

# Cabinet Agenda

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**Date:** Monday, 28th November, 2011  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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.

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Please contact Cherry Foreman on 01270 686463  
E-Mail: [cherry.foreman@cheshireeast.gov.uk](mailto:cherry.foreman@cheshireeast.gov.uk) with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

4. **Minutes of Previous meeting** (Pages 1 - 6)

To approve as a correct record the minutes of the meeting held on 31 October 2011.

5. **Key Dec 89 Cheshire East Housing Strategy 2011 - 2016** (Pages 7 - 66)

To adopt the Housing Strategy which sets out the housing vision for the period 2011 to 2016.

6. **2011/12 Mid Year Review of Performance** (Pages 67 - 132)

To note and comment on the mid year review of performance.

7. **Special School for Children with Autism Spectrum Condition** (Pages 133 - 186)

To approve in principle the further development of a feasibility study to establish a school with specialist provision.

8. **Land off Earl Road (Long Marl Lane), Handforth Dean** (Pages 187 - 192)

To consider the options for the development of this land to maximise employment opportunities and financial returns.

9. **Shadow Health and Wellbeing Board - Terms of Reference** (Pages 193 - 208)

To consider the terms of reference of the Shadow Board, which are to be approved by Council.

*N.B: Only Appendix 3 (Terms of Reference) is included with the printed agenda. The remaining appendices can be accessed through the report on the website, or can be obtained on request from Democratic Services.*

10. **Notice of Motion from Council - Crewe Heritage Centre** (Pages 209 - 214)

To consider the decisions previously made regarding Crewe Heritage Centre.

11. **Notice of Motion from Council - Crewe Market** (Pages 215 - 218)

To consider the location of the market and its charges.

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

The report relating to the remaining item on the agenda has been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matter 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 item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves 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**

13. **Managing Workforce Change** (Pages 219 - 226)

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, 31st October, 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, J Macrae, P Mason,  
R Menlove and M Jones.

Councillors in attendance:

Rhoda Bailey, G Baxendale, J Clowes, P Groves, J Jackson, P Nurse, P  
Raynes, B Silvester and A Thwaite.

Officers in attendance:

Chief Executive; Director of Finance and Business Services; Head of Human  
Resources and Organisational Development; Legal Team Leader (Places,  
Regulatory and Compliance); Strategic Director (Children, Families and  
Adults); and Strategic Director Places.

**69 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**70 DECLARATIONS OF INTEREST**

Councillor D Brown declared a personal interest in agenda item 6 (Outside  
Organisations Appointments – Amendments and Additions) by virtue of  
being a Member of the board of Plus Dane (Cheshire) Housing Ltd.

**71 PUBLIC SPEAKING TIME/OPEN SESSION**

Charlotte Peters Rock requested a formal response to a question she had  
raised at the meeting of the Council on 13 October. In addition she  
reported that Knutsford Area for Knutsford Action was petitioning the  
public to 'Save our Stanley Centre' but she had been informed by a  
Librarian at Knutsford Library that it was not possible to leave a copy of the  
petition there for signing by members of the public; she asked to be  
informed of the Councils position on this matter as she considered it to be  
against her democratic rights.

Judie Collins asked for information on the current position regarding the  
EmPower card as she was having difficulty in ascertaining who to contact.  
In addition she referred to the temporary closure of the Tatton Ward  
approximately a year ago, and the need for appropriate public transport to

be provided to enable visitors to travel to patients who were now further afield. She reported that at that time she had been advised that a transport plan would be put in place and she enquired as to its current status.

Councillor Domleo, the Portfolio Holder for Adult Services Health and Wellbeing, said that he would arrange for responses to be sent to the points made.

## **72 MINUTES OF PREVIOUS MEETING**

### **RESOLVED**

That the minutes of the meeting held on 3 October 2011 be approved as a correct record.

## **73 RISK MANAGEMENT UPDATE**

Consideration was given to the report of the Strategic Director (Places and Organisational Capacity) which included a summary of the management of the key corporate risks. It was intended that the Cabinet would receive an annual risk report, to provide an update on all identified key risks, with Portfolio Holders being updated regularly on the management of risks relating to their specific area. Particular attention was drawn to how key risks were evaluated, managed and reviewed.

### **RESOLVED**

That the report be noted.

## **74 OUTSIDE ORGANISATIONS APPOINTMENTS - AMENDMENTS AND ADDITIONS**

*(Councillor D Brown had declared a personal interest in this item.)*

At its meeting on 6 June 2011 the Cabinet had appointed representatives to a range of outside organisations. Since that time, however, the need for a number of changes had arisen and these were now considered.

### **RESOLVED**

1. That Councillor Barry Moran be confirmed as the Council's representative on the Board of Governors for Sandbach School.
2. That the Federation of Burial and Cremation Authorities be added to the Council's approved list of outside organisations as a Category 1 (Cabinet appointed) organisation and that Councillor David Marren be its nominee for a position on its Executive Committee.

3. That the change in the make-up of the Board of Plus Dane (Cheshire) Housing Ltd to include an additional tenant Board member and an additional independent Board Member, previously approved by the Chief Executive, be noted.

## 75 ADDITIONAL ITEM OF URGENT BUSINESS - LINKS

*At the commencement of the meeting the Chairman had announced that there would be an additional item of business to consider concerning a Notice of Motion submitted to Council on 13 October concerning LINK (Local Involvement Network). Under normal circumstances the Motion would be presented to Cabinet with a full report but, in accordance with Section 100B (4) (b) of the Local Government Act 1972, he was of the opinion that the item should be considered at this meeting as a matter of urgency due to the time sensitive nature of the funding position.*

It was reported that the current contract with LINKs was due to end in March 2012 but that permission would be sought to extend this until October 2012 as the Council was committed to sustaining the provision of LINKs functions to assure its transition to Local Health Watch.

LINKs current functions were due to be retained within the new provision of Local Health Watch, and additional responsibilities would be added, the proposed financial arrangements for which were reported. Total budget figures had not yet been received from Central Government and funding for the transition period could not, therefore, be confirmed at this stage. Officer support for the transition was to be provided by the Council. The Health and Social Care Bill still remained to be finalised and until it was the role of Health Watch, funding, and also the TUPE position of the staff, could not be fully assessed. The Council would have responsibility for developing local service specification for Local Health Watch taking account of guidance and local views.

Cabinet received an assurance that progress would continue to be reported to the Health and Wellbeing Scrutiny Committee, and to the Shadow Health and Wellbeing Board. In addition work would be carried out with LINKs to provide a wider briefing for Members and other interested parties.

### **RESOLVED**

1. That the report and the proposed actions of the Council be noted.
2. That Cheshire East MPs and the Secretary of State of Health be urged to confirm and clarify that funding for LINKs will be available

at the earliest opportunity to enable transition arrangements to be planned and a smooth handover be achieved.

**76 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, 3, 4 or 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

**77 KEY DECISION 19 CONNEXIONS CHESHIRE AND WARRINGTON**

Consideration was given to the report of the Strategic Director Children, Families and Adults.

**RESOLVED**

1. That agreement be given not to exercise the option to extend the contract for a further year from April 2012.
2. That the TUPE rights be acknowledged of employees assigned to the elements of the service currently delivered by Cheshire and Warrington Connexions Company for Cheshire East Council which the Council will start to deliver as a result of the decision not to exercise the option to extend the contract for a further year.
3. That agreement be given to the funding of specific Cheshire East liabilities and pension costs associated with the closure of the Company.
4. That support be given to the development of a new Youth Support Strategy for young people in Cheshire East.
5. That twelve months formal notice of withdrawal be served in accordance with the Articles of Association and Members agreement to terminate the Councils membership of the Company.

**78 MANAGING WORKFORCE CHANGE**

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

**RESOLVED**

That Cabinet notes the employees listed in Appendix A of the report, whose voluntary severance was approved by the Procurement, Assets and Shared Services Portfolio Holder under the terms of his delegated powers, in response to an urgent request from management.

**79 KEY DECISION 16 CONGLETON TOWN CENTRE BRIDESTONES EXTENSION SCHEME**

Consideration was given to the report of the Strategic Director Places and Organisational Capacity.

**RESOLVED**

1. That authorisation be given to advertise the Council's intention to dispose of the open space within the Development Area.
2. Subject to no objection being received in respect of the above, approval be given to the disposal of the Council's legal interest in land located off Princess Street, Congleton to Scarborough Development Group (Congleton) (SDG) Ltd on terms and conditions to be determined by the Director of Finance, the Strategic Director Places & Organisational Capacity, and the Borough Solicitor in consultation with the Portfolio Holder for Prosperity.
3. That approval be given to temporarily revoke the Parking Order for the Fairground Car Park.
4. That approval be given to permanently revoke the Parking Order for the Princess Street Car Park.
5. That approval be given to facilitate new operating arrangements, as set out in this report, for the new market.
6. That approval be given to sign off the S177 agreement, which facilitates the construction of elements of the scheme over Princess Street.

The meeting commenced at 2.00 pm and concluded at 3.00 pm

W Fitzgerald (Chairman)

## CESHIRE EAST COUNCIL

### REPORT TO: CABINET

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**Date of the meeting:** 28 November 2011

**Report of:** John Nicholson - Strategic Director of Places and Organisational Capacity

**Subject/Title:** Strategic Housing Strategy

**Portfolio Holder:** Councillor J Macrae.

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#### **1.0 Report Summary**

1.1 Housing is a vital element of developing the 'place', assisting in the creation of sustainable communities and our ambition for economic growth. It is a fundamental part of everyone's life and is essential to our health, children's educational achievement, economic wellbeing and to social inclusion.

1.2 Cheshire East's first local Housing Strategy sets out the housing vision for the authority and the priority areas, which will be the focus during the period 2011 to 2016.

#### **2.0 Decision Requested**

2.1 The Cabinet are requested to adopt the Housing Strategy, which is attached as Appendix 1.

#### **3.0 Reasons for Recommendations**

3.1 In order to articulate Cheshire East's Housing vision we need to produce a local Housing Strategy which sets out our priorities for the future. The strategy will then give strategic direction to our stakeholders both internally and externally.

#### **4.0 Wards Affected**

4.1 All Wards

#### **5.0 Local Ward Members**

5.1 All Local Ward Members

#### **6.0 Policy Implications including - Carbon Reduction - Health -**

- 6.1 Housing is fundamental to the well being and prosperity of the Borough. There are direct connections between the quality of the housing stock and health, educational attainment, carbon reduction and care for older people. Providing sufficient housing is essential to maintain economic growth and vitality – and access to housing is a key issue in rural areas.

## **7.0 Financial Implications (Authorised by the Borough Treasurer)**

- 7.1 There are no financial implications.

## **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 There is no legal requirement to publish a local housing strategy, however it is good practice for an authority to have either a sub regional or local housing strategy, which articulates the authorities vision and priorities, giving strategic direction internally and to external organisations.

## **9.0 Risk Management**

- 9.1 Our approach to Strategic Housing is fundamental to achieving our priorities within “Ambition for All” our community strategy. In particular, the priorities of: Nurturing strong communities; supporting children and young people; ensuring a sustainable future; and driving out the causes of poor health. Our Corporate Plan supports delivery of these priorities and having an effective approach to housing is a core element of the Council’s ambitions. It is essential therefore that we have a local strategy which demonstrates how we will address these priorities.

## **10.0 Background and Options**

- 10.1 In July 2009, the Cheshire Housing Alliance launched its second Housing Strategy, setting out the housing vision and priorities for the sub-region, giving strategic direction to the new unitary authorities across Cheshire. The sub regional housing strategy was a key strategic document for the authority at a time when we were bringing three Housing Departments together.
- 10.2 In 2010 having commissioned a Strategic Housing Market Assessment and Private Stock House Condition Survey, which gave an insight into local issues, the Strategic Housing service took the decision to produce a complimentary strategy, which would focus on the unique opportunities and challenges we face within Cheshire East.
- 10.3 The local housing strategy has been developed at a time of significant changes within the social housing sector. We have therefore taken account of changing Government policy, as well as sub regional and local strategic approaches. The strategy links into the newly adopted sub regional Local Investment Plan, statutory Homelessness Strategy and the emerging

Ageing Well Plan. It takes account of the Economic Development Strategy and developing Local Development Framework.

- 10.4 Resident and stakeholder engagement has been a priority when developing the strategy to ensure that we address the issues which are important to our communities. Consultation feedback played a fundamental part of formulating our priorities.
- 10.5 The key priorities for delivering a balanced housing market that meets the varied needs of our residents are as follows:
- Delivering market and affordable housing.
  - Making the best use of our existing stock;
  - Meeting the needs of our most vulnerable residents;
  - Meeting the needs of an ageing population; and
  - Investing in our neighbourhoods.
- 10.6 The strategy addresses these priorities in turn and highlights the national position, our current position, achievements to date and our strategic approach for 2011 to 2016
- 10.7 Our strategic approach demonstrates how we will address some of the issues and challenges we face. These approaches will inform the development of our annual Team Plan which will specific projects and targets which are to be achieved. Performance will be reported on a quarterly basis to both Cheshire East and the Cheshire East Strategic Housing Delivery Group.
- 10.8 On the 25<sup>th</sup> October the Housing Strategy was presented to the Environment and Prosperity Scrutiny Committee, who endorsed the strategy and made the following recommendations:
- That greater recognition be given to renewable energy in the strategy document. – ***This is covered under making the best use of our existing stock and highlights the work of the Housing Section. Further work is being undertaken by the Assets service in relation to renewable energy, but we are not at a stage to incorporate this in the Housing Strategy.***
  - That the wording of the “Meet the housing needs for a changing population” section needs to be strengthened to explain plans for downsizing older residents to smaller properties which should also include offering incentive schemes. – ***This initiative is covered under Meeting the housing needs of an ageing population where the work of the Registered Provider is explained.***
  - That there be greater recognition of all tenures and not just social housing, especially for those just above the benefits threshold. ***The***

***strategy covers the needs across all tenures and predominately those within the private sector.***

- That the strategy document includes boosting support for elderly people with empty properties who wish to sell the property or, equally, rent it out.  
– ***This is covered within making the best use of our existing stock where the problem of empty homes is highlighted and addressed through the new empty homes toolkit. This is also reflected within Meeting the needs of an Ageing Population section.***
- That figures referring to the Crewe population be clarified. ***This has been clarified as requested.***
- That the strategy makes specific reference to and takes account of the Council's duty to support and care for 16+ care leavers, for whom the Council are Corporate parents. ***Further information has been included to address this point within Meeting the needs of our most vulnerable residents.***
- That the strategy includes measures and targets for progress so that performance can be measured and scrutinised. ***This is a high level strategy which will inform our Business Planning Process. The Strategic Housing Team Plan will contain measures and targets and this can be reported to the Scrutiny Committee to demonstrate progress.***

## 12.0 Access to Information

A copy of the draft Housing Strategy is attached:

Name: Karen Carsberg  
Designation: Strategic Housing Manager  
Tel No: 01270 686654  
Email: Karen.carsberg@cheshireeast.gov.uk

**APPENDIX 1.**

# **Cheshire East Housing Strategy**

Moving forward  
2011 - 2016

## Foreword

I am delighted to introduce the first Cheshire East Housing Strategy, 'Moving forward' 2011 - 2016 which sets out our long term housing vision for the borough. The strategy has been developed at a time of significant change within the housing sector, with a move towards localism and the flexibility to make local decisions. These changes bring with them great opportunities for the authority to address housing at a local level, in order to create balanced and sustainable communities across Cheshire East.

Housing is far more than just a roof over our heads – it is a fundamental part of everyone's life and is essential to our health, children's educational achievement, economic wellbeing and to social inclusion. Without good quality housing, we risk losing economic investment in Cheshire East. In Cheshire East, we want everyone to have access to a home of decent quality at a price they can afford. We want these homes to be in good quality neighbourhoods that are safe, attractive, and have good access to schools, leisure and employment opportunities.

Cheshire East's Sustainable Community Strategy 'Ambition for All' sets out the vision for the area and priorities for action. Sustainable communities need good quality housing in places that people want to live. This Housing Strategy builds on the Sustainable Community Strategy, and sets out how we will deliver those priorities.

Effective provision of housing is integral to achieving regeneration ambitions for Cheshire East. Housing can often provide the leverage to cross-fund and make development feasible. Appropriate housing provision is essential if Cheshire East Council is to achieve accelerated growth and a step change for Crewe.

We work closely with our Spatial Planning, Regeneration and Adult Services departments to ensure that we can address the local housing challenges we face, and make Cheshire East a place in which people want to live and work. This will then inform the decisions which our external partners make.

"Moving Forward" sets out our five key priorities for delivering a balanced housing market that meets the varied needs of our residents:

- Delivering market and affordable housing.
- Making the best use of our existing stock;
- Meeting the needs of our most vulnerable residents;
- Meeting the needs of an ageing population; and
- Investing in our neighbourhoods.

This Strategy draws together the ideas and expertise from a range of partners, and I am grateful for their contributions. Together we will work to deliver the good quality housing and services that our communities deserve.

**Councillor Jamie Macrae**  
**Portfolio Holder for Prosperity**



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**Introduction**

This is the first Housing Strategy for Cheshire East. We have drawn on the wealth of experience from across the Council and from our partners to capture our vision for delivering housing. Housing is fundamental to the lives of everyone, and our strategy is to ensure:

- we have good quality housing at an affordable level, in locations where it is required;
- those threatened with homelessness are given the support and assistance that they need;
- that we make best use of our existing housing stock and that it is a decent standard; and
- our most vulnerable residents are given every opportunity to retain their independence.

Cheshire East is part of the Cheshire and Warrington Housing Alliance. The Alliance launched its second Housing Strategy in 2009, setting out the housing vision and priorities for the sub-region. This sub regional approach has been developed further with the adoption of the Local Investment Plan for Housing 2011-2015 in September 2011. This key document responds to the challenges we face through the development of a sub regional framework and an associated set of actions. This document gives strategic direction to the unitary authorities across Cheshire and Warrington, while this local housing strategy focuses on the local opportunities and challenges we face in Cheshire East.

This strategy links with other strategies that influence Cheshire East's neighbourhoods, including the emerging Spatial Planning Core Strategy and Local Development Framework, the economic development strategy, the Homelessness Strategy, the emerging Ageing Well Plan, and the Supporting People strategy. Cheshire East has commissioned a Strategic Housing Market Assessment and Private Sector House Condition Survey to give us robust evidence as the foundations of this local strategy. We have also taken into account the views of our partners and the local community.

## **Our Vision**

Cheshire East's strategic vision for housing is to support the creation of balanced and sustainable communities. The mix of property types and tenures will support economic growth, and high quality homes will meet the needs of current and future generations. Everyone will be able to reach their potential, regardless of where they live.

## **NATIONAL POLICY CONTEXT**

Our strategy has been developed at a time of significant change within the housing sector. The focus has moved away from central government control to the devolution of power to a local level, giving local authorities and communities the opportunity to shape housing to meet local needs.

### **Social Housing Reforms**

The Coalition Government issued 'Local decisions: a fairer future for social housing' for consultation in November 2010, proposing sweeping changes to the social housing sector. The document sets out a number of new approaches, including:

- changes to the way people access social housing;
- changes to the types of tenancies which are provided;
- changes to the way that the homelessness duty is discharged;
- improving social housing mobility;
- changes to the way social housing is regulated;
- reform of the council housing finance system, and
- unlocking the potential of empty homes as affordable housing.

### **Localism Bill**

The Localism Bill, which is expected to be enacted in Autumn 2011, sets out the legislative framework for a raft of government proposals previously announced in the Budget, Comprehensive Spending Review and in the proposals for social housing reform.

The Localism Bill outlines the proposals for planning reform, including:

- reform of the planning system to give neighbourhoods more power to determine the shape of places;
- a National Planning Framework setting out economic, environmental and social priorities; and
- incentives to deliver sustainable development, including new homes and businesses.

The Localism Bill will transfer power from central government back into the hands of individuals, communities and councils. This presents opportunities for Cheshire East to address local housing issues through new innovative approaches.

## Public Health reforms

People's health and well-being is influenced by the communities in which they live: physical and mental health is affected by poor housing, deprived neighbourhoods, or poor access to green spaces.. Sir Michael Marmot's 'Fair Society, Healthy Lives' report, commissioned by the previous Government to make recommendations on how health inequalities should be tackled, tells us that inequalities in health arise because of inequalities in society – in the conditions in which people are born, grow, live, work, and age. Taking action to reduce inequalities in health does not require a separate health agenda, rather it needs action across the whole of society. The report includes six key objectives to tackle health inequalities, which are cross cutting for housing:

- Give every child the best start in life;
- Enable all children, young people and adults to maximise their capabilities and have control over their lives;
- Create fair employment and good work for all;
- Ensure a healthy standard of living for all;
- Create and develop healthy and sustainable places and communities; and
- Strengthen the role and impact of ill health prevention.

The Government's strategy for public health in England 'Healthy Lives, Healthy People' builds on the recommendations made in the Marmot Review through its domain 'Tackling the wider determinants of ill health: addressing factors that affect health and wellbeing'. A transfer of responsibility and resources for public health to local authorities will strengthen its role in shaping the environment and tackling local problems.

## Vision for Adult Social Care

The Government's vision for a modern system of social care is built on seven principles, as set out in 'A Vision for Adult Social Care: Capable Communities and Active Citizens': prevention, personalisation, partnership, plurality, protection, productivity and people. Of particular significance to housing are *prevention and personalisation*.

*Prevention:* New technology, re-ablement, early intervention and appropriate accommodation all play a part in the prevention agenda. Securing good outcomes for disabled people will mean bringing housing services together to improve their well-being and meet emerging needs. Housing related support through Supporting People improves outcomes for individuals and returns savings to other areas, such as housing, health, social care and the criminal justice system.

*Personalisation:* The Government wishes to see people getting personal choice and control over their services – from supported housing through to personal care. Personalisation will impact on the way that Supporting People commission housing-related support, and change the landscape for providers, by moving away from traditional block contracts towards a growth of a market in services that people want.

## **REGIONAL AND SUB REGIONAL POLICY CONTEXT**

With a move towards localism, there have been changes in the regional approach, including the abolition of the Regional Spatial Strategies and the transfer of decision making powers for housing and planning to local councils and the abolition of regional government and regional development agencies. This gives us the ability to determine the level of housing growth we wish to achieve at a local level without the imposition of regional targets.

We are committed to working with our sub-regional partners as there are still commonalities across the sub region which can be addressed in a consistent way, whilst still developing our local approach in Cheshire East.

### **Sub-Regional Housing Strategy**

Cheshire's sub-regional housing strategy priorities are:

- To increase the supply of affordable housing to support economic growth and development;
- To make best use of the sub-region's existing housing stock;
- To meet the housing and accommodation related support needs of the sub-region's most vulnerable residents; and
- To increase the supply of market housing to support economic growth and regeneration and to meet local housing needs.

We will actively work with our partners in Cheshire West and Chester and Warrington to achieve both economic and housing growth across the sub-region.

### **Local Investment Plan**

The aim of the LIP is to describe the overall strategic context for investment in developing the economic base, expanding and strengthening communities and meeting the growing housing needs in the sub-region.

Whilst there is no longer a requirement from the HCA to produce a LIP, the Cheshire and Warrington sub-region has taken the strategic decision to develop a second version, building on the work completed in 2010. The revised document responds to the changing environment in which we are now working and demonstrates our approach to bringing forward housing. The LIP strengthens the linkages and the proposals for economic growth, underpinning the work of the Local Enterprise Partnership (LEP), demonstrating the essential role that housing can play in supporting economic development. It links into the strategic priorities within both the sub-regional housing strategy and this local housing strategy.

### **Local Enterprise Partnership**

In October 2010, the Government announced the introduction of the new Local Enterprise Partnerships (LEPs). Cheshire and Warrington were successfully selected to become one of the first LEPs.

The Cheshire and Warrington LEP is a partnership between the Unitary authorities and businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs.

## LOCAL CONTEXT

- **Sustainable Community Strategy (SCS)** – The vision and priorities within ‘Ambition for All’ have a number of specific references and implications for our strategic approach to housing. The SCS identifies the need for affordable housing, improving and maintaining the condition of our existing stock, bringing empty homes back into use, as well as providing housing solutions for our ageing population and those with specialist needs. It also recognises the importance of partnership working between the Council and social and private housing providers and developers to increase housing provision.
- **Corporate Plan** - The Corporate Plan outlines how the Council will improve services and outcomes for local residents, businesses and visitors, creating strong and prosperous communities. Housing is highlighted as contributing towards these outcomes through the provision of affordable housing, making the best use of existing stock, by bringing empty homes back into use and reducing carbon emissions.
- **Local Development Framework (LDF)** – The LDF will contribute to the overall housing vision by providing the detail for future development and growth, complementing the economic development objectives. The LDF is now at option appraisal stage, and will be completed by 2013.
- **Local Transport Plan** – The Local Transport Plan 2011-2026 sets out the objectives, policies and priorities for transport and demonstrates the way in which transport will contribute towards ensuring a sustainable future and creating conditions for business growth. There is the need to align transport to housing growth areas to ensure that the areas are sustainable and that we are not creating developments which are reliant on the use of the car, particularly within our rural areas.
- **Economic Development Strategy** - The Economic Development Strategy sets out the thematic and spatial objectives which will guide economic development and housing growth in Cheshire East for the next 15 years. The strategy contributes to the overall vision for housing by establishing the economic role of housing, the inter-relationship between economic development, transport, housing, quality of life and sustainable communities, and by establishing our clear spatial priorities for Crewe, Macclesfield, and our sustainable towns and rural areas. The strategy is supplemented through the more detailed work in ‘All Change for Crewe’ and ‘Macclesfield Masterplan’.
- **Ageing Well Plan** – This is a joint strategic plan between Cheshire East and Central & Eastern Cheshire Primary Care Trust, which sets out how Cheshire East will be a good place to grow old by maximising the opportunities for the ageing population to prepare for the later stages of life, maintaining their quality of life during later life, and having access to person centred services when they need them. Housing services play a key role in the delivery of the vision, by enabling older people to maintain their

independence within their own home, and enabling the provision of good quality accommodation across a range of tenures.

- **Supporting People Strategy** –Supporting People gives vulnerable adults the opportunity to improve their quality of life and enable them to live independently, achieved through access to various housing related support packages. The strategy for Supporting People is being revised, highlighting priority groups and prioritising the type of support services we need to commission. A review of specialist housing will inform this strategy.
- **Equality and Diversity** - Cheshire East recognises that promoting equality and diversity will improve public services for everyone. The aim, therefore, is to make equality an integral part of the way the Council works by putting it at the centre of policy making, service delivery, regulation and enforcement and employment practice. Cheshire East's Single Equality Scheme sets out the Council's overall commitment to equality and diversity in one document and sets out the approach to equality and diversity in Cheshire. This strategy takes into account the diverse needs of our community, ensuring that everyone is treated equally. We have undertaken a full equality impact assessment as part of the development of this strategy.
- **Crime and Disorder Act 1998** – The Act places a duty on local authorities to take due regard when developing policies and strategies of the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

## Cheshire East: The Locality

Cheshire East has a population of 362,700, making it the third largest unitary authority in the North West. We have a diverse mixture of urban and rural areas, with approximately 39 per cent of the population living in rural areas and 61 per cent in our towns. 93 per cent of the area is classed as being more rural than urban. We have two major towns - Crewe and Macclesfield - and a number of smaller towns including Alsager, Congleton, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow. The unique and diverse character of our towns is seen as a major asset of the area and something which local people highly value.

