of the proposed changes at 291 Nantwich Road appear to fulfil the councils duty in respect of them.
- 8.2 Enquiries made by the Legal Department in respect of staff employed by the council to work at 291 Nantwich Road suggest that all staffing issues have been dealt with and therefore there are no outstanding legal implications in respect of this issue.

9 Risk Management

- 9.1 The risk arising from this proposal is a delay in release of the room at the Oakley Centre but the closure of 291 Nantwich Road would not take place until an alternative suitable venue was found or there was no further demand for the service.

10. Background Options

- 10.1 These are detailed in Cabinet reports 19 July 2010 and 18 October 2010.
[http://moderngov.cheshireeast.gov.uk/ecminutes/Published/C00000241/M00003094/\\$\\$ADocPackPublic.pdf](http://moderngov.cheshireeast.gov.uk/ecminutes/Published/C00000241/M00003094/$$ADocPackPublic.pdf)
[http://moderngov.cheshireeast.gov.uk/ecminutes/Published/C00000241/M00003098/\\$\\$ADocPackPublic.pdf](http://moderngov.cheshireeast.gov.uk/ecminutes/Published/C00000241/M00003098/$$ADocPackPublic.pdf)
- 10.2 Since then there has been considerable consultation with those directly affected and the new proposals have been accepted as acceptable to them.

11. Access to Information

- 11.1 The background papers relating to this report can be inspected by contacting the report author.

Put in links to Cabinet reports mentioned in the text

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	14 March 2011
Report of:	Jez Goodman, Economic Development Manager David Wharton, Head of Procurement
Subject/Title:	Fairtrade Status
Portfolio Holder:	Cllr Jamie Macrae Cllr Peter Mason

1.0 Report Summary

- 1.1 At Full Council on 16 December 2010, a Notice of Motion was submitted by Councillor Shirley Jones and supported by Councillor Gillian Merry, to give consideration to establishing Fairtrade status for Cheshire East Council. It was resolved that the motion be referred to Cabinet
- 1.2 Section 10.8 of this report summarises the steps needed to acquire Fairtrade status and identifies how these would be undertaken and their implications.

2.0 Decision Requested

- 2.1 Cabinet is recommended to:
- Consider the contents of this report and to proceed in seeking to fulfil the criteria required for the Council to achieve Fairtrade status.

3.0 Reasons for Recommendations

- 3.1 This matter has been formally submitted for consideration through Full Council.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Carbon Reduction - Health

- 6.1 The main policy implications refer to corporate procurement policies. There are no directly relevant implications for other policies.

7.0 Financial Implications (To be authorised by the Borough Treasurer)

- 7.1 In order to implement Fairtrade status across Cheshire East Council, there may be some minor implications in terms of staff time and negligible costs such as limited poster printing for internal use. These could be absorbed within Service budgets, or through nominal increased charges to customers (eg. vending machines).
- 7.2 Ideally, in order to undertake a more full and active promotion of Fairtrade status, additional resources would need to be identified. However, it is proposed that a more limited approach be taken at this stage with costs being absorbed within existing Service budgets and the purchase of specific promotional material is kept to an absolute minimum, focusing principally on use of generic Fairtrade promotional materials.
- 7.3 If Cabinet seeks a more enhanced, pro-active role in relation to the promotion of Fairtrade in the Borough, this could only be done through reallocating existing resources, including staffing capacity and the cost of promotional materials estimated to be in the region of between £2k and £4k per annum.

8.0 Legal Implications (To be authorised by the Borough Solicitor)

- 8.1 In achieving fair trade status the Council must not unfairly advantage suppliers of fair trade products or breach the Public Contracts Regulations as this could result in the Council being legally challenged by equally equitable organisations.

9.0 Risk Management

- 9.1 No key risks identified.

10.0 Background and Options

What is 'Fairtrade'

- 10.1 Fairtrade is a tool for development that ensures disadvantaged farmers and workers in developing countries get a better deal through the use of the international Fairtrade brand. Its purpose is to create opportunities for producers and workers who have been economically disadvantaged or marginalised by the conventional trading system.
- 10.2 Over 3,000 products bear the 'Fairtrade mark' by fulfilling these objectives and many Local Authorities now have 'Fairtrade' status where they comply with the objectives and use marked products. Individual towns also bear 'Fairtrade' status where they can demonstrate support for the principles, use and promote such products.

Fairtrade in Cheshire East

- 10.3 Some towns in Cheshire East already have Fairtrade status - including Alsager, Congleton and Sandbach. Other towns are 'working towards'

Fairtrade status, but this requires the commitment of the local Council. These towns have secured their status through resolutions made by their Town Councils. However, in the case of Crewe, Macclesfield and Wilmslow, the relevant Council is Cheshire East. For these towns to seek Fairtrade status, Cheshire East Council is required to fulfill the criteria identified in 10.7 below.

- 10.4 Although some of our towns actively promote and use Fairtrade products, Cheshire East Council generally does not; although some of our refreshments (eg. in Westfields) are Fairtrade. However, Cheshire East Council has already resolved to support Fairtrade in principle (Notice of Motion to Cheshire East Council on 1st April 2009 which was then referred to Cabinet on 19th May 2009). The resolution adopted was 'The Council Supports Fairtrade principles where consistent with value for money'.
- 10.5 Following this, Cheshire East Council officers, including representatives from Economic Development and Procurement, met with the Councillor Shirley Jones and Cllr Merry. As a result of this meeting, Councillor Jones submitted the Notice of Motion to Council to try and achieve Fairtrade Status for Cheshire East Council, as a means of enabling those towns which do not have a town or parish council to achieve this status.
- 10.6 Officers have provided supporting documents and also have offered to encourage all towns in Cheshire East to apply for Fairtrade status. However, to achieve Fairtrade status for all of its towns, Cheshire East Council needs to fulfil some other key requirements, as detailed in 10.7 below. There would be no significant requirement for any additional investment for a basic level of fulfilment of these criteria. However, any enhanced activity, such as significant additional promotion of Fairtrade in and outside the Council, would incur additional costs that would require identifying resources from within existing Service budgets.

Measures to achieve Fairtrade status and implications

- 10.7 The following measures are requirements of any Council in achieving Fairtrade status. The implications and process for a fairly basic level of fulfilment are also identified.

i) continuing to offer Fairtrade marked food such as tea, coffee and sugar internally for meetings and functions.

CEC Facilities Management already provide Fairtrade refreshments at Westfields, but this is not the case at other Corporate buildings. The Corporate Accommodation Manager has indicated that this could be undertaken with little difficulty subject to amendments to current supplier requirements. It is not anticipated that this will incur any significant additional costs and could, in fact, result in a minimal saving for the Authority through reduced wastage.

This could also be applied to most of our Leisure Centres for internal events, but may involve seeking to vary contracts in those centres where external caterers are under inherited contracts.

- ii) promoting the Fairtrade Mark using Fairtrade Foundation materials in refreshment areas keeping our commitment to value for money in mind.**

CEC Asset Management have indicated that this would not be an issue in our office buildings. Posters could be provided and placed in staff refreshment areas.

It is understood that there are no references to Fairtrade products in contracts for vending facilities provided at our leisure facilities. If so minded, the Council could include this as a requirement in new contract specifications that are now being prepared. However, this could have an impact on the value of such contracts to the Council and/or the cost to consumers.

- ii) promoting the Fairtrade Towns initiative in internal communications and external newsletters.**

and

- iv) encourage towns, schools, businesses ,faith groups and voluntary organisations in the Borough to promote Fairtrade**

CEC's role in the Sustainable Towns Network provides it with the opportunity of promoting relevant initiatives to our smaller towns and larger villages. This could feature as a future presentation item. Subject to new resources being identified, we could also promote this through an e-bulletin or website for our Sustainable Towns.

Existing communication channels to staff, schools and third sector organisations (eg. TeamTalk, PACE newsletter) could also promote key messages in relation to Fairtrade at no additional cost.

- v) use its influence to urge local retailers to provide Fairtrade options for the residents of the borough.**

It is not clear what influence we are expected to have over local retailers, other than our statutory controls. However, we could refer to Fairtrade in dealings with retailers, e.g. through environmental health/licensing, in business rate bills. Also, our Town Centre Managers could promote the Fairtrade concept and principles to our retailers through various town centre / retailer groups. This would be at little or no additional cost.

- vi) participating in community activities during Fairtrade Fortnight.**

If there is agreement from Members, CEC's Communications Team could develop a Communications Plan with local groups to promote Fairtrade events and initiatives during Fairtrade Fortnight. However, this would be on a responsive basis to event organisers, and should be coordinated through a single point of contact with an external Fairtrade lead.

- vii) setting up a Steering Group in partnership with Fairtrade organisations in the Borough, representatives of businesses, not for**

profit organisations , schools and other public bodies to oversee this strategy.

The nature of Fairtrade does not sit neatly with any particular Cheshire East Service or Council priority. It would therefore be questionable as to what role we would have in establishing such a partnership ourselves. Taking on board the essence of localism, and the pro-active approach adopted by local community interests, it would be more appropriate and effective for a Steering Group to be run by the key interest groups, with attendance by a designated Cheshire East officer. Rather than establish a Steering Group within the Council, it would be more appropriate that officers work with Steering Groups that already operate within those towns that have Fairtrade status.

Summary of proposed steps and implications

10.8

	Requirement	Action	Cost
1	Fairtrade refreshments in CEC venues/ meetings	Amend supplier contracts.	None/negligible.
2	Promote Fairtrade products in refreshment areas	Display posters, leaflets in staff kitchens where appropriate.	Design and print costs - under £500.
3 & 4	Promote Fairtrade internally and externally	Use existing communication channels and networks to raise awareness of Fairtrade.	None.
5	Influence larger retailers to sell Fairtrade products	Promote through existing relationships and communication with larger retailers, e.g. Town Centre managers.	None. Also, most larger retailers now have Fairtrade items in their product range.
6	Promote Fairtrade Fortnight	Communications role in promoting events through existing channels.	None, or at most limited to support in developing a communication plan with Fairtrade organisers.
7	Fairtrade Steering Group	Staff input in attending	None other than staff time.

11.0 Access to Information

- 11.1 The background papers relating to this report can be inspected by contacting the report writers:

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