Area	116,638 hectares
Households	163,280
Population	362,700
Males	184,500 (50.9per cent)
Females	178,200 (49.1per cent)

Sources: Cheshire East Profile, Research and Policy, Cheshire East Council. 2007/8, Dwelling Stock, Valuation Office Agency. 2009 Mid-year population estimates, Office for National Statistics, Crown Copyright.

Cheshire East has three distinct housing market areas: the Macclesfield area, which exhibits strong interactions with the South Manchester market; the Crewe and Nantwich area which is largely self-contained with strongest interactions with other areas of Cheshire; and the Congleton area which has noticeable market interactions with North Staffordshire and South Manchester.

Cheshire East is a good place to live. In 2008, 85 per cent of residents said that they were satisfied with their local area. Our residents have a longer life expectancy than the national average, school exam results are above the national average and the crime rate is relatively low.

Cheshire East has a strong local economy which contributes nearly 7 per cent to regional output. It also accounts for 7.4 per cent of its businesses, the highest share of any North West area. We have a strong economic relationship with surrounding economies, particularly Greater Manchester and North Staffordshire. In recent years our economy has become less dependent on traditional manufacturing jobs and more dependent on service sector jobs. Whilst Cheshire East contains only 5.1 per cent of the North West working age population, it contributes 5.5 per cent of the region's workforce. The claimant unemployment rate (2.7 per cent in July 2010) is below the UK average (4.5 per cent).

The average salary of full time workers living in Cheshire East (£26,182) is higher than the national average (£26,050), but for those who both live and work in Cheshire East, their average salary is well below the national average (£23,733). This illustrates the need for Cheshire East to attract and support existing employers that offer highly paid and skilled jobs, and the need for significant physical regeneration of key towns and strategic employment sites in order to improve the competitiveness of Cheshire East as a place to do business.

Despite good overall quality of life, these are some parts of our area where the experience is different. Around 6 per cent of our population live in neighbourhoods classified as being in the 20 per cent most deprived nationally. The majority (9 out of 14) of these

neighbourhoods are in Crewe town, with the rest in Macclesfield and Congleton towns and the Wilmslow-Handforth conurbation. Average household income in the most affluent neighbourhood is around three times that of households in the least affluent areas. Over a quarter of working age people are out of work and claiming benefits in our poorest neighbourhoods.

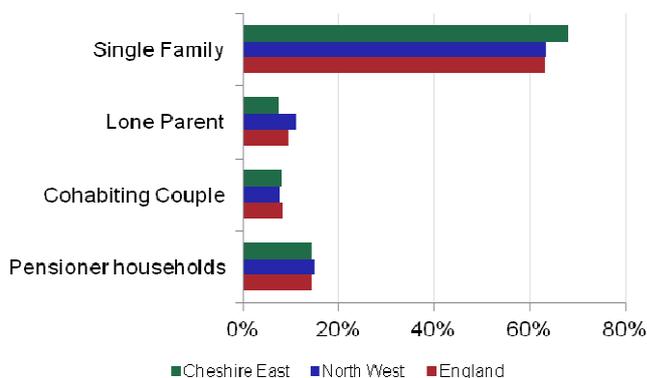
There are some significant health inequalities between parts of Cheshire East. For example, life expectancy ranges from 73 years for men in parts of Crewe to 84 years in parts of Wilmslow. Life expectancy is as low as 77 years for women in some parts of Crewe but is 94 years in parts of Macclesfield.

The population profile of Cheshire is slightly older than that of England and Wales as a whole. Total population forecast to increase by approximately 23,000 to around 383,600 by 2027<sup>1</sup>. Over the next twenty years it is anticipated that the number of children will fall slightly. The population aged 65 or above will increase by over 50 per cent with the number of residents aged 85 or above anticipated to double.

Demographics	Cheshire East	North West	England
Children (0-15)	18.2%	18.8%	18.7%
Working age	59.3%	61.5%	61.9%
Older people	22.5%	19.7%	19.3%
85+	1.8%	1.5%	1.5%
White British <sup>6</sup>	93.4%	89.4%	83.6%
White Irish/Other	2.9%	2.7%	4.6%
Black and Minority Ethnic	3.6%	7.9%	11.8%

Source: 2009 Mid-year population estimates and 2001 Census, Table S049, Office for National Statistics, Crown Copyright.

### Household Composition



Cheshire East has a significantly higher proportion of single family households compared to England and the North West, and a significantly higher proportion of pensioner households.

Source: 2001 Census, Table S053, Office for National Statistics.

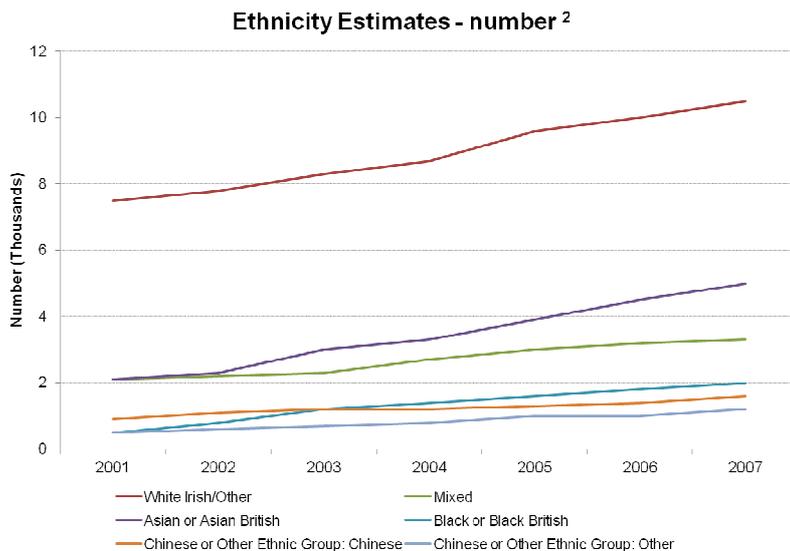
<sup>1</sup> September 2009: Cheshire East Population Forecasts, Research & Intelligence Unit, Cheshire West and Chester Council.

Tenure	Cheshire East	North West	England
Private Sector	88.3% (143,270)	81.3%	82.0%
Housing Association	11.6% (18,776)	13.7%	9.9%
Other Public Sector	0.1% (115)	0.1%	0.3%
LA Stock	0.0% (23)	4.9%	7.9%

Source: Table 100 Dwelling stock: Number of Dwellings by Tenure and district: England; 2010; derived from HSSA returns, Communities for Local Government.

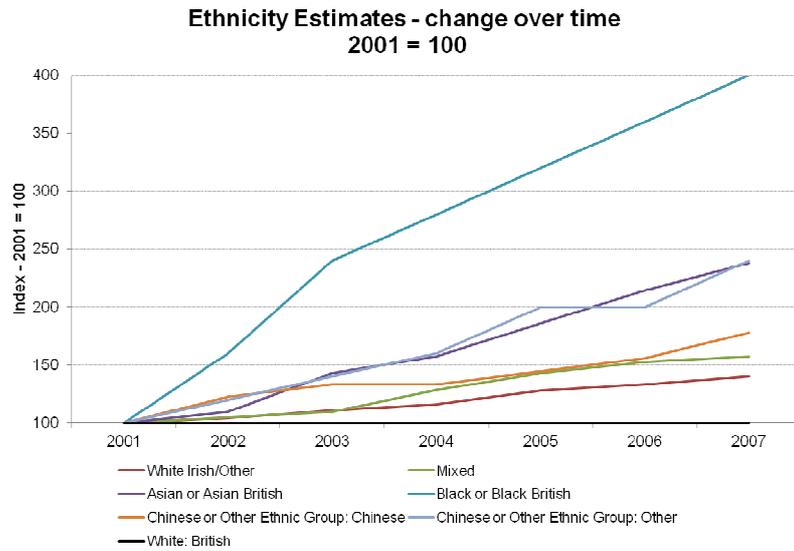
The affordability of housing is a significant issue as prices are high, making buying a home out of the reach of many people. By 2009, house prices in Cheshire East were 6.7 times the average earnings, compared to ratios of 5.2 for North West England and 6.3 for England as a whole. In January 2010, Cheshire East average house prices were £154,400, or 31 per cent above the North West average (£117,900).

The population in Cheshire East is predominantly White British (93.4 per cent), with the black and minority population (3.6 per cent) lower than the profiles for the North West (7.9 per cent) and England (11.8 per cent)<sup>2</sup>.



Whilst this figure may appear low, the number of people in some minority groups has been increasing rapidly in relative terms. The number of black or black British residents is estimated to have quadrupled since 2001 from around 500 residents to 2,000 residents.

<sup>2</sup> Population Estimates by Ethnic Group Mid-2007, Office for National Statistics, Crown Copyright.



## Consultation

The Strategy has developed in a number of stages and takes account of a wide range of stakeholders' views. A Housing Strategy event was held in February 2010 to identify the priorities for housing in Cheshire East. This revealed a broad range of priorities, and an event with elected Members in November 2010 helped us to identify the most important of these housing priorities for their ward members. We have also drawn information from other housing consultation events and research, which has given us a powerful insight into the views and opinions of a broad spectrum of residents, including hard to reach groups.

The draft Strategy was made available for public consultation between May and July 2011, and views were received from local communities, developers, housing partners and parish and town councils. The draft Strategy has been developed to take account of these views, to create this final version of 'Moving Forward: Cheshire East's Housing Strategy 2011-2016'.

## 1. DELIVERING MARKET AND AFFORDABLE HOUSING

“Cheshire East residents will have the opportunity to live in housing in an area of their choice at a price they can afford.”

Increasing the supply of market and affordable housing supports economic growth and development, creates mixed communities and enhances regeneration and place making. Local economies will only thrive if people who work in an area can find the right housing within reach of their jobs. Sustainable, cohesive communities will only develop if there are jobs, good education services, good public health and leisure, sport and cultural activities within easy reach of their homes.

There were dramatic house price increases between 1997 and 2007, fuelled by a rising demand for housing, the ready availability of credit, and the perceived desirability of residential property as a long-term investment.

As house prices have fallen since 2007, home buyers have found it more difficult to get a mortgage. The availability of mortgage credit has declined as lenders have changed product ranges, tightened lending criteria and increased arrangement fees. Although prices are falling, homes aren't becoming any more affordable because lenders' requirements for deposits have risen and those who have found a lender have had to provide a higher percentage deposit than at the peak of the boom in 2006. Even 90 per cent mortgages are now rarely available to first-time buyers. The average first-time buyer put down a deposit of 25 per cent in April 2009.

The increased difficulty that developers and some housing associations have experienced in borrowing has discouraged developers from building new homes. In England for 2009-10 there were 93,140 completions of private sector dwellings, compared to 141,740 in 2005-6.

Across the country in April 2008, there were 100,000 more households on local authorities' social housing waiting lists than in April 2007 and whilst the private rented sector can help meet the housing needs of some people, it cannot meet all need.

### Key Evidence Sources:

- Strategic Housing Market Assessment 2009
- Cheshire homechoice data (social housing waiting list)
- Hometrack
- Cheshire East Local Development framework Annual Monitoring Report 2009-10

## THE CURRENT POSITION

Cheshire East is an attractive place in which to live and work. We have a strong local economy with our businesses generating over 6.9% of the North West's economic output, we have good transport links with easy access to the motorway, major road networks, railways and an international airport, all of which make Cheshire East an appealing investment opportunity and supports the authority's ambition for economic growth.

Cheshire East has extensive rural areas. 93% of Cheshire East is classed as at least 'more rural than urban', while 88% is classified as greenspace. 39% of the population lives in rural areas. One in four residents of Cheshire live in rural wards that have a population of below 5,000.

An analysis of migration data within the 2010 Strategic Housing Market Assessment (SHMA) suggests that just under 70% of households move within the district. In terms of travel to work patterns, 66% of residents work in the district and 34% commute out to work. There are strong migration and travel to work linkages with Greater Manchester and North Staffordshire.

In terms of house prices, Cheshire East is an area of contrasts. The SHMA demonstrated that in parts of the Macclesfield housing market area (HMA), average house prices exceed £300,000, while in Crewe HMA the average house price is £124,652. The demand for housing exceeds supply, with an annual housing supply shortfall of 2,753 open market dwellings. With projected change in demography, this situation will only worsen and therefore there is a need to ensure that we have an adequate land supply to bring forward housing development.

The demand for housing is expected to increase, driven by the declining size of households and, with it, the expectations of higher quality homes and living environments. The amount, type and location of existing and future housing and its relationship with employment provision is a key issue for the Local Development Framework. The growth potential of the area and its contribution to the Manchester City Region's aspirations has to be balanced with environmental safeguards to maintain and protect our Green Belt, countryside, heritage and other assets.

We are developing a number of documents which will ensure that we have an adequate provision of land for housing. These include the Core Strategy and Local Development Framework (LDF) which are due for completion in November 2013. The Site Allocations and Policies Development Plan, to be adopted in December 2014 and will provide policies and proposals to guide the allocation of land for specific uses.

In parallel to the production of the LDF we are progressing a number of regeneration projects aimed at revitalising the key towns of the Borough and creating an environment for sustainable economic growth. There is a need for an expanded and a more diverse housing supply, which will encourage an inflow of younger, economically active workers into the area and reduce the migration of our young people.

Many of our smaller towns and their rural hinterlands enjoy a relatively vibrant economy built upon distinctive local assets. But their viability continues to be threatened by poorly

integrated development, lack of affordable housing, increasing levels of out-commuting and relatively poor access to amenities and services. Intervention in these areas will include specific projects for the market towns of Wilmslow, Congleton and Middlewich. The projects will review a number of public assets and will assess viability for housing development within these town centres.

### **Affordability**

Higher than average house prices across Cheshire East generates additional challenges in relation to affordability. Cheshire East is ranked the eighth least affordable local authority area in the North West and, with average Cheshire East incomes being insufficient to buy an average priced property, there is a real need for additional social and intermediate affordable housing.

<b>Area</b>	<b>Median House Price</b>	<b>Lower Quartile House Price</b>	<b>Median House Price to Income Ratio</b>	<b>Lower Quartile House Price to Income Ratio</b>
Cheshire East	£172,750	£119,000	6.68	6.55
North West	£123,000	£86,984	5.17	5.02

Source: CLG Live tables

High house prices are preventing access to home ownership for first time buyers, with a median house price in Cheshire East of £172,750. A typical mortgage would require a 25 per cent deposit, or £43,000, and an annual income of nearly £40,000. Repayments would range from £684 to £835 per month. With a median annual income of £29,900, home ownership remains out of reach.

Lower quartile house prices are usually associated with entry-level property types. Across Cheshire East the lower quartile prices exceed £200,000. Housing in the rural areas is more expensive. Lower quartile house prices exceed £200,000 in rural areas around Crewe and Macclesfield. Evidence from the SHMA shows that average lower quartile weekly incomes in rural areas were £380. Using a multiplier of 3.75 this would allow a mortgage of £74,000 excluding deposit. This demonstrates the problems that local people in rural areas have when trying to access housing in their own locality. On average 62% of people in rural areas can afford to access private rented properties if they are available, however the availability of properties for rent in rural areas is much lower than in urban areas.

Aspirations to home ownership across Cheshire East have resulted in owner-occupation of 81.5 per cent of the housing stock, compared to 67 per cent across England. There is a shortage of rented housing, with the private rented sector forming just 7.1 per cent of the housing stock compared to an average of 16 per cent nationally, and social housing at 10.8 per cent compared to 17 per cent nationally. Tenure profile varies across the Borough, notably exceeding 15 per cent social housing in urban areas, while seven sub-areas that were more rural than urban had less than 5 per cent social housing.

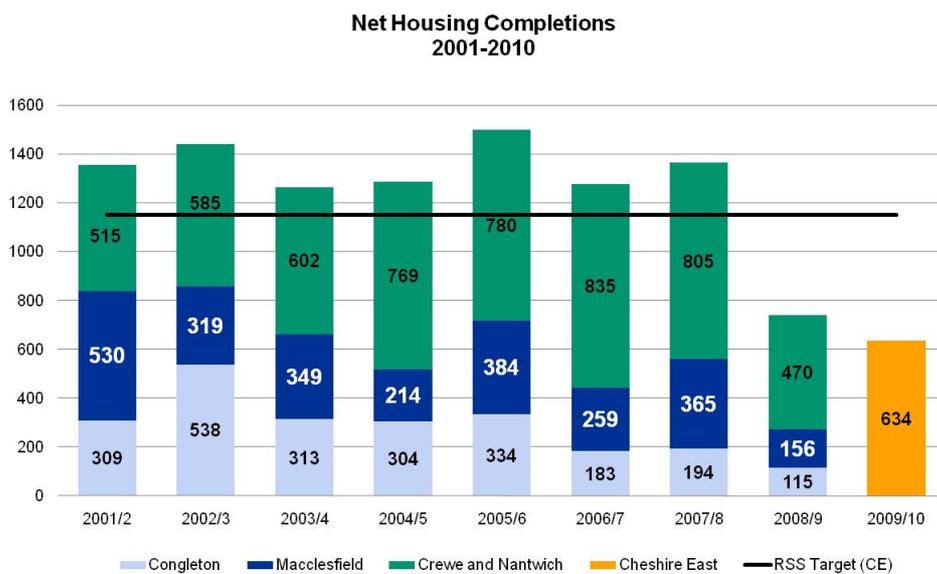
The cost of private renting can be, at worst, prohibitive or put households under financial pressure. Households need to spend 21 per cent of the median annual income on renting privately, compared to 15 per cent for social housing, and 17 per cent on intermediate rent models. The problem is exacerbated for households with lower quartile incomes, with 31 per cent of their income needed for private renting.

Difficulties in accessing home ownership and lack of affordability of private renting have led to increased demand for social housing. Nearly 9,000 households are registered with Cheshire homechoice for social housing.

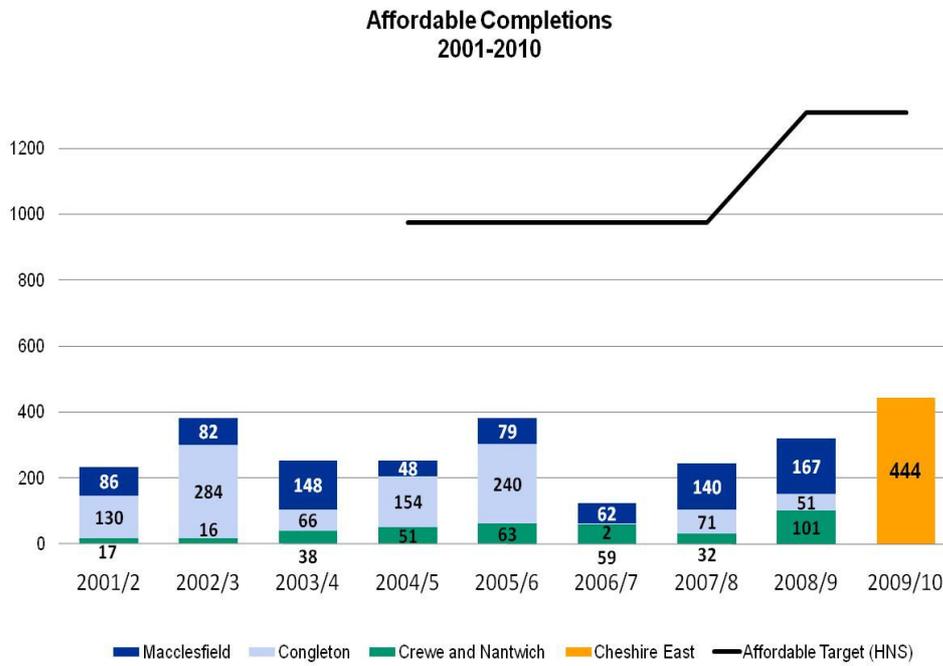
The SHMA found that an estimated 9,561 (6 per cent) households are in housing need, with a greater proportion of people currently living in rented accommodation than owner-occupiers showing housing need. Lone parents and couples with three or more children were more likely to be in housing need. The SHMA highlighted there is a net annual shortfall of 1,243 affordable homes across the borough for the five year period 2009/10 to 2013/14. Whilst this is not a target, it demonstrates the level of need across Cheshire East for affordable housing.

### PROGRESS TO DATE

Since 2000, 11,475 (net) dwellings have been completed, with an average of 1,148 per annum. Between 2001 and 2008 there were in excess of 1000 dwellings built each year with a peak in 2005/6 of almost 1,500. However, in more recent years there has been a significant decrease in the numbers of dwellings built, reflecting the national downturn in house building as a consequence of the current recession.



The provision of affordable housing across Cheshire East has increased. In partnership with Registered Providers, 444 new affordable housing units were completed during 2009/10. The diagram below illustrates the numbers of affordable homes built across the area since 2002.



We have developed a range of affordable housing initiatives to help people access housing:

- The Assisted Purchase scheme assisted 16 first time buyers to get on to the housing ladder in 2010-11, by offering a ten year interest free loan. The average loan was £28,000, and the average house price was £123,000, helping people to get on to the housing ladder at the more affordable end of the housing market in Cheshire East.
- We have secured 362 discounted for sale properties across Cheshire East, with a discount of between 20 per cent and 40 per cent, which remains with the property for its lifetime.
- There are nearly 600 shared ownership properties, ranging from 25 per cent to 75 per cent ownership. Rent is paid to a Registered Provider on the remaining share.
- We have negotiated the provision of 52 new affordable housing through legal agreements.
- We have made creative use of commuted sums to enable external funding to go further and provide more units of affordable housing within the rural areas of Bunbury and Cranage

- We have funded a rural housing scheme to make best use of existing stock, purchasing existing properties to be resold on a shared ownership basis.

## CONSULTATION

Consultation events have told us:

- We should utilise public-owned land assets to bring forward affordable housing (*Housing Strategy event, February 2010*)
- Increasing provision of affordable housing in both rural and urban areas is a key priority (*Members event, November 2010*)
- Building new homes isn't the only solution to increasing housing supply: empty homes are a wasted resource, and focus should be placed on bringing empty homes back into use to reduce the demand for new supply (*Housing Strategy event, February 2010*)
- Improving information sharing between partners will smooth the path to bringing forward new development (*Housing Strategy event, February 2010*)
- 41 per cent of respondents to the Quality of Life Survey in 2010 felt that providing affordable housing to buy should be a priority, rising to 48% of Poynton residents and 53% of Wilmslow residents.

## OUR STRATEGIC APPROACH - 2011 TO 2016

The environment we are operating in is becoming more challenging as the methods of funding and delivering affordable housing are changing. In a climate of restricted funding for housing, we will need to be more innovative and seek out different opportunities to bring forward market and affordable housing.

We will:

### **Utilise our land assets to maximise new housing delivery, by:**

- Looking into the potential to set up delivery vehicles to focus on the regeneration of sites in Cheshire East and develop market and affordable housing;
- Utilise our land for the development of affordable housing to achieve maximum provision and return, enabling the Council to recycle any future return in the provision of more affordable housing;
- Exploring opportunities to work sub regionally, in conjunction with the HCA, to maximise leverage for use of publically owned land to achieve new affordable housing across the sub region;

### **Work with sub-regional partners to deliver the priorities within the Local Investment Plan:**

- Develop new Financial models

The house price structure, high demand and prime values in the Cheshire and Warrington sub-region results in a low risk investment environment with characteristics which are seldom found in the North of England. This means, the area is attractive to financial institutions and pension companies interested in long-term investment in private rented property. This approach to developing an alternative investment model will be explored with the HCA.

In conjunction with this a joint approach to the deployment of *The New Homes Bonus* is being scoped by the partnership and there is a recognition that there may be benefits to offering investors a uniform offer within the broader housing market area, especially if that offer is competitive when compared to neighbouring localities which may compete for housing and employment investment

- Invest in Economic Growth-

We aim to develop closer links between the sub regional housing partnership, and the agencies working with the Local Enterprise Partnership (LEP). The LEP, with Cheshire East will drive forward economic growth, building on already established priorities and aspirations. We will seek to ensure that an adequate new housing supply plays its part in supporting and facilitating growth across the sub region

- Use of Public Sector land

In 2011-13 we aim to carry out an audit of supply of land in public ownership across the sub region and in Cheshire East, and identify the associated potential to recycle receipts and value from this land to achieve a higher level of development.

- Reducing the Carbon Footprint.

Planning policy in Cheshire East will support the introduction of technologies to ensure that all energy demand will be generated by low carbon sources by 2030 and that net CO2 emissions from buildings will be zero.

- Joint procurement opportunities

We will explore the opportunities to work jointly on ventures and achieve economies of scale in areas such as research and development costs, the costs associated with procuring and delivering the sub-regional Affordable Housing Programme, marketing to investors, land reclamation and recycling grant and receipts.

- Development of a Cheshire and Warrington Housing Consortium.

We will work with sub regional partners on the development of a housing consortium for the Cheshire and Warrington sub region. The Cheshire Housing Consortium (CHC) was formed early in 2011 as a response to the reduction in national funding for affordable housing and in order to emphasise the case for affordable housing in Cheshire from a strong base. Many of the RPs who develop

in Cheshire have voiced their support for the CHC which has been successful in achieving funding from the HCA's development programme for 2011-2015

- Utilise experience of HCA in order to achieve objectives in Local Investment Agreement (LIA2)

During 2011/12 the sub region will agree and sign up to an LIA2 which contains the detail of how the LIP2 will be jointly delivered by the sub regional local authorities and the HCA.

In addition to working sub regionally to develop the LIP2 we will:-

**Meet Housing needs of Existing Residents:**

- Increase choice and supply of affordable and accessible housing; Housing markets change over periods of time and therefore the products that we make available to help people access rented and other affordable housing need to change to meet these market conditions.
- Carry out regular reviews to ensure we are developing appropriate products
- Have regular discussions with lenders and Registered Providers to ensure our products meet lending requirements and people are able to access mortgages and housing

**Meet the housing needs for a changing population:**

- Remodel existing time expired dwellings to meet newly arising need from a range of general and supported needs groups.
- Work with HCA to stimulate growth in the private rented sector.
- Work with Planning and Registered Providers to increase the provision of smaller accommodation for middle aged or older residents which would free up larger family housing for rent upon letting.

**Make full use of planning obligation to maximise the provision of affordable housing.**

- Planning gain is an important part of ensuring the right affordable housing is provided across the borough. We will therefore work closely with developers to identify the correct mix and proportion of affordable housing is provided on new housing developments.
- We will be creative in how we use commuted sums in respect of providing affordable housing in key priority areas of the Borough.
- We will harmonise S106 agreements in line with new HCA requirements and in support of the provision of new homes to speed up delivery of new housing
- We will review the need for amendments to the current Interim Planning Statement on Affordable Housing with the aim of increasing provision in the north of the borough where the gap between house prices and earnings is greatest

**Promote and support access to broadband within new developments to help drive the economy and flexible working:**

- The roll out of superfast broadband to our communities is seen as an essential part of infrastructure requirements needed to support future planning of the Borough. Our recently published Core Strategy Rural Issues Summary Document says:  
“In addition to voluntary and community groups offering service (such as community transport schemes) technological improvements can play a key role in supporting rural communities in the future, for example through the rollout of superfast broadband enabling home working and improved access to publicly held information”

**Develop the Local Development Framework, setting out where new homes will be built and ensuring that the community’s need for affordable housing is met:**

- We are developing a number of documents that will ensure we have an adequate supply of land for housing in the right places. The Local Development Framework will contain a number of separate documents including: Development Plan Documents (DPDs) that will contain the vision, strategy, policies and allocations; Supplementary Planning Documents (SPDs) that will give more detailed guidance on the implementation of policies, for example, on affordable housing and planning contributions; the Statement of Community Involvement (SCI) that sets out how and when consultation on the preparation of the Development Plan Documents and Supplementary Planning Documents will be carried out; and the Local Development Scheme (LDS) that sets out the timetable for the preparation of the other documents.

**Deliver our ambition for growth through the development of plans for our three key spatial priorities for Crewe, Macclesfield and our market towns:**

***All Change for Crewe***

Crewe has a significant amount of land that is available for employment, residential and leisure development. Because of this and its excellent strategic transport links, the town has significant potential to cater sustainably for high levels of housing and employment-use related development. Indeed, there is already significant developer interest in progressing new housing schemes in Crewe ..

It is envisaged that through the delivery of *All Change for Crewe*, by 2030, Crewe will be a nationally significant economic centre with a total population in excess of 100,000 people (rising from 83,000 in 2007 LAP area), a large highly skilled working age population, plus business density and start-up rates, output, productivity and salary levels that meet or exceed national levels. Crewe is widely recognised as an important southern anchor to the North West region and a key gateway to the economies of northern and southern England.

*All Change for Crewe* is a suite of regeneration work programmes to tackle issues around the prevalence of poor quality housing alongside the wider residential environment, amenities, cultural, creative and leisure offered by expanding the range and choice available in deprived areas which will help to lift these communities out of poverty.

Appropriate housing provision is essential if we are to achieve accelerated growth and a step change for Crewe.

### ***Make it Macclesfield***

By 2030 significant change will also have taken place in the town of Macclesfield. The redevelopment of the town centre will have taken place and more people will live and work in the town centre, adding vibrancy during the day and into the evening, which together with environmental improvements will have created a safe and desirable place for residents and visitors alike.

Realising the potential of the South Macclesfield Development Area to assist the regeneration of the town will be a key challenge. The 'saved' Macclesfield Local Plan (former Macclesfield Borough Council Local Plan) allocates this area for employment uses. Analysis undertaken suggests that this may not be the right type of use in this location and alternatives should be considered in the Local Development Framework. During a recent public consultation, local residents and businesses indicated that their preferred option included further provision of new homes. We will therefore work with residents and businesses to ensure the most appropriate mix of housing is developed

### ***Sustainable Town Centres***

Many of our smaller towns and their rural hinterlands enjoy a relatively vibrant economy built upon distinctive local assets. But their viability continues to be threatened by poorly integrated development, lack of affordable housing, increasing levels of out-commuting and relatively poor access to amenities and services. Intervention in these areas will include specific projects for the market towns of Wilmslow, Congleton and Middlewich. The projects will review a number of public assets and will assess viability for housing development within these town centres. The hierarchy of towns and service centres has been defined in the LDF Core Strategy.

### ***Delivering Affordable Housing in Rural Areas***

- The Council considers that the development of affordable housing in rural areas is best achieved in partnership with Parish Councils and local communities. The Government's proposals for localism and neighbourhood planning will enable communities to bring forward proposals for development in their area and will enable them to have more influence over where developments should take place and what they should look like.
- The Council has appointed a Rural Housing Enabler (RHE) who can help local communities with this process and provide Parish Councils with independent advice, support and information in developing local affordable housing schemes
- We will take account of the sustainability of villages in Cheshire East when considering the priorities for the development of affordable housing.

- We will utilise the RHE to work closely with communities to carry out rural needs surveys and facilitate provision.
- We will produce a Rural Housing Enabling Guide for Cheshire East which will identify priority areas for development of affordable housing
- We will work with sub regional partners to develop capacity to develop Community Land Trusts (CLTs) in Cheshire East and across the sub region

## 2. MAKING THE BEST USE OF OUR EXISTING HOUSING STOCK

**Cheshire East residents will live in decent homes, regardless of tenure. They will be able to afford to heat their homes and maintain a healthy lifestyle in a safe home.**

**The use of the existing housing stock will be maximised, increasing the availability of decent, affordable and appropriate housing.**

**The private rented sector will be a flexible, well-functioning aspect of the Cheshire East housing market, meeting the aspirations and housing needs of a wide range of households.**

There is a long established relationship between poor housing and ill health. Poor housing conditions, and their impact on the health of the occupants, were the primary drivers of state intervention in housing dating back to the major social reforms of the 1800s. Cold and damp homes exacerbate ill health, particularly respiratory illnesses in older people and young children, and contribute to excess winter deaths, and poor mental health and wellbeing. The annual cost to the NHS of dealing with the worst health and safety hazards in homes in England is estimated to be over £600million.<sup>3</sup>

A long standing Government target has resulted in the improvement of the majority of social housing; the challenge now is to sustain those improvements. Some poor housing conditions do still remain, particularly in the private sector. The prime responsibility for maintaining and improving housing rests with the owner, however we recognise that there are some vulnerable homeowners who lack the resources to improve their homes to a decent standard.

Fuel poverty is a particular threat to people's independence and health, as the inability to afford to heat the home can lead to either inadequately heating the home, or occupiers prioritising their heating over other essential items such as an adequate and healthy diet. A household is in fuel poverty if it needs to spend more than 10 per cent of its income on fuel to sustain satisfactory heating. The most recent figures state that 2.8 million households in England are in fuel poverty.

In many parts of the country there is a shortage of housing which is fuelling high house prices and preventing many people from accessing a decent home. Empty homes reduce the availability of housing in an area and often disrepair, neglect, fly-tipping and anti-social behaviour detracts from a local neighbourhood. Under-occupancy of homes limits the supply of good quality family homes, often resulting in overcrowding in other homes as families struggle to find suitable housing at a price they can afford. There are an estimated 258,000 overcrowded social rented homes across England, with a further 428,000 being under-occupied by at least 2 bedrooms.

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<sup>3</sup> The Real Cost of Poor Housing. BRE (2010)

The private rented sector is an increasingly important growing tenure. Private renting offers a multitude of roles to a wide range of people, serving as a first port of call for new households, a 'bolt-hole' when housing circumstances change, a stopping-off point as people change jobs and move house, and – for many households – a long-term home. Of particular importance is the increasing reliance on the private rented sector to provide homes for vulnerable people, as a result of long housing waiting lists and the imbalance between demand and supply of social housing. Forthcoming changes to Housing Benefit regulations could result in younger single households being forced into shared housing, where fire risks are at their highest.

#### Key Evidence Sources:

- Private Sector House Condition Survey 2010
- Strategic Housing Market Assessment 2009
- Council Tax data
- Empty Homes Survey in Congleton LAP 2010
- BRE stock modelling 2010

#### THE CURRENT POSITION

- Registered Providers have invested heavily in the social housing stock in Cheshire East to ensure 100% of the housing stock meets the Decent Homes Standard, with only a very small proportion of households refusing works (2%). Registered Providers have business plans in place to address non-compliant properties, and have established property standards above the level required for decent homes.

*“A faster than expected delivery of the £43 million improvement programme, with decency increasing from 51% decency in 2006 to 94% in 2009/10 – 100% will be met – customer satisfactions with the Improvement Programme has increased from 87% in 2007/8 to 98.2% in 2008/9” - Peaks and Plains Housing Trust*

- Housing conditions in the private sector present a slightly different picture. 72.4% of the private housing stock in Cheshire East meets the decent homes standard, but over 40,000 homes fall below this basic level (27.6%, compared to 34.4% in England).

#### Reasons for failure of dwellings as a decent home by tenure

Reason	Owner Occupied		Privately Rented	
	Dwellings	Percent (of stock)	Dwellings	Percent (of stock)
Category 1 hazard dwellings	23,900	20.2%	5,990	21.4%
In need of repair	8,820	7.5%	2,630	9.4%
Lacking modern facilities	1,130	1.0%	730	2.6%
Poor degree of thermal	11,780	10.0%	4,570	16.3%

comfort				
<b>Non-decency total</b>	<b>31,250</b>	<b>26.4%</b>	<b>9,120</b>	<b>32.5%</b>

Source: 2010 House Condition Survey

- There are an estimated 31,000 vulnerable households living in the private sector; 35.2% (11,000) are still living in non-decent homes. The highest level of non-decency for vulnerable households can be found in Macclesfield, where there is also a higher proportion of pre-1919 housing of non-decent standard than in other Cheshire East areas.

### Non-decent dwellings with vulnerable households

Area	Tenure	Vulnerable households in non decent dwellings	Percent vulnerable households in decent dwellings	Percent vulnerable households in non decent dwellings	Shortfall for vulnerable occupiers on PSA7 target
Crewe	Owner Occupied	1,710	68.0%	32.0%	110
	Privately Rented	530	62.0%	38.0%	110
Macclesfield	Owner Occupied	1,130	72.0%	28.0%	-80
	Privately Rented	1,970	48.2%	51.8%	830
Market Towns	Owner Occupied	3,600	65.3%	34.7%	480
	Privately Rented	760	69.3%	30.7%	20
Rural	Owner Occupied	1,130	61.6%	38.4%	250
	Privately Rented	120	83.4%	16.6%	-110
Cheshire East	Owner Occupied	7,570	66.7%	33.3%	760
	Privately Rented	3,380	59.9%	40.1%	850
<b>Total</b>		<b>10,950</b>	<b>64.8%</b>	<b>35.2%</b>	<b>1,610</b>

Source: 2010 House Condition Survey

- The previous Government's target to ensure that at least 70% of vulnerable households are living in decent homes in the private sector by 2010 has not been met. This target was removed in 2008; however it continues to provide a good measure against progress in tackling housing conditions for our most vulnerable households.
- The financial impact of poor private sector housing conditions on health services in Cheshire East is estimated at £4.3 million per year. £1.4 million is attributable to

excess cold, and £1.2 million to falls on stairs. The average cost of mitigating falls on stairs is just £519 per dwelling.

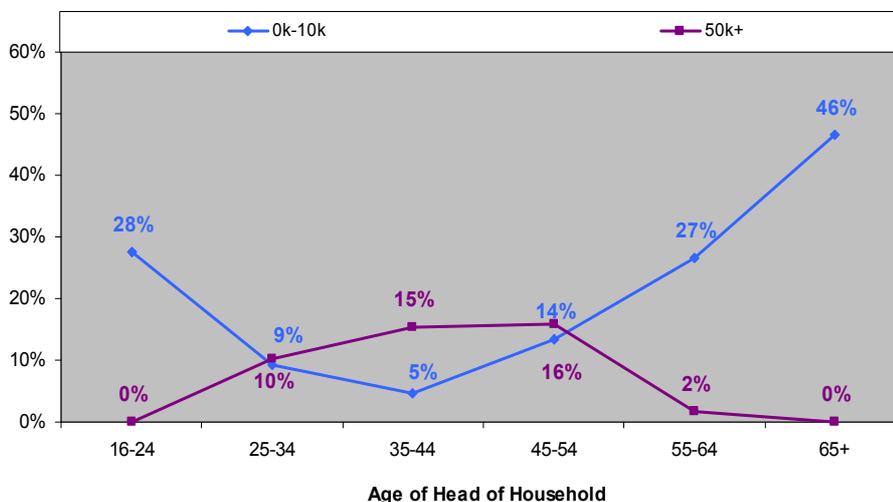
- The average cost of bringing homes up to the Decent Homes Standard is £5,560 per property, and investment of £224.4million is needed across the Borough, if all homes were to meet this standard.

Reason	Total Cost (£ million)	Average Cost per dwelling (£)*
Category 1 Hazard	£105.1	£3,520
Repair	£62.7	£5,470
Amenities	£29.1	£15,620
Thermal comfort	£27.5	£1,680
<b>Total</b>	<b>£224.4</b>	<b>£5,560</b>

Source: 2010 House Condition Survey

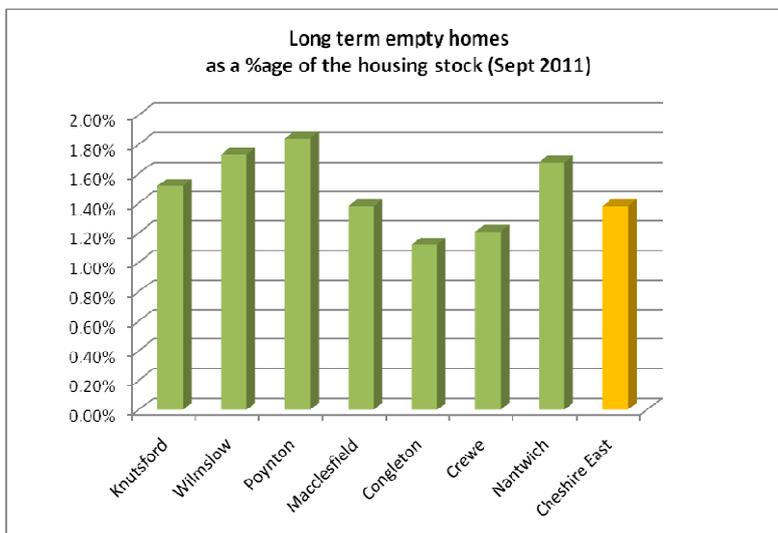
- The private rented sector in Cheshire East is in better condition than nationally (44% non-decent in England), but, whilst numerically small, still has the highest proportion of non-decent homes in Cheshire East. 32.5% (9,120) of private rented homes are non-decent, compared to 26.4% owner-occupied properties, and 2% in the social rented sector. There is a higher proportion of vulnerable people living in non-decent private rented homes (40.1%) than owner-occupiers (33.3%).
- Houses in Multiple Occupation (HMOs) are not a common feature in the private rented sector in Cheshire East, with only 27 licensable HMOs and an estimated 560 non-licensable HMOs.
- 46% of households where the head is age 65+, and 28% of households aged 16-24 has an annual income of less than £10,000. Demographic changes will present further challenges for improving and maintaining the quality of the housing stock in Cheshire East, with an increasing number of older people remaining in their homes for longer on fixed incomes and reliant on dwindling savings.

High and low incomes by age of head of household



Source: 2010 House Condition Survey

- Thermal comfort and excess cold are the main factors for non-decency in the older housing stock, with 21.7% of pre-1919 private housing having poor thermal comfort. The more modern stock contributes to an average SAP<sup>4</sup> rating of 56 in the private sector, compared to a national rating of 50.
- Social housing has better SAP ratings than the private sector, ranging from 65 to 75 among Registered Providers in Cheshire East.
- An estimated 16,400 households are in fuel poverty in Cheshire East, which is slightly better than the national picture (11.7% in Cheshire East, compared to 15.4% in England).
- Households have indicated that the main home improvements needed are better levels of insulation, heating and double glazing<sup>5</sup>. This will contribute towards improving thermal comfort.
- Across Cheshire East there are nearly 2,300 long term empty homes (empty for longer than 6 months)<sup>6</sup>. Macclesfield Local Area Partnership (LAP) has the highest number of empty homes, followed by Congleton and Crewe LAPs. However, as a proportion of the housing stock, Poynton LAP has the highest proportion of long term empty homes, followed by Wilmslow and Nantwich LAPs.



Source: Council Tax data 2011; Dwelling estimates and size of area (mid-year 2008)

Analysis of empty homes data and local surveys demonstrate that there are three main contributory factors to the level of empty homes:

<sup>4</sup> SAP, or Standard Assessment Procedure, is a government rating for energy efficiency.

<sup>5</sup> Household Survey as part of Strategic Housing Market Assessment 2009

<sup>6</sup> Council Tax data at 18<sup>th</sup> Jan 2011

- The current economic climate has led to empty homes being on the market for longer than a six month period (28% of long term empty homes in Congleton LAP in 2010 were for sale or to let).
- A combination of empty specialist housing such as older people's accommodation, new build homes in a struggling market, and Registered Providers' decommissioned sheltered stock awaiting remodelling is inflating the level of long term empty homes.
- 94% of owners in Congleton in 2010 expressed willingness to bring their long term empty homes back into use, but quoted the affordability of major repairs as the main barrier.

### PROGRESS TO DATE

- A subsidised home insulation and renewable energy programme has seen over 3,700 thermal comfort and energy efficiency improvements, assisting in the reduction of energy bills for households.
- We have invested over £770,000 in vulnerable households' homes through affordable loans, to bring them up to a decent standard.
- Home improvement agencies form a key part of our strategy to support vulnerable homeowners to improve, maintain and repair their homes. Over 6,500 older people have received housing related information, advice and support, enabling them to maintain their independence.
- Handyperson services for low level tasks are a valuable contributor to preventing disrepair spiralling and resulting in higher repair costs. 4,500 small repairs have been carried out across Cheshire East to support older people to remain living independently in the home of their choice. For each £1 spent on handyperson services in 2009-10 in Cheshire East, there was a cost benefit of £1.97. Cost benefits for health were estimated at £46,332, for the individual were £48,048 and for social services £103,567.
- A stepped approach to enforcement of housing legislation has resulted in improved housing conditions for over 400 private tenants.
- We have licensed all known high-risk Houses in Multiple Occupation (HMOs), and have commenced a programme to identify and inspect all non-licensable HMOs across Cheshire East, working with our partners at Cheshire Fire & Rescue Service.
- The introduction of Cheshire homechoice has led to a decrease in the length of void social housing properties across the whole of the Borough. For one housing provider, there has been a reduction from an average of 56 void days to 39 void
- Another housing provider has seen the following changes:

	Pre Choice Based Lettings (CBL)	Post CBL
Bungalow	23 Days	15 Days
Flat	25 Days	20 Days
House	16 Days	9 Days

- We are on track to assist more than 60 households into accessing private rented accommodation with the use of the deposit guarantee scheme.

- The Private Sector Liaison officers have increased the number of landlords who they work with by 24 in the last financial year resulting in increased access to the private rented sector and supporting and encouraging best practice amongst landlords across the area.

## CONSULTATION

Consultation events have told us:

- Bringing empty homes back into use is one of the top priorities for Cheshire East (*Members event, November 2010*), with 59 per cent of residents who responded to the 2010 Quality of Life Survey in agreement.
- We need to focus on improving housing conditions in the private rented sector, including tackling overcrowding and disrepair (*Housing Strategy event, February 2010*)
- Incentives are needed to tackle under-occupancy so that we can make best use of the social housing stock (*Housing Strategy event, February 2010*)
- To tackle fuel poverty we need to improve access to information on energy tariffs, insulation and renewable energy schemes, and maximising income (*Housing Strategy event, February 2010*). Linked to this was improving the energy efficiency of our housing stock, where 41per cent of Poynton Local Area Partnership residents felt this was important (*Quality of Life Survey, 2010*).
- Developing private landlords' skills and knowledge was highlighted as a priority, particularly in Crewe and Nantwich Local Area Partnership areas (*Quality of Life Survey, 2010*)

## OUR STRATEGIC APPROACH – 2011 TO 2016

We will:

**Improve decency across all tenures by:**

- **Providing a range of affordable financial options for home repairs, targeted at vulnerable low income households living in the worst housing conditions**

Capital resources for private sector renewal are at a premium, so we need to make best use of the limited resources we have to ensure that they are used where they are most needed, taking advantage of the freedoms and flexibilities afforded to us through the Regulatory Reform Order that swept away the previous grant regime. We will revise our Financial Assistance Policy to make sure that packages of assistance are affordable and attractive, focussing on the needs of the most vulnerable households that need our support. We will make use of local intelligence and indices of deprivation to target the promotion of the assistance available to areas where there is a higher presence of low income households.

- **Providing support to older and vulnerable households to improve, repair and maintain their homes**

Investment and support for home improvement agencies (HIAs) will enable us to target our resources at the most vulnerable households. We are working with Adult Services and Central & Eastern Cheshire PCT to review the HIA services in Cheshire East. Moving forward, we will continue to work closely with the new HIA and our health and social care partners to ensure that opportunities for partnership working and service development are maximised, and that where vulnerable households are identified living in very poor housing conditions, comprehensive support plans are put in place. Handyperson services provide an early intervention to prevent further decline in the condition of a property; the expansion of handyperson services across Cheshire East will have a positive impact on housing conditions.

- **Registered Providers continuing to invest in their stock in order to achieve and sustain decency across all accommodation**

With the achievement of the decent homes target by the major providers of social housing in Cheshire East, their focus is now on maintaining properties to that minimum standard, investing in those properties where the tenants refused decent homes work as they become vacant, and developing their 'decent homes plus' approach: improving properties to a higher standard. Carbon reduction and tackling fuel poverty are the main themes running through the decent homes plus proposals.

- **Explore an approach to improving housing within our town centres**

Housing can contribute to the night time economy, community safety and the regeneration of town centres. We will work in partnership with Regeneration to explore new initiatives and area based housing renewal.

**Take a proactive approach to improving access to good quality housing in the private rented sector by:**

- **Improving landlords' and tenants' knowledge of good management and property standards**

Landlord Forums across Cheshire East are well attended and provide a mechanism for two way dialogue between agencies and landlords. We will continue to develop the forum meetings to increase knowledge on a range of topics and changes in housing and planning policies and legislation, and to consult with landlords on service developments. Likewise, we will continue to develop our newsletters and good practice guides to develop a library of quality resources for landlords to access. We will develop a tenant referencing scheme, and provide training to tenants to support them to maintain their tenancies. We will promote information on landlords and tenants rights and responsibilities, and make them aware of services available to support them. We will provide advice, guidance and support to new landlords to encourage them to work with the Housing Options team and accept referrals from us for people in housing need.

- **Working with sub-regional partners to implement and develop the Cheshire Landlord Accreditation Scheme**

Joint working across Cheshire and Warrington has led to the development of an accreditation scheme, looking at both how the landlord manages the property as well as the standards of the properties being let. The scheme recognises landlords who operate successful businesses and provide tenants with safe, well managed and good quality accommodation. We will continue to work with Cheshire West & Chester and Warrington to develop the scheme, bringing together incentives to encourage a larger membership. We will ensure that any landlord who we signpost or refer our customers to is a member of the accreditation scheme. Educational establishments and large employers in the area often market private rented accommodation to their students or staff; we will seek to ensure that they only associate with accredited landlords.

- **Targeting inspections on an area-based approach in areas with high levels of privately rented properties**

There are no significant concentrations of privately rented housing in Cheshire East, although privately rented student accommodation is growing in the Crewe area. Where there are pockets of privately rented housing, we will focus our attention on ensuring that housing conditions meet the legal minimum standard, and use Part 1 of the Housing Act 2004 to improve housing where landlords are operating wilfully outside of the law. We will identify privately rented housing using information from the house condition survey, reports from tenants and neighbours, and by close partnership working with other departments and agencies, including Cheshire Fire & Rescue and the Police. We will ensure that vulnerable and hard to reach groups know about and can access our services, particularly migrant workers who are often living in multiple-occupancy properties, and often in the poorest conditions.

- **Focusing our attention on ensuring houses in multiple occupation are free from fire risks and other significant hazards**

Fire hazards are a significant concern in HMOs, so by employing our tiered enforcement policy (education, informal liaison and, where these are not effective, formal enforcement of housing legislation) we will seek to ensure that all HMOs are free from significant fire risks. We have started a comprehensive programme to identify HMOs across Cheshire East, drawing on a number of information sources. As we identify and inspect properties, we will determine a rolling inspection programme, based on the risks posed by each individual property and their management. We will work in partnership with Cheshire Fire & Rescue and the Border Agency to bring about improvements in rented accommodation for migrant workers, who frequently find they are living in hazardous conditions.

**Reduce the incidence of Fuel Poverty by:**

- **Working across tenures to improve health through warmth**

Funding from National Energy Action has enabled us to develop a “Hotspots” referral network to tackle the causes of fuel poverty, by increasing awareness and improving access to service to maximise income, improve energy efficiency and thermal comfort, and improve home safety. Core partners are Cheshire East Council (Private Sector Housing, and Benefits), Energy Projects Plus, Energy Savings Trust Advice Centre and Cheshire Fire & Rescue Service. The network will be developed to expand the range of secondary partners, to include front line health and social care staff, third sector providers and community groups. Raising awareness of the causes, effects and remedies of fuel poverty is critical, not only for residents, but also for front line workers to recognise the signs for residents they come into contact with.

As the use of practical insulation measures widens through Government and utility supplier initiatives and self-funding by householders, we will turn to behavioural change as our focus, such as changing the way people use their heating and other energy consumables, finding the best energy tariffs, and keeping warm in the winter months. We will build on the work being carried out by Registered Providers, extending it into the private sector, and linking with the Hotspots referral network.

- **Targeting practical and financial support for vulnerable homeowners to tackle the effects of cold and damp homes**

With excess cold being highlighted as the most common Category 1 hazard in the private sector, and lack of thermal comfort being the second highest reason for failure of the decent homes standard, the revised Financial Assistance Policy will have a strong theme of tackling the effects of cold and damp homes. Cheshire and Warrington have secured £7.2 million investment in improving energy efficiency in hard to treat social and privately rented housing. We will work with partners across the sub-region to deliver this package of renewable technologies and solid wall insulation between 2010 and 2013.

- **Utilising housing legislation to effect thermal improvements in the private rented sector**

Landlords have a duty to ensure that their tenants are living in adequate housing conditions free from Category 1 hazards. Part 1 of the Housing Act 2004 gives us the necessary powers to require owners to carry out works to reduce or eliminate Category 1 hazards. We will use these powers, together with providing information and advice, including signposting to available grants and discounts, to landlords to ensure that they address excess cold hazards in the most cost effective way.

- **Maximising the use of government-initiated carbon reduction schemes**

Our financial resources will not stretch to meeting the needs of every household in Cheshire East. We will therefore raise awareness of the Energy Savings Trust Advice Centre for high quality advice, utility suppliers’ carbon reduction schemes, any grants and discounts that are available locally and nationally, support Community Energy Savings Programme (CESP) projects in Cheshire East, and promote the use of the Warm Front programme. We will seek out and respond to

opportunities to draw further investment into Cheshire East, such as the Green Deal.

**Bring Empty Homes back into use by:**

- **Monitoring and analysing the incidence of empty homes to identify opportunities for early intervention**

Understanding the reasons why homes become, and remain, empty is critical to our strategic approach to tackling empty homes. Linking together different datasets on empty homes will enable us to gather good intelligence on empty homes and create a single point of reliable information. Comprehensive data from Council Tax records, reporting by the local community and local intelligence will enable us to analyse where empty homes are and identify key trends. Where we start to see clusters of empty homes, we can direct intervention and resources to eliminate the risk of housing market failure.

- **Developing a range of innovative resources to support owners**

Research into the reasons why homes remain empty will inform the level and type of support we offer owners to return empty homes back into use. Research in the Congleton LAP demonstrated that financial assistance for home repairs was the main barrier, and there was also interest expressed in leasing schemes. We will respond to these priorities through the development of sustainable but affordable financial assistance, and developing leasing models in partnership with housing providers, to give owners the best possible opportunities to bring the house back into economic use. Good quality information and advice for owners of empty homes is vital. We will develop our online and printed resources, so that owners have a one-stop portal of information about their options to bring empty homes back into use, and can make informed choices. We will maximise our resources by working in partnership with Registered Providers, and responding to opportunities for funding for empty homes, including funding from the New Homes Bonus and the Homes and Communities Agency's affordable housing framework.

- **Focusing our interventions on empty homes**

We need to ensure that we maximise the use of our limited resources to have the best impact. We will:

- Work with LAPs to prioritise areas where there are high concentrations of empty homes
- Focus our attention on the most problematic properties, determined through a risk-based assessment
- Carry out enforcement in accordance with the principles of better regulation, and taking a stepped approach: information and education, liaison with the owner, and where this fails, use our statutory powers
- Facilitate partnerships between Registered Providers and owners to utilise empty properties to meet the growing need for social housing.

**Reduce overcrowding and under occupancy by:**

- Providing holistic housing advice to ensure households are able to access appropriate accommodation

This also includes Housing Options Advisors advising on Housing Benefit entitlements; the Money Advisor maximising income for households to enable them to afford larger properties or to be able to afford to downsize, and making best use of Cheshire homechoice to award the appropriate level of priority to households to enable them to move into social housing.

- Continuing the use of the Deposit Guarantee Scheme and the Prevention Fund to support households into accessing more appropriate accommodation in the private rented sector
- Working with our sub-regional partners to develop a strategic approach to tackling overcrowding and under occupancy consistently across Cheshire and Warrington.
- Developing the Cheshire homechoice web system to deliver an enhanced housing options package, so that households are able to see all properties that are suitable for them across all sectors

### **Work with Registered Providers to improve void management by:**

- Developing the Cheshire homechoice policy and procedures to ensure that allocations can be made quickly and effectively to reduce the length of time that properties are vacant
- Encouraging more Registered Providers to join the Cheshire homechoice partnership to ensure consistency across the Borough and make better use of the enhanced system that is in place

### 3. Meeting the needs of our most vulnerable residents

Cheshire East residents will have a range of housing options and the opportunity to live independently within an appropriate housing setting, with access to housing support at the time that they need it.

Commissioning and funding good-quality housing-related support has wide benefits for vulnerable people, such as reductions in admissions to residential or nursing care, faster transfer of care from hospital to home, enabling the ability to sustain tenancies and reductions in teenage pregnancies and drug-related offences. Government research has found that an investment of £1.6 billion in the supporting people programme delivers £3.41 billion net financial benefits through reduced costs in homelessness, health services, tenancy failure, crime and residential care.

Changes in social policy and medical advances has enabled more people of all ages, with varying levels of disability and complex needs, to live with a degree of independence in the home of their choice. Older people are by far the main recipients of help with home adaptations; however, many children with serious medical conditions are being treated more effectively and living longer into adulthood, which can mean that families need to adapt their homes more than once as the child's requirements change. One-off investment of between £2,000 and £20,000 to adapt an older person's home can contribute £6,000 annual savings through a reduced need for residential care.

Households who live in temporary accommodation are some of the most vulnerable and socially excluded in our society. They are more likely to experience difficulties in accessing appropriate health services and experience uncertainty and isolation. Issues can be compounded by a move to new, short term accommodation away from their support network, sharing facilities with strangers and having to support themselves and in some cases children on tight budgets. Reduction in the use of temporary accommodation as well as reducing the length of stay for those households who have no alternative is essential.

Local authorities have been actively reducing the levels of rough sleeping, recognising the negative impact on some of our most vulnerable residents. The new Government wish to take this a step further and has an ambition to end rough sleeping by 2012.

The upcoming reforms by the Coalition Government will bring significant changes for vulnerable residents as services across a number of sectors are challenged to rationalise and refocus. The effects of changes in the Ministry of Justice, Department of Work and Pensions, the Home Office and the Department of Health will all impact on some of the most vulnerable residents. The changes will be witnessed in areas such as access to benefits which will affect accommodation options, joined up working and commissioning of services and access to support to deliver and maintain independent living.

#### KEY EVIDENCE SOURCES:

- The Supporting People Needs analysis (2009)
- Study into Migrant workers (2009)

- Gypsy & Traveller Assessment (2007)
- Homelessness Review & Strategy (2009/2010)
- Home Improvement Agencies Review (2010)

## THE CURRENT POSITION

Although overall Cheshire East is a wealthy area with a high quality of life, there are many individuals and families within our communities who are vulnerable. Several reviews and research projects relating to specific client group activity have helped us understand who these vulnerable people are and to guide our strategic priorities to maintain and prioritise delivery.

Supporting People (SP) has been the main source of funding for supported housing services for vulnerable adults. The funding is now received as part of the Area Based Grant and is no longer a named ring fenced grant. Commissioning arrangements, informed by an annual needs assessment, enables us to provide appropriate services. Annual expenditure on housing support related services was £9 million in 2009-10.

Supporting People needs analysis information in 2010 told us:

- There is an under-supply of supported accommodation for:
  - Older people with mental health problems / dementia,
  - Single homeless people,
  - People with mental health issues,
  - People with physical / sensory disability,
  - People with drug / alcohol issues
  - Gypsies and Travellers,
  - Young people leaving care
  - Young people at risk
  - Offenders
  - Homeless families with support needs
- The most significant unmet needs were for those with alcohol problems (under-supply of 381 units) and young people at risk (203 units)
- There is a lack of non-accommodation based support in many areas, notably for older people, those with alcohol misuse problems and people with learning disabilities

The Cheshire Partnership Area Gypsy & Traveller Accommodation and Related Services Assessment was carried out in 2007, to establish the current and future accommodation needs and aspirations of Gypsies and Travellers in the area. The study told us:

- Household sizes of Gypsy and Traveller families average 3.5 people per household, significantly larger than the average household size in the settled community.
- There is a need for additional permanent & transit pitches across the Borough. Between 2006 and 2010, 27 to 42 pitches were needed, and from 2011 to 2016 a further 19 to 22 pitches.

- Migration rates out of Cheshire East for Travellers are low.

A study on the housing and support needs of emergent migrant communities living and working in the Cheshire area was completed in 2009. The study told us:

- The highest concentration of migrant workers is in the Crewe area, living in the private rented sector
- There are low numbers of migrant workers living in social housing, with less than 40% of migrant workers contacting a social housing provider for accommodation, believing that if they had a job they were not eligible.
- Migrant workers face affordability issues in accessing housing, including struggling with the upfront costs of renting and the loss of deposits when moving.

A comprehensive review of services for homeless households was carried out to formulate a picture of the scale and nature of homelessness in Cheshire East and likely levels of future homelessness. This told us:

- Affordability is a significant issue with prices well above the North West average and private renting expensive in comparison to social rents.
- High demand for 1 and 2 bedroom properties in the social rented sector with significant waiting time for households requiring this type of accommodation.
- Overcrowding and under-occupation are both issues.
- Accommodation is needed for those with complex needs
- A full review of temporary accommodation in the Borough is needed.

A review of the Home Improvement Agency services was carried out in 2010, as the first stage in developing and jointly commissioning a modern, integrated and fit for purpose HIA service with a concentrated focus on achieving better outcomes for older, disabled and vulnerable people. The review told us:

- Demand for adaptations through the Disabled Facilities Grant programme is high, and increasing (figures)
- There were large variations in the length of time to complete adaptations across Cheshire East, with several instances of people waiting 2 years or more
- Demand for ground floor facilities and additional living space is increasing, with the majority being for disabled children: in 2009-10 the average cost of adaptations for children was £6,450, and for children was £21,500.
- The HIA service needs to better form part of a whole systems response to safeguard adults and children through proactive intervention.

## PROGRESS TO DATE

We exceeded the target to reduce the use of temporary accommodation for families by 50 per cent, going from a baseline of 224 at 31<sup>st</sup> December 2004 to just 8 at 31<sup>st</sup> December 2009.

We have worked closely with the Housing Benefits team to make improvements for customers with the following benefits; reducing the level of evictions from private landlords and ensuring quick and effective payments to both individuals and landlords to prevent homelessness.

Other important examples of joint working include:

**Working with Connexions, Just Drop-In, Youth Offending Service, YMCA and Forum Housing** - to develop the roles of two young people's workers in the area who are the first point of contact for young people who are likely to become homeless or have a housing issue.

**CAB** – working together with CAB to provide advice and assistance in the Courts to households who are at risk of losing their home across all tenures.

Furthermore, the introduction of the Fit to Face Future programme will deliver workshops to people with debt and money issues to enable them to take control of their finances and prevent the reoccurrence of debt.

**Strategic work with Domestic Violence services** - ensures the needs of people fleeing violence are taken into account and responded to appropriately.

**Working with Job Centre Plus, CAB, RSLs, and Health** - to create and deliver a 27 point Recession Action Plan, with the aim of ensuring that information is available to help households.

**In collaboration with Connexions, Children's Services, YOS, Adullam Homes and the three main Registered Providers we have expanded the Vulnerable Young Persons Scheme.** This has been expanded to cover the whole of Cheshire East to give additional housing options for young vulnerable people.

Working with Children's Services to deliver a joint protocol on our response to homeless 16 and 17 year olds. This has made a clearer pathway for them to access the most appropriate service.

Working with Plus Dane to deliver a furnishing project for the benefit of disadvantaged households in Cheshire East.

Commissioning two schemes with Wulvern and Plus Dane to deliver supported accommodation to ex-offenders.

Commissioning of the Nightstop Project which has led to 51 young people being

referred to the scheme (between March 2009 and June 2010), where homeless 16 to 25 year olds are offered accommodation at a volunteer's house for up to three nights whilst a suitable alternative or return to home is negotiated.

We have improved access to our services for the Polish community through translation services.

Secured funding from Supporting People to fund tenancy support in the private rented sector and for people in temporary accommodation, to enable vulnerable households to access a wider range of accommodation and ensure long term tenancy sustainment.

Introduced a move-on process for households in supported accommodation as part of Cheshire homechoice.

**Joint working with Adult Services, Home Improvement Agencies and Registered Providers has seen improvements in the Disabled Facilities Grant process.** Timescales have reduced through improved joint working, lean systems and better monitoring of cases through the adaptations process. There is greater consistency in recommendations for adaptations in line with Fair Access to Care criteria. Better value for money is being achieved, for example an estimated £70,000 will be saved each year through a single contract for lifts, and joint funding of adaptations with Registered Providers is enabling the DFG programme to meet the needs of more people. Greater financial investment in adaptations is being made, with increased central government funding for adaptations contributing to over £2.5million expenditure on Disabled Facilities Grants in Cheshire East between 2009 and 2011.

## CONSULTATION

Consultation events have told us:

- We need to improve access to information for people in housing need, including improved provision of money advice (*Housing Strategy event, February 2010*) and how to access specialist services for substance abuse, cultural issues, and disability needs (*Homeless Strategy event, 2010*)
- Advice on access the private rented sector, tenancy support and securing longer letting agreements are essential to reduce the potential for homelessness (*Housing Strategy event, February 2010, and Homeless Strategy event, 2010*)
- Pre-tenancy training is needed for households in temporary accommodation to improve their independent living skills (*Homeless Strategy event, 2010*)
- The Housing waiting list does not give enough priority to those in supported housing (*Homeless Strategy event, 2010*)
- Specialised accommodation is needed for people with mental health and/or substance abuse issues (*Homeless Strategy event, 2010*)
- More suitable housing for people with disabilities is needed (*Housing Strategy event, February 2010*)

**OUR STRATEGIC APPROACH – 2011 TO 2016**

We will:

**Reduce the incidence of homelessness by:**

Delivering the objectives of the Homelessness Strategy which focuses on five key themes: Prevention; Processes; Tenancy Support; Temporary Accommodation; and Permanent Accommodation. The action plan is delivered and monitored by a multi agency steering group.

Some of the actions from the strategy are highlighted below and will result in the following outcomes:-

<b>Prevention</b>	<b>Action</b>	<b>Outcome</b>
Tackle financial issues for those most at risk	<ul style="list-style-type: none"> <li>Extend access to money advice in Cheshire East</li> </ul>	Fewer households falling into arrears with mortgage or rent. Fewer households accumulating debts. More households able to respond appropriately to a financial crisis
<b>Processes</b>	<b>Action</b>	<b>Outcome</b>
Improving referral processes	<ul style="list-style-type: none"> <li>Continue to work closely with all partners involved with homelessness and support</li> </ul>	Successful working practices are established with all partners to enhance service delivery
<b>Tenancy support</b>	<b>Action</b>	<b>Outcome</b>
Resolving gaps in provision of support	<ul style="list-style-type: none"> <li>Working with supporting people to increase provision</li> </ul>	Successful and longer term tenancy sustainment
<b>Temporary accommodation</b>	<b>Action</b>	<b>Outcome</b>
Improving the provision of temporary accommodation	<ul style="list-style-type: none"> <li>Conduct a comprehensive review of temporary accommodation available</li> </ul>	improved quality of accommodation; more households accessing wider services such as work, employment, health services.
<b>Permanent accommodation</b>	<b>Action</b>	<b>Outcome</b>
Increase access to affordable housing	<ul style="list-style-type: none"> <li>Continue to offer a range of affordable housing options</li> </ul>	More households accessing affordable housing options

Outcomes also identified include:

- Increase in vulnerable groups accessing social housing due to improved advice services
- Improved move-on from temporary/supported accommodation
- Use of temporary accommodation/Bed & Breakfast reduced

**Commission appropriate housing related support services for vulnerable people by:**

- Remaining an active partner on the Supporting People Commissioning Body – a partnership that also comprises Probation and the Primary Care Trust. The purpose of this body is to make allocation decisions regarding service commissioning / decommissioning and strategic agreement. The Body reviews Supporting People contracts with providers and these reviews focus on:-
  - Strategic relevance of service
  - Value for money
  - Analysis of need
- Assisting in the development of the Supported Housing Strategy, which will take account of the findings of the Homelessness Review and the Temporary Accommodation and Supported Housing Review.

**Develop new supported housing:**

The delivery of new supported housing will be a challenge for the authority within the current economic climate. Supported housing traditionally needs higher rates of subsidy than general needs housing. We will work with our Registered Providers to explore ways in which to develop specialist accommodation.

Services will continue to be focused on specific client groups such as:

- **Increase the provision of accommodation for Gypsies and Travellers by:**
  - Utilising our land assets for the provision of a permanent Gypsy and Traveller site.
  - Increasing current provision on our existing Gypsy and Traveller site, and improving the site to ensure the provision is safe and fit for purpose.

Develop spatial policies on the level of provision and locations through the Local Development Framework.

- **Improve access to suitable housing for people with disabilities and care needs, by:**
  - **Modernising the Disabled Facilities Grants programme.** Increases in the ageing population and better life chances mean that the growth in demand for support to adapt housing will continue. We will continue to invest in adaptations, and work with Registered Providers to maximise resources and ensure that funding is distributed equitably, both across tenures and across the Borough. We will seek alternative ways of procuring adaptations to achieve value for money, using

collective buying power with our partners to drive down costs. We will continue to review our processes to minimise the time that disabled people have to wait for the housing adaptations that they need, and we will benchmark our costs and performance against similar local authorities, to become one of the best performing authorities for adaptations. We will develop the HIA service as part of an integrated approach to connecting health and social care resources, centred around the Independent Living Centres. Joint working across housing, health and social care will provide a whole systems response to maximising the safeguarding of vulnerable people and enabling people to remain in the home of their choice, with or without support, for as long as possible.

- **Delivering minor adaptations.** We will improve access to services across Cheshire East by delivering minor adaptations through the HIA service. We will develop services for self-purchasing customers and customers with personalised budgets, to complement the social care services available.
  - **Supporting self-help.** There is an increasing body of people who want to self-purchase equipment and adaptations, or who do not qualify for social care support, as well as the increasing numbers of people receiving personalised budgets and direct payments. Through the HIA service, we will develop services that are attractive and responsive to the needs of people outside of the social care system. We will develop affordable finance solutions for people who do not qualify for disabled facilities grants, to enable them to continue to live independently in the home of their choice as long as possible.
  - **Providing an accessible housing register.** We will improve access to solutions for households in housing need in the following ways: by training third parties such as Age Concern, library staff and supported accommodation on the homechoice system to enable more people to access the register and place expressions of interest in appropriate properties; improving contact with rural areas by linking in with the mobile libraries so access to advice and assistance with the register is more readily available.
- **Improve provision of Temporary Accommodation by:**
    - Working in partnership to develop an appropriate supply of temporary accommodation across the area.
    - Investing in our current provision to ensure we are providing good quality accommodation which is fit for purpose.
  - **Bring an end to rough sleeping by:**
    - Developing a strategic plan in partnership with stakeholders, which will set out our approach to meet the Government's ambition to eradicate rough sleeping.
  - **Meet the needs of Migrant communities by:**

- Regularly disseminating information through appropriate networks on social housing policies and affordable housing options.
- Building relationships with private sector landlords to increase access to housing and ensure that housing is safe and decent.
- Assessing the impact on future housing needs of the Eastern European tradition of caring for older generations in the home.
- **Respond to Housing Welfare Reform by:**
  - Raising the awareness of Members and front line staff on the proposed changes to the welfare benefits system.
  - Linking with the Housing Benefit department, Registered Providers and Job Centre Plus to ensure messages are delivered to the key people affected at the right time.
  - Providing information, support and advice to local private sector landlords on the changes to the local housing allowance to ensure we continue to have an adequate supply of private rented accommodation.
  - Ensuring that money advice and debt counselling services are equipped to give appropriate advice and assistance.

**Recognise and respond to our Corporate Parenting Responsibilities by:**

- Continuing to have an active involvement in the Corporate Parenting Board
- Working with Children's Services departments on improving working process and information sharing as well as ensuring sufficient tools and options are in available to ensure young people in our care receive high quality support and opportunities that they might otherwise lack or miss out on.
- Having an active involvement and commitment to the reshaping of the 16plus service which is committed to: identifying the challenges for cared for children; making plans and proposals for addressing the challenging and putting those plans and proposals into action.
- Ensuring that the Allocations Policy for Cheshire East Council gives sufficient and appropriate priority for rehousing to Cared for Children.

#### 4. Meeting the housing needs of an ageing population

Older people in Cheshire East will have the opportunity to live in good quality, accessible and adaptable housing with access to support services and advice, enabling them to live independently in later life.

Older people's health, well being and quality of life are so closely linked to the suitability of their homes and neighbourhoods that connections across housing, health and social care are critical to ensuring independence in later life. Maintaining independent living and a full and active life for many older people is dependent upon help and support being available to overcome poor housing conditions, unsuitable housing and difficulty gaining access in and around the home. A home should help people be independent and give them the security to be active members of their communities.

An ageing society is one of the major challenges we face in housing. We know with some certainty that the number of people age 65 and over will increase dramatically over the next 15 years. As we get older, our housing needs change. As well as providing appropriate housing and support for the older people of today, there is also the challenge of ensuring that the right type of housing and support is available for future generations.

##### Key Evidence Sources:

- Private Sector House Condition Survey 2010
- Strategic Housing Market Assessment 2009
- Cheshire Older Persons Housing Strategy 2007
- Extra Care Housing Report 2010
- Home Improvement Agency Review 2010
- Supporting People Needs Analysis 2009

##### THE CURRENT POSITION

- The number of people in Cheshire East who are over the age of 65 is set to increase significantly within just a few years (56 per cent by 2027). Cheshire East is projected to experience a proportionately larger increase in the older population than both the North West and England as a whole.
- In retirement, fixed incomes and dwindling savings present challenges to older people to maintain their home and access leisure and social activities that keep them healthy. Older people in Crewe experience a greater level of income deprivation than other areas of Cheshire East. Across the Borough, an estimated 46 per cent of households where the head is age 65+ have an income of £10,000 or below.

- Some of the older sheltered housing stock is becoming difficult to let, and we are also seeing an increasing number of long term empty privately owned older people's accommodation across the Borough.
- Increases in the population of very elderly, or 'frail old' people are forecast to increase very significantly, with the 80-89 age group increasing by 82 per cent and the 90+ age group increasing by 155 per cent.
- An estimated 33.2 per cent of people in the 55-64 age group, and 30.6 per cent in the 65+ age groups are living in non-decent housing. Older people are more likely to have Category 1 hazards present in their home (40.1 per cent), posing a significant risk to their health and safety. Excess cold and falls on stairs pose the greatest risk to older owner-occupiers in Cheshire East.
- In the 85+ age group, there is an increasing need for adaptations to help them maintain independence in their own home; in particular there is a greater demand for adapted bathrooms and showering facilities.
- Demand for assistance with home repairs and maintenance and gardening were high in the Extra Care Strategic Housing Market Survey in 2010, with over 25 per cent of residents already in need of help with repairs, and over 30 per cent feeling they would need help in the next five years.
- 38 per cent of respondents stated that they would prefer to live in their current home, with sheltered housing being preferable to extra care housing. Only 4 per cent of respondents expressed a desire for residential care, and just 2 per cent would rent from a private landlord.
- There are no specific Supporting People services for older people with dementia or mental ill health, however this client group is supported through other services as a secondary client group, either in accommodation based or floating support services. As part of the updating of the Supporting People Strategy and the Strategic Review of Floating Support, linking in with the Joint Strategic Needs Assessment, we will seek to clarify that the housing related support needs of these particular client groups are being met and if necessary look to commission services to close any gap in unmet need.
- In 2009-10 in Cheshire East, the largest group of new social housing tenants were aged between 60 and 74 (34 per cent), with a further 26 per cent aged between 75 and 84. 15.5 per cent were aged 85+. The main reason cited by older people for moving home was because their current home was unsuitable due to ill health or disability.
- Home improvement agencies (HIAs) provide housing related support to over 3,000 older people each year. Research in 2007 highlighted the demand for HIA services, with the majority of respondents highlighting their desire to remain living in their own

home, but needing support with property maintenance, gardening and accessing an approved traders register. A review of current services in 2010 highlighted the different levels of service provision and funding across Cheshire East.

- In recent years there has been a shift away from the traditional residential care provision towards models that offer much more independence and choice. Extra care housing offers people their own self-contained home, with options to receive appropriate levels of care as required to sustain independent living.

**Progress to date:**

Nine Extra Care schemes with state of the art facilities for older people, high quality care and support provision and events and activities to enable residents to remain active and independent have been developed across Cheshire East

Handyperson services have been developed using central Government funding, and the remit expanded to include gardening services, as well as a pilot scheme for home decorating.

£615,000 was invested into adapting homes of older people through the Disabled Facilities Grant programme in 2010-11, which enabled 141 older people to live independently.

A multi agency approach is being developed in order to produce an “Ageing Well” plan for Cheshire East.

Registered Providers are developing services to improve the lives of our older residents including:

**Examples of good practice:**

Introduction of an innovative five-tiered community support Lifeline Service. – **Peaks and Plains Housing Trust**

Older Persons Floating Support Service — **Plus Dane Housing**

Affordable Warmth Campaigns - **Great Places Housing Group** and Plus Dane Housing

Floating support through Tenancy Support Officers – **The Regenda Group**

Healthy, Wealthy, Wise Scheme for over 50s, encouraging an active, healthy lifestyle and promoting mental well being, as well as income maximisation advice - **Wulvern**

**CONSULTATION**

Consultation has told us:

- We need to integrate working with Adult Social Care and through the Local Development Framework to provide an increased range of housing options for older people (*Housing Strategy event, February 2010*)

- Incorporate lifetime homes standards into new housing provision (*Housing Strategy event, February 2010*)
- Providing a range of housing options for an ageing population, and supporting older people to live independently were two of the top five priorities identified for Cheshire East (*Members event, November 2010*)
- Older people need to be able to access a broad range of information about housing in one place (*Draft Ageing Well Plan development, 2010; Older people's Housing Strategy events, 2007*)
- Low level practical help such as handyman services and shopping is needed and valued (*Older People's Housing Strategy events, 2007*)
- There is demand for bungalows and smaller properties suitable for older people with disabilities (*Older People's Housing Strategy events, 2007*)
- 55 per cent of respondents to the 2010 Quality of Life Survey felt that help to enable older people to live independently in their own homes was important, increasing to 71 per cent in Knutsford.

## **OUR STRATEGIC APPROACH – 2011 TO 2016**

### **We will:**

#### **Improve the range and quality of information available to older people, to enable them to make informed decisions about their housing, by:**

- Enhancing Cheshire homechoice to expand the range of information about housing options for older people.
- Delivering the Ageing Well Plan, Supported Housing Strategy and the Extra Care Housing Strategy to improve information for older people.
- Making best use of the existing and emerging information channels that are available, such as 'Choice', the adult social care directory; 'InfoLink', an NHS resource; 'First Stop', the national advice service on housing and care options in later life; and local networks with community groups and the third sector.

#### **Deliver services to enable older people to be able to remain living in their own home independently, by:**

- Providing housing related support services through specialist providers.
- Developing the Home Improvement Agency service across Cheshire East, to offer:
  - a wider range of practical low-level services such as handyman services, home safety and security, and gardening;
  - a rapid response to meeting older peoples' needs for home adaptations;
  - Guidance through the funding options for home repairs;
  - Support to employ contractors to carry out home repairs and adaptations, reducing opportunities for rogue traders and bogus callers

- A range of services for older people who aren't eligible for or don't want to access social care for equipment and adaptations.
- Ensuring assistive technology and community equipment and adaptations are accessible and available across all tenures, regardless of older peoples' eligibility for social care funded services.
- Focusing on older people living in fuel poverty through the Hotspots campaign to maximise income, increase access to insulation grants and offers, and help people to understand energy tariffs.
- Offering affordable financial assistance for home repairs focused on safety and warmth,

**Increase the range of housing options for older people wanting to move to accommodation that is more appropriate to their needs, by:**

- Working in partnership to provide accommodation with a greater range of tenure options that is of good quality and better design, and meets Lifetime Homes standards, offering longevity and flexibility for the changing needs of ageing
- Support the Cheshire and Warrington Housing Alliance provider members to deliver a downsizing scheme that can help tenants of registered providers who are under-occupying their home to move to a smaller property. Downsizing benefits the individual by helping them to manage, maintain and afford their home and has the added value of freeing up much needed family housing, which is in very short supply across Cheshire and Warrington. As a result this housing can then be offered to those families who need it most
- Continue to deliver through the development of the Local Development Framework the allocation of sites available specifically for specialist housing for older people to meet the identified need. To include the development of good practice guidance to ensure that provision is in the right location and close to amenities.
- Work with Registered Providers to develop leasing schemes for older people who wish to move to more appropriate accommodation, but are unable to sell their property.

## 5. Investing in our neighbourhoods

Cheshire East residents will achieve their potential, regardless of where they live.

Localism is at the heart of the Coalition's programme for government. Whether it is in policies to allow neighbourhoods the right to plan the future of their communities, or to challenge to take over the running of local services or community assets, or to transform standards of education in local schools, empowering communities is central to shifting the balance of decision making toward local neighbourhoods.

The Localism Bill when enacted will increase the powers of Local Government as well as provide opportunities for local people to have more say in the delivery and ownership of many amenities. Within this context the role of housing is central in providing a focus for what has been described as a Place shaping agenda.

Strategic housing is much wider than just the built environment. It is about the 'place' and assisting in creating sustainable communities in which residents feel safe, secure and are able to access opportunities in employment, education and leisure which meet their aspirations. Good neighbourhoods enhance the well being of people in many ways.

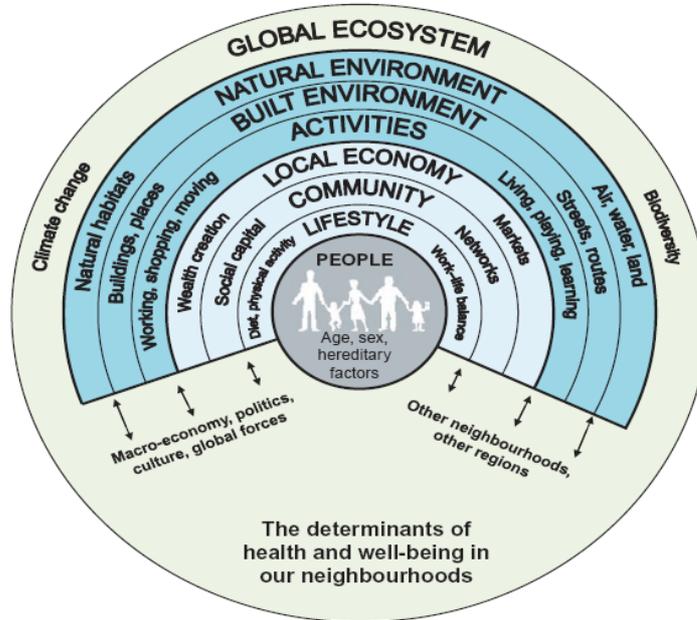
It is no coincidence that in Cheshire East many of the neighbourhoods with the worst profile for health and well being, unemployment, educational attainment and crime and disorder include a significant proportion of social housing. The causal relationships of this are complex and it is clearly not true that housing itself is the cause of the problems. However it is clear that Social Housing providers working in a range of partnerships can bring resources, capacity and competence to work with local people to improve neighbourhood well being.

Quality, cost and accessibility of housing and the standard of the wider physical environment are important shapers of overall neighbourhood amenity and satisfaction. Factors such as balancing different housing tenures, responsiveness of local housing management and the operation of housing allocation systems have a major impact on neighbourhoods.

### Health and Well being

Health inequalities are a consequence of social inequalities, as the Marmot review stated *"Inequalities in health arise because of inequalities in society – in the conditions in which people are born, grow, live, work, and age. So close is the link between particular social and economic features of society and the distribution of health among the population, that the magnitude of health inequalities is a good marker of progress towards creating a fairer society. Taking action to reduce inequalities in health does not require a separate health agenda, but action across the whole of society"*. In order to reduce health inequalities Marmot recommends taking actions across all the social determinants of health.

Social determinants of health: source Barton and Grant (2006)



### KEY EVIDENCE SOURCES

- Sustainable Community Strategy 2010-2025
- LAP data
- Quality of Life Survey 2010
- 'Fair Society, Healthy Lives' 2010
- Localism Bill

### THE CURRENT POSITION

Housing providers, within the context of a proactive and wide reaching housing strategy, can assist in tackling social and health inequalities in a number of ways. Most obviously the importance of providing Decent homes and addressing issues of damp and warmth have an immediate impact on health. Home safety and addressing issues of overcrowding and accessibility also have immediate consequences on physical health as well as secondary impacts on mental health and general feelings of well being. Overcrowding adds to family pressures in many ways including having detrimental impacts on educational attainment.

Housing providers engage with the well being agenda both directly through the built environment but also using resources in partnerships to deliver a range of well being activities. For example one Organisation worked with local people to develop a walking

club which both addressed issues of social isolation and provided exercise. Another Housing association worked with G.P's ,public health professionals and people within a neighbourhood to develop an Expert Patient scheme which enabled people to access health care more appropriately which helped both individuals and health professionals.

There are many direct and indirect ways in which housing can work in local neighbourhoods to engage people and partners to improve well being. This should be reinforced by ensuring there is Strategic Housing representation on the Health and Well Being Board.

## **Employment and Training**

At a macro economic level the health of the construction industry and the housing market are central both to the national economy but also the economy of Cheshire East. This is both in terms of the employment generated by capital spend on new and refurbished homes but also by the many jobs created in repairs, maintenance and other subcontracting activities relating to the housing industry.

For many areas with a preponderance of social housing the jobs created in this area are, along with service industries an essential part of a neighbourhood economy if it is not to be benefit dependent.

Many housing organisations provide employment, apprenticeships or work tasters directly or in partnership with their developers and subcontractors. Some organisations are also working within the DWP Work Programme to assist people back into work either by providing jobs directly or brokering work with others.

Other organisations have assisted local people in developing social enterprises to provide environmental services to clean up and maintain neighbourhoods. This provides both a benefit to the environment but also creates capacity within the neighbourhood for training and growth of assets which will be important should neighbourhoods seek to benefit from some of the Community ownership provision in the localism Bill. Housing is uniquely positioned to help neighbourhoods and local groups develop this.

Housing organisations can also have an impact on education. In many areas with relatively poor levels of attainment young people do not remain in education beyond 16 and often lack skills and qualifications in later life. There is often a correlation between such attainment and people in either social housing or poor quality private sector provision. The relatively long term relationship between social housing provider and people in a neighbourhood can be important in providing opportunities to young people with no apparent aspiration for education and training.

Some organisations are working in partnership with schools to set up homework clubs and other training opportunities for disadvantaged young people as well as involving parent s who are tenants in the process.

## **Engagement and Localism**

A local area partnership approach has been developed in Cheshire East, drawing together a range of community groups and public, private and third sector organisations in order to

improve outcomes for local people and places, and tackle some of the issues associated with areas of deprivation.

In some of our most disadvantaged neighbourhoods in Cheshire East the focus is very much on the community and neighbourhood-led interventions to connect the neighbourhood to growth and opportunities nearby.

Seven Local Area Partnerships (LAPs) have been established across Cheshire East:

- Congleton
- Crewe
- Knutsford
- Macclesfield
- Poynton
- Nantwich
- Wilmslow

Their role is to improve services, ensure that local people influence decision making and to actively engage and empower communities. The LAPs have each produced their own local area plans, which have been influenced by the local community and town and parish plans.

Registered Providers operating across Cheshire East play a vital role in the place shaping agenda, and are therefore an essential partner bringing housing onto the agenda of the LAPs. They are committed to providing new affordable homes and specialist accommodation to meet the needs of some of our most vulnerable residents. They make a real difference to the lives of those residents living within the communities, in which they operate, contributing to reducing health inequalities, employment and training opportunities and the sustainability of areas.

## **PROGRESS TO DATE**

The LAPs have identified a number of cross-cutting issues that impact on our strategic approach to housing, including:

Poynton LAP area:

- Supporting the ageing population
- Identify the need for affordable housing and influence housing provision for local people, both young and old

Macclesfield LAP area:

- Identify the need for affordable housing and influence housing provision for local people both young and old

Congleton LAP area:

- Enhancing the availability of affordable housing for purchase and rent

Our Registered Providers contribute to a number of our priority areas. The following initiatives demonstrate some of the current good practice to achieving “Ambition for all” :

- Neighbourhood working at Bromley Farm, supported by the Plus Dane Group, has developed a number of projects including environmental action days, a community allotment, health events, a worklessness project and a digital project with the School. This work is being developed into a ‘good practice’ model for use in other neighbourhoods;
- A participatory budgeting exercise with Wulvern in Crewe which will provide an opportunity to obtain funding with local community groups determining priorities;
- A successful Playbuilder bid for the Radway estate in Alsager, supported by the Plus Dane Group;
- An emergency contact ‘business card’ for Poynton LAP residents has been funded by Johnnie Johnson Housing; and
- Peaks and Plains Housing Trust allowing use of an empty property for a bike project on the Weston estate in Macclesfield.

*“Our community investment work focuses on tackling worklessness, promoting community cohesion, developing education partnerships, supporting community development and promoting financial inclusion. Our work has been recognised with a national award by the Institute of Community Cohesion for partnership working” – Contour Housing Group*

*“Wulvern deliver regeneration through the neighbourhood management model, building on strong established partnerships. An example of this is the Neighbourhood Management pilot in Maw Green, including physical regeneration of the Sherborne estate” - Wulvern*

## OUR STRATEGIC APPROACH – 2011 TO 2016

We will:

Work with the LAPs to improve our deprived neighbourhoods, reducing both social and health inequalities experienced by some communities across Cheshire East.

We will work with and support the LAP areas to develop innovative approaches to deliver the priorities identified in the LAP action plans and the wider social and economic issues, including:

Generic Priorities:

- Increase the provision of affordable housing in order to develop mixed communities (Section 1: Delivering market and affordable housing)
- Reduce the level of empty homes, which can have a detrimental effect on neighbourhoods.
- Work with the LAP's to enable them to promote and signpost residents to the services which are available across the authority.
- In partnership with Registered Providers develop a Cheshire East Tenants Panel in order to give tenants a voice and establish best practice which can be replicated across the authority.
- In partnership with Registered Providers establish and promote opportunities to tackle worklessness.
- Improve resident's health and reduce health inequalities by addressing the wider determinants of health, including:
  - Reducing social exclusion for some of our most vulnerable residents.
  - Improving energy efficiency to reduce fuel poverty and tackle housing conditions that exacerbate respiratory and other chronic illnesses
  - Improve access to the workplace and reduce long term unemployment.

Specific Priorities and Projects:

- **Whole area approach to local service delivery on the Moss estate in Macclesfield** - The aim is to put the community at the heart of service design, identifying opportunities for partnership working in order to deliver more efficient and effective services. It has been established that the following areas need to be addressed and brought together, namely:
  - Community engagement/development
  - Re-engineering services so that they are tailored to the needs of the community, are joined up and provide value for money
- **Comprehensive assessment of housing needs for both older and vulnerable people in Poynton** - The Poynton LAP has the highest percentage (21.5%) of adults aged 65+ compared with Cheshire East (17.7%). A working group will collate the wealth of information already in existence from organisations dealing with housing issues, but also ensuring that the local view and needs are identified to guide and influence the future provision (Section 4: Meeting the housing needs of an ageing population)
- **Knowledge Transfer Partnership** – This project deals with raising the aspirations of young people in specific areas of Crewe. A two year study will be undertaken by an advocate based with Wulvern, to consider a range of recommendation to improve the aspirations of young people.

**Contribute to the Congleton LAP Housing sub-group developing innovative approaches** - One of the identified priorities is to tackle empty homes, focusing on neighbourhoods with the highest level of long term empty homes.

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## CHESHIRE EAST COUNCIL REPORT TO: CABINET

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<b>Date of Meeting:</b>	28 November 2011
<b>Report of:</b>	Director of Finance & Business Services / Strategic Director, Places & Organisational Capacity
<b>Subject/Title:</b>	2011/12 Mid Year Review of Performance
<b>Portfolio Holders:</b>	Cllr Michael Jones / Cllr. David Brown

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### 1.0 Report Summary

- 1.1 Cheshire East is committed to continuous improvement and excellence in all that it influences and delivers. This report gives summary and detailed information about its financial and non-financial performance during the first half of 2011/12.
- 1.2 Annex 1 provides an update on the overall Financial Stability of the Council, including the positions on Grants, Council Tax and Business Rates, Treasury Management, Centrally held budgets, and the Management of the Council's Reserves.
- 1.3 Annex 2 provides projections of service financial performance for the 2011-12 financial year. It highlights the key financial pressures which the Council's services are facing, and particularly focuses upon areas of high financial risk to the Council.
- 1.4 Annex 3 provides a summary of the key performance headlines at the end of Quarter One.
- 1.5 The key points to emerge at the half year stage, which are explained in the report are:

#### Service Revenue Outturn

- The Council is forecasting a £16m overspend against services' budgets.
- Around £6.6m of this can be mitigated by unallocated contingencies, capital financing underspend, surplus grants, and capitalisation of VR costs.
- The Council is seeking to identify further significant remedial actions to address the net £9.4m budget shortfall.

#### Reserves

- Together with the budgeted contribution to balances, and other items including surplus earmarked reserves, it is estimated that the level of general reserves at 31<sup>st</sup> March 2012 would be approximately £10.5m, before the impact of any further remedial measures are taken into account. The 2011-14 Reserves Strategy included an original forecast reserves position as at 31<sup>st</sup> March 2012 of £15m with a risk assessed minimum level of £14.7m.

Capital Programme

- Forecast variance from budget of £16.6m in 2011-12 is largely explained by slippage, with costs being re-phased to future years.

Debt

- Level is broadly in line with position at end of 2010-11 financial year.

Performance

- From the retained former statutory indicators (National Indicators and Best Value Performance Indicators) reported corporately during the first half of the year, 36% of measures were reported as performing below target and agreed tolerances.

**2.0 Decision Requested**

2.1 Cabinet is requested to note and comment as appropriate on the following financial issues:

- the overall financial stability of the Council, including Grants, in-year collection rates for Council Tax and Business Rates, Treasury Management, and centrally held budgets (Annex 1);
- the impact on the Council's general reserves position as detailed in Annex 1;
- the forecast service revenue and capital outturn positions (Annex 2);
- the Council's invoiced debt position as shown in Annex 2;
- progress on delivering the 2011-12 capital programme, detailed in Annex 2 and Appendix 1;
- Delegated Decisions approved by Directors for Supplementary Capital Estimates (SCE) and virement requests up to £100,000, as shown in Annex 2, Appendix 2a;
- Reductions to approved capital budgets, as shown in Annex 2, Appendix 3.

2.2 Cabinet is requested to note and comment as appropriate on the following performance issues, contained in Annex 3:

- note the successes achieved during the first half of 2011/12, and consider issues raised in relation to underperformance against targets and how these will be addressed.

2.3 Cabinet is requested to approve the following:

- Supplementary Capital Estimates and virement requests over £100,000 and up to and including £500,000 as shown in Annex 2, Appendix 2b.

2.4 Cabinet is requested to ask Council to approve the following:

- a Supplementary Revenue Estimate of up to £860,000 to be met from general reserves to meet one-off costs of the Pay Harmonisation package in 2011-12, as detailed in Annex 1;

- a Supplementary Capital Estimate / Virement of over £1,000,000 as detailed in Annex 2, Appendix 2c.

### **3.0 Reasons for Recommendations**

3.1 The Council is committed to high standards of achievement and continuing improvement. Performance information plays a vital role in ensuring that the Council celebrates its achievements, understands its performance in key areas and addresses issues of under performance. The Council and partners have identified a series of improvement measures to support outcomes for local people as outlined in the priorities and objectives of the Sustainable Community Strategy.

3.2 In accordance with good practice, Members should receive a quarterly report on the financial performance of the Council. Finance Procedure Rules set out the requirements for financial approvals by Members, and relevant recommendations are contained in this report.

### **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 Performance management supports delivery of all key Council policies including carbon reduction and health. The projected outturn position, ongoing impacts in future years, and the impact on general reserves will be fed into the assumptions underpinning the 2012-13 Financial Scenario and Budget, and Reserves Strategy.

### **7.0 Financial Implications (Authorised by the Director of Finance & Business Services)**

7.1 The Council's financial resources are aligned to its priorities and used to deliver priority outcomes for local communities. Monitoring performance helps ensure that resources are used effectively and that business planning and financial decision making are made in the context of performance.

### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

8.1 Although the Council will no longer be required to report to Government on its performance against measures in the National Indicator Set, monitoring and reporting on performance is essential if decision-makers and the public are to be assured of adequate progress against declared plans and targets.

## **9.0 Risk Management**

- 9.1 Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2011-12 budget and the level of general reserves will be factored into the 2012-13 Financial Scenario and Budget, and Reserves Strategy.
- 9.2 Performance and risk management are part of the key management processes of the Authority. Risks are captured both in terms of the risk of underperforming and the risk to the Council in not delivering its ambitions for the community of Cheshire East.

## **10.0 Background**

- 10.1 Our vision, corporate plans, financial allocations, democratic and organisational structures are all designed to help us achieve the outcomes that matter to the people of Cheshire East. Performance reporting and a focus on improvement are fundamental to achieving our long term ambitions. The report reflects a developing framework to embed performance management culture throughout the organisation.

## **11.0 Access to Information**

- 11.1 The background papers relating to this report can be inspected by contacting:

Name: Lisa Quinn / John Nicholson  
Designation: Director of Finance & Business Services / Strategic Director,  
Places & Organisational Capacity  
Tel No: 01270 686628 / 01270 686611  
Email: [lisa.quinn@cheshireeast.gov.uk](mailto:lisa.quinn@cheshireeast.gov.uk) / [john.nicholson@cheshireeast.gov.uk](mailto:john.nicholson@cheshireeast.gov.uk)

**FINANCIAL STABILITY****Government Grant Funding of Local Expenditure**

1. Cheshire East receives two main types of Government grants, formula grant and specific grants. The overall total of Government grant estimated for 2011/2012 is £450.1m.
2. In 2011/2012 Cheshire East Council's formula grant will be £70.3m and specific grants were budgeted to be £373.8m based on Government announcements to February 2011. Further announcements have revised this figure to £379.8m. Specific grants are split between non-ringfenced (£128.7m) and ringfenced (£251.1m). Spending in relation to ringfenced grants must be in line with the purpose for which it is provided.
3. The table below is a summary of the budgeted and updated position for all grants in 2011/2012. A full list of grants is provided at Annex 1, Appendix 1.

**Table 1 – Summary of Grants to date**

	<b>Adjusted Base Budget 2011/12 £m</b>	<b>Final Settlement 2011/12 £m</b>	<b>Variance 2011/12 £m</b>
Formula Grant			
Revenue Support Grant	16.6	16.6	0.0
Business Rates	53.7	53.7	0.0
Specific			
Ringfenced Grants	251.1	225.3	25.8
Non Ringfenced Grants	128.7	128.7	0.0
<b>Total Government Grant Funding</b>	<b>450.1</b>	<b>424.3</b>	<b>25.8</b>

*Source: Cheshire East Finance*

4. Ringfenced grants have reduced by £25.8m. This includes a reduction of DSG (£20.3m) and Sixth Form grant (£5.5m) due to a number of schools converting to Academy status. Funding for Academies is passported to them through the Young Peoples' Learning Agency and the reduction therefore does not impact on the main budget position. There has also been the introduction of pupil premium grant of £2.1m for 2011/2012 to offset this reduction.
5. At the first quarter review, Members approved the return to balances of £0.8m from additional specific grants. Since then, non-ringfenced grants have only increased by £12,000. The additional grant will be held corporately and will assist with the corporate mitigation of the possible overspend.

## Collecting Local Taxes for Local Expenditure

6. Cheshire East Council collects Council Tax and National Non Domestic Rates (NNDR) for use locally and nationally.

### Council Tax

7. Council Tax is set locally and retained for spending locally. Council Tax was frozen for 2011/2012 at £1,216.34 for a Band D property. This is applied to the tax base.
8. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non collection). The taxbase for 2011/2012 was agreed at 146,899.21 which means that the expected income for the year is £178.7m. The total number of actual domestic properties on the tax base is 165,293 of which c.30% are entitled to single person discounts (this has the effect of reducing the amount collected by c.£14m).
9. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police Authority, the Cheshire Fire Authority and Parish Councils. The amounts are shown below, giving a total of £213.1m.

### Table 2 – Precept Amounts for 2011/2012

Cheshire East Council	178.7
Cheshire Police Authority	21.2
Cheshire Fire Authority	9.8
Parish Precepts	3.4
	<b>213.1</b>

Source: Cheshire East Finance

10. This figure may vary slightly during the year if more discounts and exemptions are granted, or more properties are built.
11. The Council expects to collect at least 99% of the amount billed, but will always pursue 100% collection. However, to allow for any delay in collection the amount billed should therefore be slightly more than the actual budget. The amount billed to date is £214.3m.
12. Table 3 shows collection rates for the last three years, and demonstrates that 99% collection is being achieved within three years.

### Table 3 – 99% of Council Tax is collected within 3 years

	<b>% Collected to date</b>
2009/2010	99.0%
2010/2011	98.3%
2011/2012	62.4%

Source: Cheshire East Finance

**National Non Domestic Rates (NNDR)**

13. NNDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes in line with inflation and takes account of the costs of small business rate relief. The inflation factor used is 4.6% which reflects the Retail Price Index as at September 2010. NNDR is set nationally and paid over into the NNDR pool to be re-allocated across the country according to need.
14. The small business multiplier applied to businesses who qualify for the small business relief has been set at 42.6p in 2011/2012. The non-domestic multiplier has been set at 43.3p in the pound for 2011/2012.
15. The amount collected does not relate to the amount that is redistributed to the Council but it must be noted that the total collected includes amounts that will be distributed to police and fire authorities as well as local government. The Government have recently consulted on enhancing the amount of business rates to be retained locally, which is an approach supported by Cheshire East Council.
16. Table 4 demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

**Table 4 – Over 99% of Rates are collected within 3 years**

	<b>% Collected to date</b>
2009/2010	99.4%
2010/2011	98.5%
2011/2012	58.8%

Source: Cheshire East Finance

**CENTRAL ADJUSTMENTS****Capital Financing Costs**

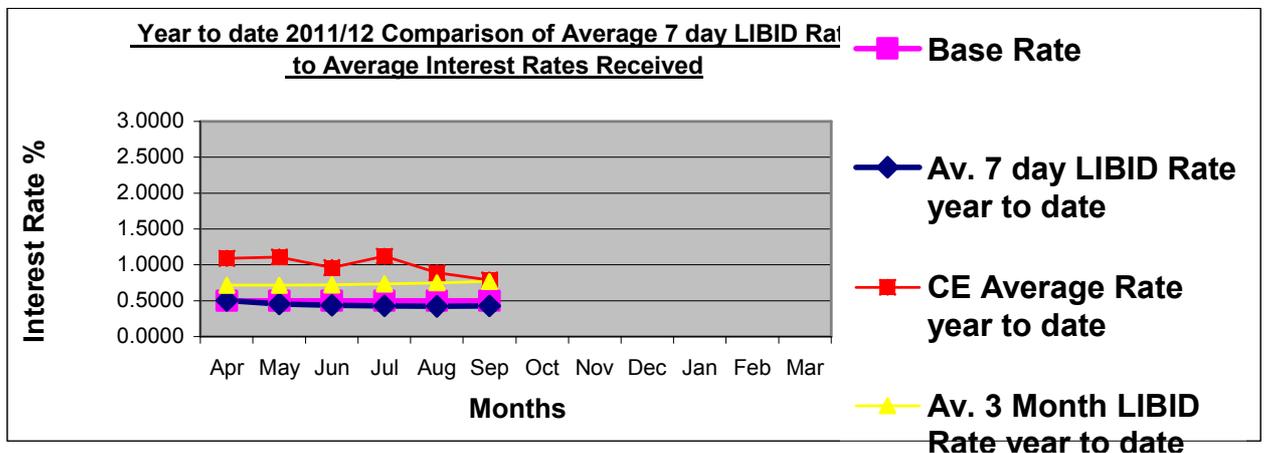
17. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These budgeted costs are partly offset by the interest the Council anticipates earning from temporary investment of its cash balances during the year.
18. Cheshire East has an inherited debt position and the balance outstanding on external loans is currently £132m as at 30<sup>th</sup> September. Since 1 April 2009 the Council has been in a position to borrow from internal cash balances to fund the capital programme and therefore no further external borrowing has been required; this is not expected to continue into 2012/13.
19. In 2010/11 opportunity was also taken to restructure £50m of debt which will generate savings over the next ten years of £4.47m of which £0.8m will be achieved in 2011/12. The savings on interest costs have already been reflected in the net budget for 2011/12 of £13.9m. Due to slippage in the capital programme in 2010/11 the amount required for the repayment of debt will be lower than forecast.

20. Investment income is anticipated to be £255k less than the original target assuming that average investment rates remain at around 1.10% and the pooled investment fund also returns 1.10%. However, the revised impairment for Heritable Bank from 85 to 88% will result in a reversal of impairment of around £200k.
21. Taking the above factors into account the overall saving on the capital financing budget is forecast to be £700k.

**Treasury Management**

22. Investment income is currently £78k lower than budgeted. The original budget of £0.8m was based on falling balances available for investment and interest rates starting to rise mid way through 2011/12. Based upon the current economic forecasts, investment interest rates are not now expected to increase during this financial year. In this period of historically low interest rates investment income will not achieve the levels seen in previous years by the former councils.
  - The average lend position (the 'cash balance') including fund manager up to the end of the second quarter was £73.3m.
  - The average interest rate received on in house investments up to the end of the second quarter was 1.15%
  - The average interest rate received on the externally managed Investec fund up to the end of the second quarter was -0.83%. This represents a fall in value.
23. The Council's total average interest rate up to the end of quarter 2 in 2011-12 was 0.79%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.43%. The base rate has remained at 0.50% for the quarter.

Comparator	Average Rate Q2
Cheshire East	0.79%
LIBID 7 Day Rate	0.43%
LIBID 3 Month Rate	0.77%
Base Rate	0.50%



Counterparty Limits and Investment Strategy

24. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. This is currently under strong review. For named UK banks (except Co-operative Bank), building societies and Money Market Funds this has been set as 25% of our total investments subject to a maximum value of £20m. The Co-operative bank has a lower limit of £10m due to its lower credit rating and is included on the list as they hold our main bank accounts. These limits apply to the banking group that each bank belongs to. There is also a maximum that can be invested in all Money Market Funds at any one time of 50% of the value of all investments.
25. There is a different limit that applies to foreign banks which is 15% of our total investments subject to a maximum value of £15m. Although Santander is a Spanish owned bank, Santander (UK) which is owned by Santander is separately licensed in the UK so is treated as a UK bank as it is covered by the UK Government guarantee scheme. Similarly Yorkshire Bank (a part of Clydesdale Bank) is owned by an Australian bank but is separately licensed in the UK so is also treated as a UK bank.
26. In 2010/2011 investments had been limited to a maximum period of 1 year. Since the sovereign debt problems in Spain have become an issue, investments in Santander (UK) had been limited further purely as a precautionary measure; the credit rating of Santander (UK) remains high.
27. On 28<sup>th</sup> September, the rating assigned to Clydesdale Bank (inc Yorkshire Bank) was downgraded and fell below our minimum criteria. The Council had funds on 15 day notice which have now been recalled.
28. During October 2011, the credit rating agency, Moody's, completed their general review of UK banks which resulted in a number of banks being downgraded due to the perception that the UK Government may be less willing to support them in the event of financial difficulties. The result was that Royal Bank of Scotland, National Westminster Bank and Nationwide Building Society no longer had credit ratings consistent with the minimum criteria recommended by our treasury advisors and specified in our Treasury Management Strategy. The Council does have funds invested with Royal Bank of Scotland and notices for withdrawal (30 day and 60 day) were placed immediately after the downgrades were announced. At the same time, Santander (UK) was also downgraded but remained within our investment criteria. On 12<sup>th</sup> October, the credit rating agency, Standard & Poors also downgraded the long-term rating of Santander (UK) but not below our minimum criteria. However, as stated, all our funds are under strong review.
29. On 13<sup>th</sup> October, the credit rating agency, Fitch, downgraded Royal bank of Scotland and Lloyds TSB also in response to the reduced likelihood of Government support. The effect of this is that Lloyds TSB also falls below the Councils minimum criteria. The Council does have existing time deposits with Lloyds TSB which will be allowed to run until maturity between December 2011 and April 2012.
30. In October, the maximum maturity period of new investments was reduced to 6 months with the exception of Santander (UK) which was reduced to 3 months. Since 14<sup>th</sup> November, in response to sovereign debt issues and instability of the

Euro the maximum maturity period for new investments has been reduced further to 3 months (1 month for Santander (UK)).

31. Cheshire East has only invested with UK institutions and money market funds. The table below shows the limits relating to each organisation and the investments as at 21<sup>st</sup> October 2011. Where counterparties have been removed from our list then no new investments are being placed and funds already with those institutions are being recalled in line with the terms of the investments.

**Table 5 – Investment Limits**

Counterparties	Limits	Investments as at 21/10/11
<b>UK BANKS</b>		
Barclays Bank	25% £20m	8.6% £5m
Clydesdale - part of National Australia Bank (Australia)	removed 28/09/11	-
Clydesdale Bank	removed 28/09/11	-
Yorkshire Bank	removed 28/09/11	-
Co-operative Bank	25% £10m	0.8% £0.5m
HSBC Bank	25% £20m	-
Lloyds Group:	removed 13/10/11	19.0%
Bank of Scotland	removed 13/10/11	-
Lloyds TSB	removed 13/10/11	£11m
RBS Group:	removed 07/10/11	9.5%
National Westminster Bank	removed 07/10/11	-
Royal Bank of Scotland	removed 07/10/11	£5.5m
Santander (UK) plc - part of Santander Group (Spain)	25% £20m	15.5% £9m
Standard Chartered Bank	25% £20m	-
<b>Building Societies</b>		
Nationwide Building Society	removed 07/10/11	-
<b>Monet Market Funds</b>	50%	12.1%
Prime Rate	25% £20m	6.0% £3.5m
Scottish Widows	25% £20m	2.6% £1.5m
Deutsche	25% £20m	3.5% £2m
Investec - External Fund Manager	50%	34.5% £20m
		<b>£58m</b>

32. The effect of removing counterparties from the lending list and limiting the duration of new investments will reduce the amount of interest received from future investments.

Performance of Fund Manager

33. The Council placed £20m with Investec on 27<sup>th</sup> May 2011 for them to manage in pooled funds. There are two investment models which are exposed to different degrees of risk and volatility with £10m invested in each. Under-performance in June was offset by higher than average gains in July. However, in August the funds were adversely affected by nervousness in the markets caused primarily by poor

economic data from the USA and continued worries over the stability of the European banks, particularly the French banks. These problems persisted in September fuelled by delays in approving the bail out for the Greek economy and worries of a return to recession both in the USA and in Europe. The Target Return Fund to which the dynamic model has greater exposure has been worst affected.

34. Whilst the performance of the fund since we joined is not encouraging these investments should be seen as a longer term investment so true performance can only be judged over a longer period of time. However, we have undertaken a full market review of our invested funds to evaluate our rates of returns.

### **Central Contingencies**

#### Pay, Prices and Pensions Inflation

35. The 2011-12 budget contains contingency provisions to meet the potential impact of general inflation on service budgets, and to meet estimated costs of increases in Employer National Insurance and Pensions contributions. It is estimated that £2.1m of these contingencies is available to mitigate service overspending.

#### Severance and relocation costs

36. Actuarial charges relating to voluntary redundancies totalling £3.9m have been allowed for in 2011/2012. It is estimated that the actuarial charges will be broadly in line with the provision.
37. The voluntary redundancy scheme is continuing into 2011/2012 but the costs are now being funded by individual services rather than from a corporate reserve so will need to be met from existing service budgets. The Council has approval to capitalise up to £3m of Voluntary Redundancy costs in 2011-12. If agreed, this would potentially spread the £3m cost over a number of years, with a resultant reduction in the impact on revenue budgets.
38. It is anticipated that the provision of £0.3m made in the budget to meet continuing relocation costs arising from Local Government Reorganisation will be fully required.

### **Pay Harmonisation**

39. The implementation of the agreed Pay Harmonisation proposals and the increment freeze in November and December will have both a permanent budgetary impact as well as generating one-off costs. The permanent budgetary position is explained in the HR – Cross Cutting savings part of this report in Annex 2, which confirms that permanent savings of around £550k will be delivered against the planned savings target of £2.4m in 2011-12.
40. One-off costs will be incurred in 2011-12 to cover the following items:
- Congleton Back Pay
  - Base Pay Protection costs
  - Mitigation costs for those staff who lose more than 5% from certain changes

41. It is estimated that total costs of £860k will be incurred in 2011-12 across these areas, and a Supplementary Revenue Estimate for up to this amount is requested, to be funded from general reserves. Wherever possible costs will be absorbed within existing budgets.
42. At the end of the financial year 2010-11 specific earmarked reserves totalling £698k were available to meet the likely one off costs of the package.

### Management of Council Reserves

42. Due to the improved outturn position for 2010/2011 the opening balance of the Council's General Reserves increased from a projected £6.7m to an actual position of £12.5m.
43. The Council's Reserves Strategy 2011/2014 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecasts an increase in the level of reserves to £15m by 31<sup>st</sup> March 2012 with a risk assessed minimum level of £14.7m.
44. Planned returns to reserves of £8.3m comprise a projected contribution from revenue funding of £5.1m, transfers of earmarked reserves of £1.9m, VAT repayments of £1.1m (increased from the original estimate of £0.7m), and Business Financing scheme repayments of £0.2m.
45. The potential impact of the service outturn forecast is to reduce balances by £16.0m. In addition this report requests Council to approve funding from reserves of up to £0.86m for one-off pay harmonisation costs.
46. These can be mitigated by £6.6m of service related items referred to within central adjustments above, resulting in a net service impact of £10.3m as follows:

	£m
Service Outturn	-16.0
SRE Pay Harmonisation	- 0.9
Contingencies	2.1
Capital financing	0.7
Grants	0.8
Capitalised VR costs	<u>3.0</u>
Total	<u>-10.3</u>

47. The potential worse case impact of all the above items on the level of General Reserves is shown in Table 6 below.

**Table 6 – Change in Reserves Position**

	£m	£m
Opening Balance at 1 April 2011		12.5
Planned Contribution to reserves	5.1	
Fleming VAT claims	1.1	
Contribution from earmarked reserves	1.9	
Business Financing scheme	<u>0.2</u>	8.3
Service Outturn Impacts		-10.3
Forecast Closing Balance at 31 March		10.5

48. At this stage of the year the forecast is below the Reserves Strategy risk assessed minimum level of £14.7m but forecasts need to be treated with some caution. Services continue to face challenges in delivering planned savings, and there could be further emerging pressures, but additional significant mitigating proposals are underway and further measures are being developed.
49. On 17<sup>th</sup> October, the Chief Executive announced some immediate austerity measures to begin the process of further reducing expenditure. These comprised a recruitment freeze, stopping all non-statutory advertising and publications, and the cessation of expenditure on non essential supplies and services. Members and Officers are committed to continuing to seek further ways in which to reduce costs or increase income. Although the impact of all these measures has yet to be quantified, it is probable that further significant and wide-ranging measures that have an immediate impact on spending or income levels would be required in order to make significant in-roads to achieving the risk assessed minimum level of reserves.

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## Corporate Grants Register 2011/12 as at 30th September 2011

## Annex 1 Appendix 1

	Adjusted Base Budget 2011/12 £000	Final Settlement 2011/12 £000	Variance 2011/12 £000
<b>Formula Grant</b>			
Revenue Support Grant	16,607	16,607	0
National Non Domestic Rates	53,728	53,728	0
<b>Total Formula Grant</b>	<b>70,335</b>	<b>70,335</b>	<b>0</b>
<b>Specific Grants</b>			
<b>Ringfenced Grants</b>			
Dedicated Schools Grant	231,300	210,976	20,324
Pupil Premium Grant	2,146	2,146	0
Sixth Forms Grant	17,674	12,178	5,496
<b>Total Ringfenced Grants</b>	<b>251,120</b>	<b>225,300</b>	<b>25,820</b>
<b>Non Ringfenced Grants</b>			
Early Intervention Grant	11,836	11,836	0
Learning Disabilities & Health Reform	4,021	4,021	0
New Homes Bonus	870	870	0
Council Tax Freeze Grant	4,467	4,467	0
Housing Benefit and Council Tax Admin.	2,210	2,210	0
Council Tax Benefit Subsidy	20,408	20,408	0
Housing Benefit Subsidy	75,128	75,128	0
NNDR Administration Grant	562	562	0
NHS Funding	3,906	3,906	0
Local Service Support Grant -			
- Preventing Homelessness Grant	253	253	0
- Lead Local Flood Authorities	125	125	0
- Community Safety Fund	292	292	0
- Extended Rights to Free Transport	310	310	0
Music Grant	406	406	0
YOT grant	443	443	0
Children's Workforce in Schools Modernisation Grant	85	85	0
Learner Support Funds	40	40	0
16+ Transport Partnership grant	73	73	0
Further Education Funding (16-18 Funding)	10	10	0
Adult and Community Learning	728	723	5
Train to Gain Grant	233	250	-17
CWIEC	30	30	0
Community Transport Grant	139	139	0
Neighbourhood Planning Front Runners	80	80	0
Revocation of Property Search Fee	34	34	0
Planning - Habitats Regulations and Climate Change			
New Burdens	17	17	0
Winter Impact Grant	1,573	1,573	0
Grants claimed retrospectively	412	412	0
<b>Total Non Ringfenced Grants</b>	<b>128,690</b>	<b>128,702</b>	<b>-12</b>
<b>Total Specific Grants</b>	<b>379,810</b>	<b>354,002</b>	<b>25,808</b>
<b>Total Government Grant Funding</b>	<b>450,146</b>	<b>424,338</b>	<b>25,808</b>

## Notes

- 1 The DSG/YPLA reduction is due to funding being transferred to Academies
- 2 Spending against NHS Funding grant is to be negotiated with NHS

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**SERVICE FINANCIAL SUMMARY****INTRODUCTION**

1. This section provides a summary of SERVICE forecast outturn positions on revenue and capital budgets at the mid-year stage, and a summary of the debt position at 30 September. It highlights the key budget pressures facing the Council, and remedial actions taken and planned, and summarises progress against savings policy proposals contained in the 2011-12 budget.

**OVERALL REVENUE SUMMARY****Table 1 - Service Revenue Outturn Forecasts**

	Net Budget £000	Variance from Budget £000	SRE's for Approval £000	Net Projected Variance £000	Forecast at First Quarter £000	Change from First Quarter £000
<u>Children &amp; Families</u>						
Directorate	1,110	584		584	-1,413	1,997
Safeguarding & Specialist Support	27,261	1,613		1,613	378	1,235
Early Intervention & Prevention	11,471	-717		-717	-472	-245
Strategy & Planning	39,714	-342		-342	249	-591
DSG - Non Schools	-22,063	1,822		1,822	1,822	0
Cross Cutting savings		0		0	408	-408
sub total	57,493	2,960		2,960	972	1,988
<u>Adults</u>						
Care4ce	0	1,074		1,074	1,212	-138
Local Independent Living	54,846	3,241		3,241	2933	308
Strategic Commissioning	40,528	785		785	-4,578	5363
Cross Cutting savings		0		0	426	-426
sub total	95,374	5,100	0	5,100	-7	5,107
<b>CHILDREN, FAMILIES &amp; ADULTS</b>	<b>152,867</b>	<b>8,060</b>		<b>8,060</b>	<b>965</b>	<b>7,095</b>
Environmental Services	37,621	532		532	140	392
Safer & Stronger Communities	163	531		531	317	214
Planning & Housing	2,942	239		239	245	-6
Regeneration	11,440	61		61	210	-149
Cross Cutting savings	-533	533		533	197	336
Health & Wellbeing	10,589	959		959	614	345
Assets	8,611	500		500	0	500
Policy & Performance	6,716	-65		-65	17	-82
<b>PLACES &amp; ORGANISATIONAL CAPACITY</b>	<b>77,549</b>	<b>3,290</b>	<b>0</b>	<b>3,290</b>	<b>1,740</b>	<b>1,550</b>
Finance & Business Services	18,083	1,667		1,667	780	887
HR & OD	3,089	143		143	120	23
Borough Solicitor	5,724	0		0	83	-83
<b>SUPPORT SERVICES</b>	<b>26,896</b>	<b>1,810</b>		<b>1,810</b>	<b>983</b>	<b>827</b>
<b>CROSS CUTTING SAVINGS</b>	<b>-3,691</b>	<b>2,860</b>		<b>2,860</b>	<b>2,000</b>	<b>860</b>
<b>TOTAL SERVICE OUTTURN</b>	<b>253,621</b>	<b>16,020</b>	<b>0</b>	<b>16,020</b>	<b>5,688</b>	<b>10,332</b>

2. Table 1 above shows the projected outturn positions at a service level. Overall, services are forecasting an overspend of £16.0m. Significant elements of overspend arise across all areas of the Council, including unallocated cross-cutting savings.
3. An SRE request of £860,000 for funding from reserves to meet one-off corporate pay harmonisation costs is detailed in Annex 1.

#### **KEY SERVICE REVENUE ISSUES**

4. Key issues impacting on service outturn forecasts are summarised below.

#### **CHILDREN & FAMILIES £2.9m overspend**

5. The outturn is forecast to be £2.960m overspent. The position has changed since First Quarter when Children and Families were predicting an overspend of £972k. The increase of £2.0m is due to more detailed information now being available around Cared For Children and external placements.
6. In arriving at this overspend, the service has absorbed budget pressures of £3.7m caused by the Pensions funding gap (£2.3m), the grant income shortfall (£0.8m), and cross-cutting savings (£0.6m). Without this pressure, the service would have been reporting an underspend of £0.8m.
7. The service has a proactive approach to budget management and continues to monitor expenditure closely. The Strategic Director had asked all service managers to deliver a 2% efficiency target in 2011-12 and this is being achieved in all areas with the exception of Cared For Children placements. Managers are expected to continue to work to reduce the projected overspend and take whatever remedial action can be identified to ensure this happens.

#### **Safeguarding and Specialist Support (SSS) £1.613m overspend**

8. The service is predicting an over spend of £1.613m, however the placements budget within the service is predicting an over spend of £2.0m. This prediction does not factor in the potential reduction in costs where the plan for a child is adoption, which will help to mitigate the overspend forecast.
9. The service received £780k growth for the policy proposal to develop residential provision within the borough. Progress has been made on the scheme, the tender document is being worked up, and potential properties have been identified.
10. Some of the growth has been used to purchase an additional 3 beds in Wilkinson House for 2011-12 whilst the scheme is implemented, leaving an under spend of £466k, which is offsetting some of the placements overspend.
11. Whilst the numbers of Cared for Children had increased in the first quarter of the year, from 439 at 1 April to 452 at the end of the first quarter, the number has remained broadly constant at 456 by the mid year. This reinforces the results from comparison with nearest neighbours, that this number of Cared

for Children is typical for a borough the size of Cheshire East. The number of children has increased by 4 since First Quarter review, but the predicted outturn has increased considerably due to the nature of the placement activity, and the costs associated with each individual's placement.

12. However the service is active in addressing this overspend. Proactive intervention strategies are in place to reduce the numbers needing to be taken into care; the new placement service is up and running, with regular placement panels chaired by the Principal Manager, meaning the whole placements process is much tighter. Another action has been to ensure the Emergency Duty Team had a list of Cheshire East foster carers with availability for emergency placements, thereby reducing the need to use costly external agency placements which it can then be very difficult to change. Joining Placements Northwest has enabled the Commissioning team to secure savings of £59k to date by renegotiating existing contracts.
13. The placements data is now analysed to show the cost of the placements for children aged 16 and over under Section 20. There are now 41 children in this category costing a total of £1.7m over the whole year, of which several will be as a direct result of the recent Southwark judgement. This situation has been exacerbated by recent events involving a homeless hostel in the borough where the young people have engaged the services of a solicitor to challenge their legal right to be accommodated. This has resulted in the Council being faced with a number of threats of judicial review unless the children are placed. This is being managed by educating the hostels around safeguarding and the duty of care. In addition the department have requested growth for this area in next years budget setting process.
14. During the remainder of the year it is anticipated that a number of children will be successfully adopted, not only providing stability for that child but helping to reduce the pressure on the Council's finances. Matches between children and adoptive parents already exist in a number of circumstances, whilst finding families continues for other children. It is anticipated that the impact of the adoptions will reduce the forecast during the remainder of the year.
15. As part of the monthly management meetings between Finance and the Senior Leadership Team, the high cost placements are reviewed to ensure strategies are in place to reduce them. However it can prove difficult to return children from external placements once the child is settled. Work and reviews are in hand to replicate reductions in placement costs in the first half of the year, including wherever possible restricting the cost of new placements.
16. For example, one child has been placed on an emergency placement out of county currently costing in excess of £100k per year, however he now has an advocate and is arguing against being moved as he is now settled, accessing education, and is no longer offending. The child and advocate are demanding he remain in this placement rather than being placed in a much more cost effective placement in Cheshire East, where they claim he would be more likely to reoffend. This case would have to go before a judge and it is likely the judge would uphold the existing placement.

17. There have been several instances recently where the proposed placements have been challenged in court. The Head of Service has made arrangements to meet with the Judge to discuss the impact of the judge's rulings, and will take evidence of the cost pressures the judge is placing on the authority by placing children in external placements rather than using in house. An average external foster placement costs around £800 per week compared to internal Cheshire East carers who cost around £400.

Early Intervention and Prevention £717k underspend

18. A new Early Intervention and Prevention service has been created which encompasses Children's Centres, Family Centres, the Family Service and the First Contact service, which includes the Family Information Service and the Common Assessment Framework (CAF). The Head of Service took up post in April 2011 and implemented a wide scale restructure, investing in front line staff and moving to a locality based service.
19. This new structure came into effect in September 2011, and there has been a hold on vacancies and a directive to curtail additional spend as much as possible whilst the new structure is implemented. This is now likely to continue, and the service is predicting an underspend in the current year.

Strategy, Planning and Performance £342k underspend

20. Most of the budgets in this area are expected to net nil by year end. Unspent Standards Funds grant has been carried forward from 2010-11 to offset additional planned expenditure in the early part of this year, recognising the funding being for the academic year.
21. The area of pressure here is Business Support which has been targeted with achieving £250k savings on staffing and £250k on Supplies and Services. Early indications are that the staffing savings will be achieved. However the service has centralised the Business Support function, and will need to keep spend on supplies and services under review, bearing in mind the wider Business Management Review.

Schools / Other School Related £1.822m overspend

22. In setting the Needs Led Budget for 2011-12, no budget was set aside for early retirement, pension and redundancy costs relating to schools. These are enhancements paid to teachers but which cannot be charged to the Dedicated Schools Grant (DSG). This currently costs £2.3m per year and is a pressure on the base budget.
23. Centrally retained DSG was not fully spent in 2010-11, allowing budget of £538k to be carried forward and used to offset the budget pressures on Redundancy (£280k) and SEN contingency (£200k). An increase in the amount of DSG allocated by the DfE for 2011-12 of £430k has added to this, creating an underspend in centrally retained DSG of £478k to help offset schools related costs such as the redundancy element of the pressure identified above.
24. The Individual Schools Budget (ISB) is assumed to balance as actual spend has to equal budget, with schools retaining in full any carry forward of either an over or under spend. During 2010-11 schools generally underspent their

budgets by approximately £10m, increased from approximately £8m in the previous year. The school budgets for 2011-12 will increase by £10m when the 2010-11 carry forward is applied.

25. The DSG and VIth Form budgets from the Young People's Learning Agency will be reduced in year in direct proportion to reductions following any adjustment relating to schools converting to Academies.

### Emerging Pressures

26. Part of the pressure on the current budget has been caused by the decision to transfer the VR costs into 2011/12 – they were originally intended to cover retirements prior to year end but a corporate decision to delay until 2011/12 has added this pressure to the service budget in the current year.

### **ADULTS £5.1m overspend**

27. In 2011-12, the Adults budget whilst benefiting from growth policy options continues to have ambitious policy savings targets in excess of £10m for this financial year alone. Alongside these savings the Department is seeing an increase in demand for its services, evidenced by a 9% increase in referrals in the early part (spring / summer) of this financial year.
28. When looking at the savings targets, delays are anticipated in delivering some of the more complex policy options, such as the Building Based Review savings (including associated staffing savings), transport savings, and also, those around care costs where a number of inter related issues come to the fore.

### Summary of Pressures

- Increasing care costs, with individuals requiring more complex care arrangements for all client groups but especially Learning Disability of £2.7m.
- Ability to deliver full year savings linked to the rationalisation of building based services will depend on how/when buildings are closed almost £1.4m in Care4CE.
- One-off VR costs of at least £2.3m forecast, are currently being funded within the service.
- Cross cutting savings allocated of £0.6m.
- Transport policy savings not fully achieved in year £0.8m.
- Policy savings items relating to Social Care Redesign 2 of £1m still need to be delivered.
- There is a risk of care provider failure and inflationary pressures during this financial year.
- Temporary remedial measure have already been used to alleviate some of the above pressures.

### **Care4CE £1.074m overspend**

29. The underlying explanation for the overspend in Care4CE remains unchanged from the First Quarter Review: delays in delivering the rationalisation of buildings and the NHS decommissioning of services.

30. An overspend of £1.212m was reported at First Quarter review and the position in Care4CE has already improved through vacancy management and associated Voluntary Redundancies. Further remedial action, including maximising the use of existing resources is now being developed to reduce the overspend and also help Commissioners alleviate some their financial pressure.

Individual Commissioning £3.241m overspend

31. At first quarter review, following the £3.6m transfer of care growth budget from Strategic Commissioning to Individual Commissioning this budget was expected to be balanced.
32. It should be noted that due to budget pressures in previous years, considerable care cost growth budget has been allocated to the service in 2011-12 covering the first three years of operation of Cheshire East Council. This budget was allocated to reflect the growth in the number of care individuals and complex care packages (especially Learning Disability) and does not account for any inflationary pressure growth (the Council are continuing to hold a zero inflation uplift position).
33. The current projected overspend of £3.241m is attributable to a number of factors all of which relate to the care budget.
34. Direct payments (particularly relating to Learning Disability) are increasing at a faster rate than originally predicted with a 60% forecast increase on 2010-11 whilst traditional care costs are not reducing as much as originally predicted. This is leading to a net impact of £2.5m including £0.5m recoupment of unspent monies mentioned below.
35. A key assumption has been made that £0.5m of unspent monies currently held on the Empower Cards / Direct Payments will be clawed back. This reflects an assumption that funds are no longer needed to deliver support plan outcomes, for example, where a service user has been in hospital for a period of time.
36. Overall service user numbers have remained largely constant to date throughout 2011/12. On a positive note this indicates that re-ablement is helping to stem the number of individuals entering the service. However, care costs continue to increase and this indicates that individuals needs, both of these entering care and those already receiving care are becoming increasing complex.
37. Through delivering the Council's budget, the service has been able to mitigate some of the above service pressures for example by saving £1.4m reviewing individual care needs and packages; maximising charges generating an additional £0.5m. Other budget proposals such as a £0.7m share of the Social Care Redesign 2 proposals remain undelivered.
38. The service continue to face a risk of provider failure (recently estimated in one high profile case at £1.5m); higher than expected growth through complex needs and / or pressure from providers to pay across an inflation increase will increase the forecasted care cost position. These high financial risks need to continue to be recognised as any of these factors has the

potential to have a material adverse effect on the overall financial stability of the council.

Strategic Commissioning £0.785m overspend

39. Since first quarter review the £3.8m care cost growth budget (£0.2m transferred to Emergency Duty Team in Strategic Commissioning), £0.5m winter pressures money, and £0.8m to support the shortfall against the planned transport savings have been transferred to Individual Commissioning.
40. Strategic Commissioning currently holds certain costs / budget savings targets for the department including VR costs of £2.3m and Cross Cutting savings of £0.6m and £0.56m of Social Care Redesign savings yet to be delivered.
41. There are underlying budget pressures within the Learning Disability Pooled budget, including a predicted shortfall of £0.4m income as negotiations regarding the sharing of the projected overspend are still ongoing with Central and Eastern Cheshire PCT. The Learning Disability care overspend is reflected within Individual Commissioning.
42. The service have already taken remedial action using areas of underspend to support the above budget pressures. Underspends in the service in the following areas: Supported Employment Service; Third Sector Contracts; Supporting People; Community Meals and Workforce Development are being used to help alleviate the overspend . Clearly holding these underspends will have implications in other areas of the business, for example, the underspend in Workforce Development means the workforce in certain areas in struggling to cope with the complexity of need being presented by certain service users, which in the long term may have a detrimental effect on viability of services.

Conclusion

43. The department continues to face a real challenge in moving nearer towards delivering a balanced outturn for 2011/12. It should be noted that the current projection of £5.1m overspend includes the assumption that the department will fund it own VR's which are estimated at £2.3m and also, includes £0.6m of cross cutting savings which have recently been allocated to the Department.
44. Under the direction of the new service director the department will seek to identify additional remedial action to continue to alleviate these budget pressures.

**PLACES & ORGANISATIONAL CAPACITY £3.3m overspend**

45. At this point in the year the Directorate is forecasting an adverse net variance against budget of £3.3m (after remedial actions), this compares to a £1.7m adverse variance at FQR.

46. The overall net variance of £3.3m comprises:

- £424k on the impact of VR severance costs paid/forecast to date;
- £790k on procurement, Business Management Review and other allocated savings;
- £287k relating to exceptional events re car parks revaluations (increased NDR ) and Planning appeal costs;
- £970k relating to exceptional inflation re fleet fuel, waste contract bonus (HWRC), and Utility contract price increases for Council owned buildings, including Leisure facilities and Car Parks;
- £856k relating to policy changes since the budget was approved in February (re Grounds Maintenance, Markets rents and Library Review & Lifestyle Centre Income).

Key changes since FQR:

47. The key changes since FQR totalling net £1.75m relate to the following:

- Utility price increases, primarily in Assets and Health & Wellbeing, following price increases in new contract £450k and £300k respectively;
- Increased pay costs in Environmental Services of £306k; £138k Waste re Overtime/Agency costs due to impact of roll out (additional customer service response requests causing additional interim collections to be made); £136k Streetscape comprising impact of Terms & Conditions changes re weekend working and other overtime/agency costs; £32k Highways agency costs;
- £250k impact of allocated VR cross-cutting savings in Assets;
- Leisure will only partly deliver the policy saving associated with generating additional income from Adults Commissioning using leisure facilities to support day care services, £100k pressure;
- Exceptional Inflation re fleet fuel across the service totalling £90k plus £50k re impact of exceptional inflation on the calculation of the forecast HWRC bonus payment;
- Reduced income forecasts in: Bereavement Services £85k; Markets a further £42k.
- Highways have achieved a (£200k) under-spend against maintenance expenditure in the first half year and are proposing a management action to reduce maintenance expenditure by a further (£200k) under remedial actions, achievement of this will clearly be dependant on the severity of the weather in the latter half of the year;
- Car Parking: further adverse income variance of £345k is anticipated due to continuing economic recessionary pressures and reduction in customer demand. In addition, due to unforeseen exceptional event £150k adverse variance re NDR costs for car parks following revaluations, offset by (£170k) delayed spend re CCTV control room and (£36k) pay and non pay variances and
- Pressure in realising the full extent of business process and procurement savings £336k.

2011-12 Savings Proposals:

48. The Directorate has savings proposals totalling £12.4m for 2011-12. At MYR the forecast out-turn achievement against these savings is £9.8m, with

£2.6m potentially “at risk”. As detailed above the principle variances relate to:

Key variances against 2011-12 Savings Proposals	£'000
Markets – delayed/reduced rent increases	200
Assets – VR cross-cutting savings not achieved	250
Grounds Maintenance – Frontline resource reductions proving difficult to realise.	240
Development Mgt – Regional Flood Defence Committee have powers to raise the levy and method of calculation is also set by legislation	102
Development Mgt – Achievement of increases in planning application income only part achieved.	137
Procurement savings – proving difficult to realise as planned	343
Business Management Review savings – under review	179
Corporate staff related savings (FMW/Unison) – under review	18
Health & Wellbeing Building Based Review	268
Lifestyle – Reductions in Expenditure / New Income	112
Savings proposals part achieved and may be mitigated from other remedial actions	103
<i>Sub-total</i>	1,952
Additional one off costs re Route Optimisation/harmonisation (net)	657
Total	2,609

### Remedial Actions

49. The Directorate has already identified a range of remedial measures to contain the impact of these adverse variances as referred to above and these are reflected in the overall out-turn forecast. The Directorate will continue to closely monitor and manage key areas and identify scope for further remedial actions.

### Environmental Services

£700k – planned remedial actions comprising:

- Under-spend on non pay items £300k,
- Waste minimisation one off budget reduction £50k
- Verge Maintenance reduction post October 2011 £150k
- Highways Maintenance reduction in spend from October 2011 £200k.

### Safer & Stronger Communities

£389k – planned remedial actions comprising:

- CCTV delay in creation of new control room (non pay savings) £170k,
- Structure changes £100k,
- Review out of hours service and increases in other fees & charges £44k
- Regeneration applied earmarked reserve for Town Centre Car Parking Improvements £75K

Planning & Housing

£80k – planned remedial actions across non pay budgets within Development Management and Spatial Planning to contribute the service projected overspend.

Regeneration

£46k – planned remedial actions across Visitor Economy, including the Tatton Park trading account, through vacancy management and non pay budget savings.

There is however a Value Added Tax claim outstanding with potential income in respect of Tatton Park Farm and Gardens admissions income, which is currently being disputed by HRMC. If this is resolved within this financial year the benefit could contribute towards the pay budget pressure resulting from VR costs to be charged against the trading account.

Assets

£200k - remedial actions currently being implemented and/or explored include: improving the income / bad debt position; further prioritisation of maintenance spending; and the capitalisation of staff time in relation to capital projects. It is assumed in the outturn forecast that £0.8m of budget will be transferred from other Services (in line with Asset Challenge and Corporate Landlord strategies) relating to premises costs being charged to the Service.

Health & Wellbeing

£300k – Planned remedial actions include a reduction to libraries book fund (£100k). In addition, further remedial actions are being sought by the service in order realise the additional reductions.

Conclusion

50. The Directorate has identified £1.715m in remedial actions to date and will continue to closely monitor and manage key areas and identify scope for further remedial actions.

**SUPPORT SERVICES £1.8m overspend**

Finance & Business Services

51. £1.3m of the overspend is attributable to the ICT shared service and is due to three factors:
- The initial estimate of costs for 2011-12 within the shared service was higher than the client budget available. This existing shortfall was exacerbated by an early decrease in the capital delivery assumption (90,000 hours to 80,000 hours) culminating in an early likely overspend forecast of £675k.
  - The forecast assumes delivery of proposed efficiencies totalling £539k. As £260k of these proposals are actually being delivered against client

budgets the shared service costs will not reduce, accounting for £130k of the CEC overspend.

- Approximately £500k of the CEC overspend relates to a shortfall on deliverable development hours chargeable to capital schemes, with Shared Service ICT forecasting delivery at 59,200 hours instead of 80,000 hours.
52. A great deal of work is being undertaken through the ICT Shared Service improvement plan to ensure that the overspend position is resolved by mid 2012/13. Initiatives include:
- Performance management
  - Commodity sourcing – rather than in-house
  - Recruitment review – strict vacancy management
  - Contract spend analysis
  - Architecture simplification
  - Review of target operating model
  - Benchmarking
53. The remaining £400k of the overspend is due to the Finance shared service which has been impacted by over £100k of Business Management Review cross-cutting savings since first quarter and Procurement which has incurred severance costs, residual CBS supplies expenditure, two years subscriptions to the Association of Greater Manchester Authorities, and agency costs relating to an interim category manager.

### HR & OD

54. HR & OD is predicting a £143k overspend due to anticipated one-off costs of £153k being incurred on pay harmonisation work and the impact of shared services overspends of £50k.
55. Budget pressures resulting from the VR category 3 cross cutting savings, and the engagement of consultancy to deliver an organisational change programme have also impacted the directorate.

### Borough Solicitor

56. The service is expecting a net nil position overall, with budget pressures identified in relation to Coroner fees, Registration Services expenditure and the impact of cross-cutting budget savings offset by a forecast underspend in Legal Services. To manage the VR category 3 cross cutting reductions in year will be a considerable challenge as the impact of the savings is significant and effectively stems from a double-counting of savings required to be made.
57. Coroner fees are population / formula driven and not subject to negotiation experienced delays to the implementation of the proposed service structure rationalisation, and an increased level of supplies and services expenditure, particularly in relation to marketing of the service. However, income levels relating to registration are forecast to meet the budgeted target based on a seasonal analysis of income receipts from the last financial year.

58. Delays to the recruitment of key personnel within Legal Services and a significant increase in income from both planning and highways fees and the Schools Business Support Agreement (from September 2011) have generated an £89k underspend for this service.

**UNALLOCATED CROSS CUTTING SAVINGS £2.9m overspend**

**Cross Cutting savings held in Finance & Business services - £1m overspend (£500k worse than first quarter)**

59. The level of Finance & Business services cross cutting savings that are expected to be retained is £500k worse than first quarter due to retaining more procurement savings.
60. A Council wide procurement savings target of £0.981m is currently held centrally within the service pending agreement from CMT on the allocation. The latest estimate from the Procurement Team is that further savings of £0.281m will be allocated in 2011-12, which means that an overspend of at least £0.7m is likely. The £0.281m will be delivered using the Solvis methodology, which is based on a request to suppliers to agree to a 15% discount.
61. Shared Services Improvement – The saving of £300k is currently held within the Director of Finance & Business Services budget area pending a strategy to deliver the saving. The saving was to be achieved by the longer term Shared Services, excluding ICT, HR and Finance but this has not proved possible to date. Therefore a forecast overspend of £300k is still being reported.

**Cross cutting savings held in HR/OD - £1.860m overspend (£360k worse than first quarter)**

62. The level of HR & OD cross cutting savings that are expected to be retained is £360k worse than first quarter due to retaining more Reed savings (£310k) and slippage of the terms and conditions roll out (£50k).
63. Salary Sacrifice Scheme/Reed Contract savings. Council wide savings target of £310k for 2011-12 is held centrally within the service and this will now be shown as a budget pressure for 2011-12. Spend on agency staff has contracted markedly in 2011-12 and the assumption is that it would be difficult to justify allocating this saving.
64. Pay Harmonisation. The Council wide savings target of £2.4m for 2011-12 is held centrally within the service pending final agreement and acceptance of the package of changes. The maximum level of savings which can be generated in 2011-12 from the latest package is estimated to be £0.55m, leaving a projected overspend of £1.85m in year.
65. VR Saving – the original target for new Category 3 VR savings was £600k. However, savings totalling £900k have been distributed to services across the authority leaving a positive budget of £300k retained by the service, resulting in a forecast year end underspend of £300k.

**REVENUE BUDGET - CONCLUSION**

66. The projected net service overspending has increased to £16m at the mid year stage.
67. Extensive further remedial measures and actions will be required as a matter of urgency if this figure is to be significantly reduced before year end. Proposals for remedial action need to be developed across all services, and not limited to individual service forecasts, as a substantial element of the overspend relates to unallocated cross cutting savings.
68. There is little or no further scope for mitigation of the position from corporate budgets and provisions other than the limited alleviation of the impact on general reserves available from central budgets as outlined in Annex 1.

**CAPITAL PROGRAMME**

69. At the mid-year review stage the Council is forecasting expenditure of £74.334m in 2011/12 against an Approved Budget of £90.983m for the year. Officers have undertaken a fundamental review of the capital programme to ensure that it only includes schemes that fulfil the Council's priorities for service delivery to be carried forward and any unspent balances were deleted from the programme enabling resources to be freed up for future allocations.
70. Table 2 shows an analysis by Directorate of the in-year Approved Budget for 2011-12, and forecast expenditure for 2011-12 and the three following years to 2014-15.

**Table 2 – Capital Expenditure Forecasts**

Department	In Year Approved Budget	Forecast Expenditure			
	2011-12 £000	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Adults, Health & Wellbeing					
New Starts	1,083	789	294	0	0
Committed schemes	6,689	6,249	385	0	0
	7,772	7,038	679	0	0
Children & Families					
New Starts	9,943	7,257	9,582	1,511	0
Committed schemes	17,305	13,393	6,624	0	0
	27,248	20,649	16,206	1,511	0
Places					
New Starts	19,726	12,970	8,392	970	0
Committed schemes	17,572	16,370	8,586	3,324	1,615
	37,298	29,340	16,978	4,294	1,615
Performance & Capacity					
New Starts	6,564	6,519	4,693	3,882	0
Committed schemes	12,101	10,788	2,547	1,099	0
	18,665	17,307	7,240	4,981	0
Total New Starts	37,316	27,534	22,961	6,363	0
Total Committed schemes	53,667	46,800	18,143	4,424	1,615
Total Capital Expenditure	90,983	74,334	41,103	10,786	1,615

71. The programme consists of on-going schemes started in previous years (£53.667m) and new starts (£37.316m). The new starts include a number of schemes which form part of a 'core' programme, including essential maintenance, Local Transport Plan (LTP) schemes within Environment, Devolved Formula Capital (DFC) allocations for schools, and Corporate Landlord schemes within Assets. New schemes have been approved by Members as meeting the Council's priorities.
72. The programme is funded from both direct income (grants, external contributions, linked capital receipts), and indirect income (borrowing approvals, revenue contributions, capital reserve, non-applied receipts). A funding summary is given below in Table 3.

**Table 3 – Funding Sources**

Funding Source	Forecast Expenditure			
	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Grants	32,536	15,853	2,612	0
External Contributions	2,728	135	80	0
Linked/Earmarked Capital Receipts	764	1,649	0	0
Supported Borrowing	6,097	1,333	424	0
Non-supported Borrowing	13,578	17,499	5,027	0
Revenue Contributions	723	550	395	0
Capital Reserve	17,908	4,084	2,248	1,615
<b>Total</b>	<b>74,334</b>	<b>41,103</b>	<b>10,786</b>	<b>1,615</b>

73. Annex 2, Appendix 1 shows detail of the individual schemes that make up the disclosures in Table 2 and Table 3.
74. Annex 2, Appendices 2a and 2b list proposals for Supplementary Capital Estimates (SCE) / Virements up to and including £500,000.
75. Annex 2, Appendix 2c list a proposal for a Supplementary Capital Estimate (SCE) / Virement for over £1,000,000 for Council Approval.
76. Annex 2, Appendix 3 provides a list of reductions in capital budgets to be noted.

### **Key Service Capital Issues**

#### **Children and Families**

77. **Residential Development Programme**

Total Approved Budget	£1.150m
Revised Budget 2011-12	£1.500m

The requirements for residential provision for looked after children have been reviewed and three properties are to be purchased within the borough, two in the Macclesfield area and one in Congleton. It is anticipated, (dependant on the market) that a property in Congleton will be purchased before March 2012, to coincide and ensure the smooth transition of residential care following the closure of Wilkinson House. This property will include an assessment centre.

Additional funding will be required to support the property purchase prices in the designated areas to maximise the new guidance requirements, i.e., the residential provision should replicate family homes of no more than 4 bedrooms. Purchase prices in specific postcode areas have been evaluated to reflect a true reflection of the current market trends in these areas (one requiring additional space for the assessment unit). All associated costs including adaptation costs, fees, etc, have been estimated to give a gross total cost for each property.

Taking the above factors into consideration, an additional £350,000 is now required to enable the objective of providing 12 additional residential bids in the borough and to achieve the revenue savings.

78. Special School for Children with Autism Spectrum Condition

One of the priority recommendations emerging from the Special Educational Needs and Disability (SEND) review was the identified need to develop local specialist provision for children and young people with Autism Spectrum Condition (ASC). A report will be considered by Cabinet on 28<sup>th</sup> November 2011 seeking the approval in principle for the development/feasibility of specialist provision on the Church Lawton Primary School site. The capital cost for the refurbishment has been estimated at £1.617m and will be funded from the existing capital SEND allocation.

Places and Organisational Capacity

79. Private Sector Assistance

Due to the lengthy application procedures and delays to the consultation on the revised Private Sector Assistance Policy has delayed expenditure on the capital programme. Funds are committed to schemes but the programme will have some delayed expenditure into 2012-13. These delays will also have an impact on the revenue budget with the fee target for works completed not being achieved.

80. Highway Improvements – Sherborne Estate, Crewe

Request for Budget Approval            £0.052m

Wulvern Housing Association is currently developing proposals to deliver highway improvements on the Sherborne Estate in Crewe as part of a wider regeneration project in the area. This follows the first phase of a £4.5m scheme which won the Regeneration Scheme of the Year award at the Housing Excellence Awards in 2011.

Wulvern have approached Cheshire East to make a financial contribution towards the highways works on the estate, the majority of which will be undertaken within phase two of the scheme at a total cost of £160,000. In addition Wulvern have requested that Cheshire East adopt the new road.

In order to fund the scheme Wulvern propose to dispose of three vacant properties which are in a poor state of repair and would require significant modernisation. Sale proceeds at auction for the three properties are estimated to be in the region of £105,000. Under the current terms of the housing transfer agreement Cheshire East will be entitled to 50% of the resale value.

Wulvern are requesting a financial contribution of £52,500 towards the scheme which equates to the equivalent amount that Cheshire East will receive in right to buy receipts.

81. Nantwich Pool Enhancements

Total Approved Budget	£1.385m
Revised Budget	£1.004m

The capital scheme for the investment and improvement to Nantwich Pool has now been agreed in consultation with local ward members. A full review of the current condition of the Nantwich Pool has been completed to ascertain the key areas that require improvement. This review focused on the building infrastructure, pool plant and equipment, and the key improvements required to improve the customer experience and generate additional income.

A programme of work is to be agreed, the total cost of which is £1.364m, £0.180m to be funded from Swim for Free grant monies and £0.180m from the Planned Maintenance budget. The revised capital cost will therefore be £1.004m which will release £0.381m of available capital receipts.

82. LTP Project - Crewe Green Link Road

Total Approved Budget	-	£8.739m
Prior Year Spend	-	£8.353m
Budget 2011-12	-	£0.386m

There is still a risk of a £100,000 pressure on this scheme, as there are still two outstanding land deals to be completed. Failure to progress with this project will impact on the delivery of the Basford East Regional Investment site, seriously restricting the potential of Crewe Vision and the scope to see land use allocations in the Local Development Framework. A possible solution to the funding pressure is to monitor the overall programme and seek to reallocate funding from other projects which are delayed or under spending.

83. Waste Procurement PFI

Cheshire East and Cheshire West & Chester Councils have been progressing a Cheshire Waste Management Private Finance Initiative (PFI). A project inherited from Cheshire County Council, the contract would manage the treatment of residual municipal solid waste over the next 25 years to meet required landfill diversion and recycling targets. On 20 October 2010, Defra confirmed that PFI credit support for the project was being withdrawn. On 26 July 2011, notification was received that the Councils' legal challenge had failed and in the light of this decision we are reviewing options for the future disposal of municipal waste.

**DEBT MANAGEMENT**

84. Total Invoiced Debt at the end of September 2011 was £6.1m. After allowing for £1.3m of debt still within the payment terms, outstanding debt stood at £4.8m. The total amount of service debt outstanding over 6 months old amounts to £2.0m. This is unchanged from FQR, and £0.4m higher than the level of older debt at 31 March. Services have created debt provisions of £1.7m to cover this debt in the event that it needs to be written off.

85. An analysis of the invoiced debt provision by directorate is provided in Table 4.

**Table 4 - Invoiced Debt**

Directorate/Service	Total Outstanding Debt as at 30 <sup>th</sup> September £000	Total Debt Over 6 months old £000	Bad Debt Provision £000
Children & Families	613	292	268
Schools & Catering	63	50	15
<b>Total Children &amp; Families</b>	<b>676</b>	<b>342</b>	<b>283</b>
<b>Total Adults</b>	<b>1,964</b>	<b>908</b>	<b>908</b>
Environmental Services	586	210	135
Safer & Stronger communities	91	63	58
Planning & Housing	77	35	40
Regeneration	545	9	9
Health & Wellbeing	91	50	50
Assets	578	297	194
Policy & Performance	9	2	0
<b>Total Places</b>	<b>1977</b>	<b>666</b>	<b>486</b>
Finance & Business Services	115	56	4
HR&OD	43	1	
Borough Solicitor	1	1	
<b>Total Support</b>	<b>159</b>	<b>58</b>	<b>4</b>
<b>Total Debt &amp; Provisions</b>	<b>4,776</b>	<b>1,974</b>	<b>1,681</b>

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12  
2011/12 Mid Year Review

ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
<b>Adults, Community and Health &amp; Wellbeing</b>										
<b>Ongoing Schemes - Adults</b>										
2008-09 Building Review Block	192	111	81	0	81				192	0
Common Assessment Framework	31	31	0	0	0				31	0
CAF Phs 2 Demonstrator	2,635	1,158	1,477	447	1,427				2,585	-50
Social Care IT Infrastructure	198	19	179	0	179				198	0
Mental Health Capital	104	87	17	0	17				104	0
Mental Health Provider	194	194	0	0	0				194	0
Mayfield Centre	10	4	6	0	6				10	0
Modernising ICT Delivery	638	545	94	0	93				638	0
Enabling Model of Social Care	61	61	0	-6	0				61	0
Extra Care Housing	2,114	2,094	20	-1,850	20				2,114	0
Community Services Flexible and Mobile working	650	375	275	32	275				650	0
Adults Protect into Paris	50	0	50	0	50				50	0
Mental Health Cap 10-11	104	104	0	0	0				104	0
Adults Social Care 2010-11	180	5	175	-12	175				180	0
<b>Ongoing Schemes - H&amp;W</b>										
Bridges and other structures on Middlewood Way	828	820	8	5	8				828	0
Springfield Road Allotments	36	27	9	0	9				36	0
Improvements to Congleton Park	29	13	17	4	16				29	0
Alsager Skate Park/Milton Park	29	29	0	-1	0				29	0
Allotment Improvements	15	12	3	0	3				15	0
Sandbach Park Building Refurbish	29	10	20	0	19				29	0
Middlewood Way Viaduct Repairs	546	449	97	8	97				546	0
Improving Leisure Facilities	55	-15	70	45	70				55	0
Sandbach United Football complex	2,220	705	1,516	1,356	1,480	35			2,220	0
Play Capital	807	759	48	30	48				807	0
Swim for Free Capital	128	42	86	4	86				128	0
Lawton Green Landscaping	8	0	8	0	8				8	0
Sandbach Park	101	0	101	0	101				101	0
Badger Relocation	115	51	64	0	64				115	0
Lower Heath Play Space Renewal	120	130		-9	0				120	10
Congleton Park Improvements - Town Wood	72	0	72	2	72				72	0
Cranage Bowling Green & Pavilion refurbishment	20	1	19	0	0				1	-19
Nantwich Pool Enhancements (part-funding)	1,385	0	1,035	0	724	350			1,074	-311
Playgrounds	64	43	21	0	21				64	0
Keepers Close / Mill Close	18	18	0	0	0				18	0
Shell House, Station Road, Wilmslow	129	25	104	-2	104				129	0
Ilford Imaging Site, Mobberley, Knutsford	47	0	47	0	47				47	0
Land South West of Moss Lane	229	187	41	0	42				229	0
Earl's Court, Earlsway, Macclesfield	146	60	86	43	86				146	0
Ground Work Cheshire - Bird Sanctuary	20	2	18	0	18				20	0
Libraries Facilities	500	500	0	-6	0				500	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Leisure Centre General Equipment	59	53	5	16	6				59	0
Public Rights of Way 10-11	26	24	2	2	2				26	0
Radio Frequency ID (RFID)	1,200	503	720	-7	697		0		1,200	0
Pub Open Spaces-King St	30	0	30	0	30				30	0
The Blue Lamp Carrs Park	41	2	39	1	39				41	0
Alderley Park	29	0	29	29	29				29	0
<b>Total On-going schemes</b>	<b>16,242</b>	<b>9,238</b>	<b>6,689</b>	<b>131</b>	<b>6,249</b>	<b>385</b>	<b>0</b>	<b>0</b>	<b>15,872</b>	<b>-370</b>
<b>New Starts 2011/12 - Adults</b>										
Busins Sysys for Transformn	200		200	47	100	100			200	0
<b>New Starts 2011/12 - H&amp;W</b>										
Leisure Cent ICT Member Sys	200		200		6	194			200	0
Public Rights of Way 11-12	34		34	2	34				34	0
Refurb of Oakley Centre	250		250		250				250	0
Relocation of Library Services	285		285		285				285	0
Rode Heath Community Facility	24		24	20	24				24	0
Y.P.U., Victoria Rd., Macclesfield	35		35	1	35				35	0
Reades Lane, Congleton	14		14		14				14	0
Lower Heath Community Project	10		10	3	10				10	0
Oakbank Mill Bollington	18		18		18				18	0
Improvements to Middlewood Way	13		13		13				13	0
<b>Total 2011/12 New bids approved</b>	<b>1,083</b>	<b>0</b>	<b>1,083</b>	<b>73</b>	<b>789</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>1,083</b>	<b>0</b>
<b>Total Adults and H&amp;W Programme</b>	<b>17,325</b>	<b>9,238</b>	<b>7,772</b>	<b>204</b>	<b>7,038</b>	<b>679</b>	<b>0</b>	<b>0</b>	<b>16,955</b>	<b>-370</b>
<b>Children &amp; Families</b>										
<b>Ongoing Schemes</b>										
East Cheshire Minor Works Ph3	512	507	5	6	5	0	0	0	512	0
SureStart Aiming High for Disabled Children	95	94	0	0	0	0	0	0	94	-1
Sandbach Childrens Centres Ph3	783	736	48	4	48	0	0	0	784	0
SCP Childrens Services	47	11	36	0	36	0	0	0	47	0
ICT Childrens Centres Ph3 East	52	3	49	0	49	0	0	0	52	0
Childrens Homes Rationalisation	1,013	1,006	6	0	6	0	0	0	1,012	0
Devolved Formula Capital 07-08 East	5,046	4,796	250	189	250	0	0	0	5,046	0
Devolved Formula Cap 08-09 East	4,971	4,442	529	417	529	0	0	0	4,971	0
Devolved Formula Capital	5,400	3,480	1,027	805	1,027	893	0	0	5,400	0
Devolved Formula Capital - In Advance	1,955	1,946	9	118	9	0	0	0	1,955	0
Integrated Children's Systems (ICS) 08-09 East	922	460	462	-2	72	390	0	0	922	0
Children's Workforce Dev Sys East	70	0	70	0	0	70	0	0	70	0
Adults workforce Census East	15	0	15	0	0	15	0	0	15	0
Contact Point / Further Dev of Children's Hub/ e-CAF	382	95	286	-33	52	234	0	0	381	-1
Capital for Kitchen & Dining Facilities	595	218	376	0	376	0	0	0	594	0
Repairs to Mobile Classroom Ext Schs East	30	29	1	0	1	0	0	0	30	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
			2011/12	30-Sep-11	2011/12	2012/13	2013/14	2014/15		
Primary School & YOT Extension repairs	93	83	11	0	2	0	0	0	85	-8
Springfield Spec School	120	116	4	0	4	0	0	0	120	0
TLC Dean Oak's PS	3,187	3,164	23	1	23	0	0	0	3,187	0
Stapely Broad Lane PS - Replacement of temp accomodation	942	518	424	322	419	5	0	0	942	0
Christ the King Catholic & C of E PS	3,340	3,013	327	135	327	0	0	0	3,340	0
TLC Vernons PS Amalgamation	3,753	3,728	25	0	25	0	0	0	3,753	0
Offley Primary School	1,025	954	71	54	71	1	0	0	1,026	1
Cledford TLC Scheme	3,360	3,344	16	2	16	0	0	0	3,360	0
Gorseley Bank Floor Repair	1,768	1,633	135	9	135	0	0	0	1,768	0
Brine Leas Sixth Form	7,311	7,214	98	1	98	0	0	0	7,312	0
Kings Grove Mobile Replacement	790	428	362	127	362	0	0	0	790	0
TLC Sir William Stanier Comm S	21,598	21,297	302	-1	301	0	0	0	21,598	-1
Signage (£5k*20 centres, estimate)	10	0	10	0	10	0	0	0	10	0
Underwood West PH3 Expansion	310	272	38	6	38	0	0	0	310	0
Cheshire East Surestart Aim High for Disabled Children	391	380	11	0	11	0	0	0	391	0
Childrens Social Care	35	0	35	0	35	0	0	0	35	0
ESCR	350	0	350	0	120	230	0	0	350	0
P.A.R.I.S - PCT access	25	0	25	0	25	0	0	0	25	0
Schools - Access Initiative	606	38	568	0	568	0	0	0	606	0
Mallbank Redesignation of Specialist School	50	0	50	0	50	0	0	0	50	0
Tytherington High School Redesignation of Specialist School	25	24	1	0	1	0	0	0	25	0
Targetted Capital Funding (TCF) 14 - 19 Diploma	1,114	0	1,114	0	114	409	0	0	523	-591
Devolved Formula Capital 10-11	2,055	0	1,779	438	1,779	1,599	0	0	2,055	0
Harnessing Technology	244	129	115	0	115	0	0	0	244	0
Schools Modernisation Programme	1,198	0	1,198	0	172	0	0	0	172	-1,026
Schools - Basic Need	387	223	163	0	163	0	0	0	387	0
Land Block 10-11	67	0	67	1	67	0	0	0	67	1
Land Drainage 10-11	63	17	46	0	46	0	0	0	63	0
Feasibility 10-11	82	14	68	6	68	0	0	0	82	0
VA Contributions 10-11	13	2	11	0	11	0	0	0	13	0
Primary Capital Programme (PCP)	22	0	22	0	22	0	0	0	22	0
Specialist Schools	300	0	300	0	300	0	0	0	300	0
Alsager H S Perf Arts Cent	1,134	373	761	553	761	0	0	0	1,134	0
Poynton HS	3,300	0	2,280	2	1,702	1,448	0	0	3,150	-150
Tytherington HS	3,130	0	2,153	76	1,800	1,330	0	0	3,130	0
St Johns Wood CS - Sports Barn	268	264	4	0	4	0	0	0	268	0
Adelaide School - New Workshop	200	35	165	0	165	0	0	0	200	0
Malbank School & Sixth Form College	1,185	304	881	598	881	0	0	0	1,185	0
Styal PS Early Years Classroom	135	12	123	1	123	0	0	0	135	0
<b>Total On-going schemes</b>	<b>85,874</b>	<b>65,403</b>	<b>17,305</b>	<b>3,834</b>	<b>13,393</b>	<b>6,624</b>	<b>0</b>	<b>0</b>	<b>84,097</b>	<b>-1,777</b>
<b>New Starts 2011-12</b>										
Devolved Formula Capital 11-12	1,009	0	1,009	100	100	450	459	0	1,009	0
Minor Works 11-12	0	0	0	0	0	0	0	0	0	0
Oakenclough CC - Co-location (<£100k)	75	0	75	0	75	0	0	0	75	0
Cledford Infants School	653	0	653	0	400	253	0	0	653	0
Minor Works / Accessibility (<£100k)	382	0	382	0	382	0	0	0	382	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
Pear Tree Primary School	95	0	95	3	95	0	0	0	95	0
Ruskin Secondary School	100	0	100	0	100	0	0	0	100	0
Malbank Secondary School	150	0	150	0	150	0	0	0	150	0
Monks Coppenhall Primary School	120	0	55	0	120	0	0	0	120	0
Capital Maintenance Allocation 11-12	163	0	163	0	163	0	0	0	163	0
Suitability Bids (<£100k)	702	0	702	0	702	0	0	0	702	0
Rode Heath Primary School	114	0	20	0	20	94	0	0	114	0
Wilmslow High Secondary School	120	0	40	0	0	120	0	0	120	0
Lower Park Primary School	103	0	80	0	79	23	0	0	102	-1
Havannah Primary School	155	0	40	0	30	125	0	0	155	0
Parkroyal Primary School	144	0	144	0	144	0	0	0	144	0
Styal Primary School	125	0	63	0	63	62	0	0	125	0
Adelaide Special School	122	0	87	0	87	35	0	0	122	0
Goostrey Primary School	162	0	48	0	48	114	0	0	162	0
Middlewich High Secondary School	225	0	163	0	225	0	0	0	225	0
Mossley Primary School	149	0	149	0	149	0	0	0	149	-1
The Dingle Primary School	112	0	21	0	21	91	0	0	112	0
Alsager Highfields Primary School	127	0	17	0	17	110	0	0	127	0
Gorseley Bank Primary School	227	0	105	0	105	122	0	0	227	0
Asset Management Condition Priority	1,000	0	1,000	0	627	373	0	0	1,000	0
Mobile Replacements (<£100k)	124	0	124	0	124	0	0	0	124	0
Park Lane Special School	140	0	70	0	70	70	0	0	140	0
Alsager Secondary School	319	0	15	0	15	304	0	0	319	0
The Quinta Primary School	755	0	44	0	44	711	0	0	755	0
Lostock Hall Primary School	252	0	15	0	15	237	0	0	252	0
Leighton Primary School	367	0	19	0	19	348	0	0	367	0
Bexton Primary School	535	0	46	0	46	489	0	0	535	0
Sound & District Primary School	252	0	15	0	15	237	0	0	252	0
Residential Dev Programme 11-12	1,150	0	1,150	0	918	582	0	0	1,500	350
Short Break Re Provision 11-12	700	0	700	0	700	0	0	0	700	0
Pupil Referral Unit 11-12	1,500	0	1,500	0	500	1,000	0	0	1,500	0
Basic Need 11-12	0	0	0	0	0	0	0	0	0	0
Lindow Primary School - Basic Needs 11-12	350	0	280	0	280	70	0	0	350	0
Beechwood Primary School - Basic Needs 11-12	521	0	71	0	71	450	0	0	521	0
Oakefield Primary School - Basic Needs 11-12	742	0	90	0	90	652	0	0	742	0
Lacey Green Primary School - Basic Needs 11-12	140	0	140	0	140	0	0	0	140	0
Specialist Special Needs Provision 11-12	2,000	0	100	0	100	1,900	0	0	2,000	0
Short Breaks for Disabled Children	203	0	203	0	203	0	0	0	203	0
Church Lawton School - Specialist Provision		0		0	5	560	1,052	0	1,617	1,617
<b>Total 2011-12 New bids approved</b>	<b>16,384</b>	<b>0</b>	<b>9,943</b>	<b>103</b>	<b>7,257</b>	<b>9,582</b>	<b>1,511</b>	<b>0</b>	<b>18,350</b>	<b>1,966</b>
<b>Total Children &amp; Families Programme</b>	<b>102,258</b>	<b>65,403</b>	<b>27,248</b>	<b>3,937</b>	<b>20,649</b>	<b>16,206</b>	<b>1,511</b>	<b>0</b>	<b>102,447</b>	<b>189</b>
<b>Places</b>										
<b>Ongoing Schemes</b>										
LTP - Local Area Programmes - South	360	245	116	0	114	0	0	0	359	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget	
	£	£	£	30-Sep-11 £	2011/12 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Development of land at Alderley Edge Cemetery	89	8	0	-1	0	0	81	0	0	89	0
Adaptations to Pyms Lane Garage	6	1	5	0	5	0	0	0	0	6	0
Waste Infrastructure Capital Grant	1,356	561	795	764	795	0	0	0	0	1,356	0
LTP - Bridge Maintenance	1,223	1,223	0	0	0	0	0	0	0	1,223	0
Queens Park Restoration	6,757	5,617	1,140	1,214	1,140	0	0	0	0	6,757	0
Alderley Edge By-Pass Scheme Implementation	54,687	42,974	3,364	1,293	3,364	4,015	2,719	1,615	54,687	-1	
Integrated Area - Minor Works (2007-08)	793	793	0	0	0	0	0	0	793	0	
Highway adoption - Springvale	18	14	5	0	0	0	0	0	14	-4	
Highway Adoption - Talke Road	7	0	7	0	0	0	0	0	0	-7	
Crewe and Macc HWRCs	151	158	0	-7	-7	0	0	0	151	0	
Alsager Closed Landfill Site	60	0	60	0	60	0	0	0	60	0	
West Street Environmental Improvements	604	638	0	-34	-34	0	0	0	604	0	
SEMMMS - Cat & Fiddle	862	808	54	7	59	0	0	0	867	6	
LTP - Principal Roads Maintenance - Minor Works	1,589	1,588	0	-7	0	0	0	0	1,588	-1	
LTP -Non Principal Roads Maintenance - Minor Works	3,336	3,280	53	-37	53	0	0	0	3,333	-2	
LTP - Bridge Maintenance - Minor Works	564	524	40	83	62	0	0	0	586	22	
Gurnett Bridge, Hall Lane, Sutton	1,020	630	390	300	390	0	0	0	1,020	0	
Alderley Edge Village enhancements	50	6	44	6	94	0	0	0	100	50	
Local Measures - Ward Minor schemes	486	486	0	-13	0	0	0	0	486	0	
Local Measures - Ward Local schemes	274	274	0	0	0	0	0	0	274	0	
LTP - Detrunked Road - A523 Bosley	829	69	760	559	789	12	0	0	870	41	
De-Trunked Rds - A51 Landslip, Wardle	108	88	20	0	0	0	0	0	88	-20	
Part 1 Claims	107	106	0	-4	0	0	0	0	107	0	
Crematoria - Replacement cremators	450	0	450	0	0	450	0	0	450	0	
New Cremators - Macclesfield	800	48	752	36	752	0	0	0	800	0	
Replacement Bin Stock	36	26	10	10	10	0	0	0	36	0	
Waste PFI Procurement	500	500	0	921	0	0	0	0	500	0	
Cemetery road and path improvements	100	32	68	7	68	0	0	0	100	0	
Connect 2 - Phase 2	865	289	576	235	456	120	0	0	865	0	
Private Sector Assistance Initiative	1,508	1,007	326	7	204	233	75	0	1,519	11	
Affordable Housing - Assisted Purchase Scheme	600	418	182	62	182	0	0	0	600	0	
Choice Based Lettings	222	182	40	0	8	32	0	0	222	0	
Affordable Housing Initiatives	870	559	311	0	0	155	155	0	870	0	
Housing Grants - S106 Funded (Ex MBC)	1,045	780	265	0	265	0	0	0	1,045	0	
Social Housing Grants/ Enabling Affordable Housing	861	401	318	0	318	141	0	0	860	-1	
Market Square, Crewe - Interim Improvements	251	233	18	17	18	0	0	0	251	0	
Astbury Marsh Caravan Site	42	0	42	11	42	0	0	0	42	0	
Private Sector Housing Assistance Initiative	853	81	533	164	386	386	0	0	853	0	
Disabled Facilities Grant	1,145	836	308	308	308	0	0	0	1,144	0	
Affordable Housing - Assisted Purchase Scheme	330	0	330	0	90	240	0	0	330	0	
Empty Homes Initiatives	500	0	100	0	100	400	0	0	500	0	
LTP - Road Safety Schemes	765	429	336	163	336	0	0	0	765	0	
Capital Programme Management Support	35	43	-7	0	-7	0	0	0	36	1	
Tatton Park - Conservatory/Orangery	298	35	263	324	481	0	0	0	516	218	
Section 278's - 09-10 New Starts	72	29	7	0	15	2	0	0	45	-26	
Crewe Town Squares - Lyceum Square	1,859	1,789	70	-5	37	33	0	0	1,858	0	
LTP - SEMMMS - Regeneration allocation - Major Projects	2,895	2,895	0	-4	0	0	0	0	2,895	0	
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	2,909	1,874	100	1	100	935	0	0	2,909	0	
LTP - SEMMMS - Transport element - BQP/PTI	2,618	2,618	0	0	0	0	0	0	2,618	0	
Section 278 Agreements (2002-03)	34	33	0	0	0	0	0	0	33	-1	

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
			2011/12	30-Sep-11	2011/12	2012/13	2013/14	2014/15		
Section 278 Agreements (2003-04)	195	159	0	0	0	0	0	0	159	-36
LTP - Crewe Green Link Road	8,739	8,353	386	109	479	0	0	0	8,832	93
Section 278 Agreements (2004-05)	234	169	0	0	0	0	0	0	169	-65
Section 278 Agreements (2005-06)	78	67	1	0	1	0	0	0	68	-10
Section 278 Agreements (2006-07)	544	236	286	17	36	5	0	0	277	-267
Section 278 Agreements (2007-08)	88	17	8	0	8	0	0	0	25	-62
Connect2 - Crewe & Nantwich Greenway	473	473	0	2	0	0	0	0	473	0
Parkgate	1,382	236	245	3	146	900	0	0	1,282	-100
Leighton Brook Park	379	377	2	0	0	0	0	0	377	-2
Section 278 Agreements - (2008-09)	261	41	83	-5	12	21	80	0	154	-108
Monks Heath, Alderley Edge	350	299	51	54	51	0	0	0	350	0
LTP - Principal Roads Maintenance - Asset Management	85	85	0	-32	0	0	0	0	85	0
LTP - Non Principal Roads Maintenance - Asset Management	141	141	0	-22	0	0	0	0	141	0
LTP - Project Development Schemes - Minor Schemes	30	6	24	0	0	0	0	0	6	-24
LTP - East Cheshire Transport Study	125	125	0	-7	0	0	0	0	125	0
LTP - Road Safety Schemes - Minor works	431	186	245	66	245	0	0	0	431	0
Non LTP s278s	134	29	77	17	87	16	0	0	131	-3
Town Centres Spatial Regeneration	845	0	300	0	300	250	295	0	845	0
Tatton - Visioning feasibility	50	4	46	11	46	0	0	0	50	0
Tatton - Development	240	32	208	84	208	0	0	0	240	0
Tatton Park - Office Accomodation Phase 2	30	0	30	21	54	0	0	0	54	24
Poynton Revitalisation Scheme	3,675	1,642	2,033	614	2,195	0	0	0	3,838	163
Poynton High, Links to School	130	0	130	121	130	0	0	0	130	0
Safe Links to Sch Middlewich	147	147	0	0	0	0	0	0	147	0
Section 278 Agreements (pre 2002-03)	1,909	1,411	0	0	0	0	0	0	1,411	-497
Car Park Charges Congleton	131	131	0	-4	0	0	0	0	131	0
Thomas Street Car Park - West	77	77	0	-3	-3	0	0	0	74	-3
CDRP - Building Safer Communities Fund	80	80	0	0	0	0	0	0	80	0
Imps to Chapel Street Car Park	234	219	0	5	5	0	0	0	224	-10
10-11 CDRP - Building Safer Communities	32	32	0	0	0	0	0	0	32	0
Residents Parking Schemes	480	90	230	0	32	160	0	0	282	-198
Car Park Improvements	172	3	169	16	169	0	0	0	172	0
CCTV /UTC Rationalisation	899	133	766	483	1,115	0	0	0	1,248	349
<b>Total On-going schemes</b>	<b>120,595</b>	<b>90,225</b>	<b>17,572</b>	<b>7,928</b>	<b>16,370</b>	<b>8,586</b>	<b>3,324</b>	<b>1,615</b>	<b>120,120</b>	<b>-475</b>
<b>New Starts 2011-12</b>										
Vaudreys Wharf Canal (Non LTP)	600	0	50	0	50	550	0	0	600	0
Bridge Maintenance Minor Works - PROW	130	0	90	0	90	20	20	0	130	0
Bridge Maintenance Minor Works	1,578	0	1,578	213	1,578	0	0	0	1,578	0
Part 1 Claims	94	0	94	0	59	0	0	0	59	-35
Local Measures - Ward Local Works	380	0	380	28	380	0	0	0	380	0
Non Principal Roads Maintenance - Minor Works	4,037	0	4,037	2,273	3,946	0	0	0	3,946	-91
Principal Roads Maintenance - Minor Works	1,970	0	1,970	771	1,926	0	0	0	1,926	-44
Materials Transfer Fac. 11/12	650	0	650	0	650	0	0	0	650	0
Wheeled Bins 11/12	1,300	0	1,300	20	1,300	0	0	0	1,300	0
Disabled Facilities for Cheshire East Residents	1,320	0	1,320	150	1,120	200	0	0	1,320	0
Private Sector Assistance	900	0	300	0	0	600	300	0	900	0
Assisted Purchase Scheme	900	0	300	0	300	300	300	0	900	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
Car Park Improvements 11/12	300	0	0	0	0	150	150	0	300	0
Community Safety Schemes 11/12	30	0	30	0	30	0	0	0	30	0
Accessibility - Bus Network Investment	50	0	50	0	50	0	0	0	50	0
Accessibility - Cycling	70	0	70	0	125	0	0	0	125	55
Cycle parking, Wilmslow	30	0	30	0	41	0	0	0	41	11
Tipkinder Park Cyclepath	140	0	140	0	100	0	0	0	100	-40
Taylor Drive, Nantwich	120	0	120	10	84	36	0	0	120	0
Accessibility - Rail Station Improvements	50	0	50	0	30	20	0	0	50	0
Sustainable Transport Fund	45	0	45	0	25	0	0	0	25	-20
LDF - Transport Infrastructure	37	0	37	33	39	0	0	0	39	3
Capital Co-ordination	0	0	0	0	40	0	0	0	40	40
Non Principal Roads Maint - Asset Management	104	0	104	17	104	0	0	0	104	0
Principal Roads Maint - Asset Management	70	0	70	30	70	0	0	0	70	0
Programme Development	100	0	100	0	0	0	0	0	0	-100
Road Safety Schemes - Minor Works	416	0	416	14	377	0	0	0	377	-39
Regeneration Business Support	700	0	300	0	300	200	200	0	700	0
TIC Improvement Scheme	30	0	30	0	30	0	0	0	30	0
Stableyard Retail Improvement	0	0	0	0	95	0	0	0	95	95
Tatton Park Investment 11/12	6,260	0	6,039	0	0	6,260	0	0	6,260	0
Non LTP s278s	86	0	25	15	30	56	0	0	86	0
<b>Total 2011-12 New bids approved</b>	<b>22,498</b>	<b>0</b>	<b>19,726</b>	<b>3,573</b>	<b>12,969</b>	<b>8,392</b>	<b>970</b>	<b>0</b>	<b>22,331</b>	<b>-167</b>
<b>Total Places Programme</b>	<b>143,093</b>	<b>90,225</b>	<b>37,298</b>	<b>11,501</b>	<b>29,339</b>	<b>16,978</b>	<b>4,294</b>	<b>1,615</b>	<b>142,451</b>	<b>-642</b>

<b>Borough Solicitor (Monitoring Officer)</b>										
Ongoing Schemes										
Integrated Legal ICT System	60	1	59	28	41	13	5	0	60	0
<b>Total On-going schemes</b>	<b>60</b>	<b>1</b>	<b>59</b>	<b>28</b>	<b>41</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>60</b>	<b>0</b>
<b>Total Borough Solicitor Programme</b>	<b>60</b>	<b>1</b>	<b>59</b>	<b>28</b>	<b>41</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>60</b>	<b>0</b>

**Borough Treasurer & Assets****ASSETS****Ongoing Schemes**

Fixed Electrical Installation	76	75	1	0	1	0	0	0	76	0
Disability Discrimination Act Improvements/ Adaptations	246	124	122	42	122	0	0	0	246	0
Church Walls	60	16	44	1	44	0	0	0	60	0
County Farms 2008-09	238	128	110	1	80	31	0	0	238	0
Farms Estates Reorganisation & Reinvestment	1,410	71	1,339	13	40	1,299	0	0	1,410	0
Municipal buildings - Reg accommodation (name Change)	200	0	200	0	200	0	0	0	200	0
Office Accommodation Strategy	9,800	5,034	4,666	-164	4,766	0	0	0	9,800	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Building Maintenance	2,616	2,565	51	16	16	0	0	0	2,581	-35
MINOR WORKS 10/11	42	37	5	1	5	0	0	0	42	0
WILD BOAR CLOUGH FLOOD PROT	29	6	23	102	102	0	0	0	108	80
<b>Total On-going schemes</b>	<b>14,716</b>	<b>8,054</b>	<b>6,561</b>	<b>12</b>	<b>5,376</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>14,760</b>	<b>43</b>
<b>New Starts 2011-12</b>										
AMS BLOCK	13,845	0	5,345	1,530	5,300	4,500	3,782	0	13,582	-263
Feasibility Studies 11/12	400	0	200	0	200	100	100	0	400	0
<b>Total 2011-12 New bids approved</b>	<b>14,245</b>	<b>0</b>	<b>5,545</b>	<b>1,530</b>	<b>5,500</b>	<b>4,600</b>	<b>3,882</b>	<b>0</b>	<b>13,982</b>	<b>-263</b>
<b>TOTAL ASSETS</b>	<b>28,961</b>	<b>8,054</b>	<b>12,106</b>	<b>1,541</b>	<b>10,877</b>	<b>5,930</b>	<b>3,882</b>	<b>0</b>	<b>28,742</b>	<b>-220</b>
<b>ICT</b>										
<b>Ongoing schemes</b>										
Development Management System	437	423	14	-15	14	0	0	0	437	0
Click into Cheshire	39	32	7	0	7	0	0	0	39	0
Government Connect	290	58	232	90	232	0	0	0	290	0
ICT Security & Research	209	138	71	70	71	0	0	0	209	0
Flexible & Mobile Working	1,171	360	270	25	270	270	270	0	1,170	0
NHS LINK / Connected Cheshire	80	77	2	0	2	0	0	0	79	0
Data Centre Macclesfield	495	28	467	0	467	0	0	0	495	0
ICT Small Projects Block New scheme	153	112	41	38	41	0	0	0	153	0
Transforming Cheshire - Information Management	1,409	706	704	80	704	0	0	0	1,410	0
Essential Replacement 10-11	2,384	1,286	1,098	99	1,098	0	0	0	2,384	0
ICT Security	185	104	81	-5	81	0	0	0	185	0
Internet Service Provision	142	0	142	0	142	0	0	0	142	0
IPT Harmonisation	725	313	412	0	412	0	0	0	725	0
Oracle Optimisation	3,960	1,579	732	23	732	825	824	0	3,960	0
<b>TOTAL Ongoing schemes</b>	<b>11,678</b>	<b>5,216</b>	<b>4,273</b>	<b>406</b>	<b>4,273</b>	<b>1,095</b>	<b>1,094</b>	<b>0</b>	<b>11,678</b>	<b>0</b>
<b>2011-12 Starts</b>										
WAN Hardware	275	0	182	0	182	93	0	0	275	0
ICT Rural Broadband Project	530	0	530	87	530	0	0	0	530	0
ICT Security 11/12	195	0	195	0	195	0	0	0	195	0
Customer Access in Libraries	77	0	77	0	77	0	0	0	77	0
<b>Total 2011-12 Starts</b>	<b>1,077</b>	<b>0</b>	<b>984</b>	<b>87</b>	<b>984</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>1,077</b>	<b>0</b>
<b>TOTAL ICT</b>	<b>12,755</b>	<b>5,216</b>	<b>5,257</b>	<b>493</b>	<b>5,257</b>	<b>1,188</b>	<b>1,094</b>	<b>0</b>	<b>12,755</b>	<b>0</b>
<b>FINANCE</b>										
<b>Ongoing schemes</b>										
Single Revenue & Benefits Systems	524	447	77	11	77	0	0	0	524	0
<b>TOTAL Ongoing schemes</b>	<b>524</b>	<b>447</b>	<b>77</b>	<b>11</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>524</b>	<b>0</b>

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
<b>Total Borough Treasurer &amp; Assets Programme</b>	<b>42,241</b>	<b>13,717</b>	<b>17,440</b>	<b>2,046</b>	<b>16,211</b>	<b>7,118</b>	<b>4,976</b>	<b>0</b>	<b>42,021</b>	<b>-220</b>
<b>Policy &amp; Performance</b>										
<b>Ongoing Schemes</b>										
Customer Relationship Management & Telephone System	1,455	544	911	171	831	80	0	0	1,455	0
Transforming Cheshire - Customer Access	419	234	185	0	155	30	0	0	419	0
Capital Investment Scheme Grants	377	350	27	8	27	0	0	0	377	0
<b>Total On-going schemes</b>	<b>2,251</b>	<b>1,128</b>	<b>1,123</b>	<b>179</b>	<b>1,013</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>2,251</b>	<b>0</b>
<b>New Starts 2011-12</b>										
Performance Management 11/12	35	0	35	0	35				35	
<b>Total 2011-12 New bids approved</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>
<b>Total Policy &amp; Performance Programme</b>	<b>2,286</b>	<b>1,128</b>	<b>1,158</b>	<b>179</b>	<b>1,048</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>2,286</b>	<b>0</b>
<b>HR &amp; Organisational Development</b>										
<b>Ongoing Schemes</b>										
Accident Reporting system New scheme	18	10	8	-1	8	0	0	0	18	0
<b>Total On-going schemes</b>	<b>18</b>	<b>10</b>	<b>8</b>	<b>-1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>
<b>Total HR &amp; Organisational Development Programme</b>	<b>18</b>	<b>10</b>	<b>8</b>	<b>-1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>
<b>AH&amp;W</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>1,083</b>	<b>0</b>	<b>1,083</b>	<b>73</b>	<b>789</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>1,083</b>	<b>0</b>
<b>Total Committed schemes approved by Council</b>	<b>16,242</b>	<b>9,238</b>	<b>6,689</b>	<b>131</b>	<b>6,249</b>	<b>385</b>	<b>0</b>	<b>0</b>	<b>15,872</b>	<b>-370</b>
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>17,325</b>	<b>9,238</b>	<b>7,772</b>	<b>204</b>	<b>7,038</b>	<b>679</b>	<b>0</b>	<b>0</b>	<b>16,955</b>	<b>-370</b>
<b>C&amp;F</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>16,384</b>	<b>0</b>	<b>9,943</b>	<b>103</b>	<b>7,257</b>	<b>9,582</b>	<b>1,511</b>	<b>0</b>	<b>18,350</b>	<b>1,966</b>
<b>Total Committed schemes approved by Council</b>	<b>85,874</b>	<b>65,403</b>	<b>17,305</b>	<b>3,834</b>	<b>13,393</b>	<b>6,624</b>	<b>0</b>	<b>0</b>	<b>84,097</b>	<b>-1,777</b>
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>102,258</b>	<b>65,403</b>	<b>27,248</b>	<b>3,937</b>	<b>20,649</b>	<b>16,206</b>	<b>1,511</b>	<b>0</b>	<b>102,447</b>	<b>189</b>
<b>Places</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>22,498</b>	<b>0</b>	<b>19,726</b>	<b>3,573</b>	<b>12,969</b>	<b>8,392</b>	<b>970</b>	<b>0</b>	<b>22,331</b>	<b>-167</b>
<b>Total Committed schemes approved by Council</b>	<b>120,595</b>	<b>90,225</b>	<b>17,572</b>	<b>7,928</b>	<b>16,370</b>	<b>8,586</b>	<b>3,324</b>	<b>1,615</b>	<b>120,120</b>	<b>-475</b>

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>143,093</b>	<b>90,225</b>	<b>37,298</b>	<b>11,501</b>	<b>29,339</b>	<b>16,978</b>	<b>4,294</b>	<b>1,615</b>	<b>142,451</b>	<b>-642</b>
<b>P&amp;C</b>										
Total New bids 10-11 - Approved by Council	15,357	0	6,564	1,617	6,519	4,693	3,882	0	15,094	-263
Total Committed schemes approved by Council	29,248	14,856	12,101	636	10,788	2,547	1,099	0	29,290	43
Total 2011-12 Programme for On-going & approved new starts	44,605	14,856	18,665	2,253	17,307	7,240	4,981	0	44,384	-220
Overall Total New bids 10-11 - Approved by Council	55,322	0	37,316	5,367	27,534	22,961	6,363	0	56,858	1,536
Overall Total Committed schemes approved by Council	251,959	179,722	53,667	12,528	46,800	18,143	4,424	1,615	249,380	-2,579
Total 2011-12 Programme for On-going & approved new starts	307,280	179,722	90,983	17,895	74,334	41,103	10,786	1,615	306,238	-1,043

Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £'000
<b>Chief Officers for the service are asked to approve SCE and virements up to and including £100,000</b>						
<b>Highways - Environment Services</b>						
SEMMMS - Cat & Fiddle	2002-03	5,799	Virement	Programme Development	2011-12	5,799
Alderley Edge Village Enhancements	2010-11	60,000	SCE	Funded by S106 contribution	2010-11	60,000
A523 Bosley - De Trunked Road	2011-11	40,646	Virement	Part 1 Claims	2011-12	26,643
			Virement	Programme Development	2011-12	14,003
<b>Strategic Highways &amp; Transportation</b>						
Crewe Green Link Road	2004-05	92,362	Virement	Programme Development	2011-12	30,000
				Sustainable Transport Fund	2011-12	20,000
				Project Development	2010-11	24,005
				Alderley Edge Village Enhancements	2010-11	10,000
				Part 1 Claims	2011-12	8,357
Accessibility - Cycling	2011-12	55,000	SCE	Addition grant income from Sustrans	2011-12	55,000
Cycle Parking - Wilmslow	2011-12	11,000	SCE	Funded by S106 contribution	2011-12	11,000
LDF - Transport Infrastructure	2011-12	2,624	Virement	Programme Development	2011-12	2,624
Capital Co-ordination	2011-12	40,000	Virement	Programme Development	2011-12	40,000
Highways Improvement - Sherborne Estate, Crewe (Wulvern Housing)	2011-12	52,000	SCE	Capital Reserve	2011-12	52,000
<b>Regeneration</b>						
Tatton Park - Office Accommodation Ph2	2010-11	24,000	SCE	Funded by Tatton Revenue Contribution		24,000
Tatton Park - Stableyard Retail Improvement	2011-12	95,000	SCE	Funded by Tatton Revenue Contribution		95,000
Tatton Park - Farm Development	2011-12	80,000	SCE	Funded by Tatton Revenue Contribution		80,000
<b>Planning &amp; Housing</b>						
Private Sector assistance Initiative	2009-10	11,624	SCE	External Income	2009-10	11,624
<b>Assets</b>						
Wildboardclough Flood Prot		80	Virement	AMS Block Funded from Capital Reserves	2011/12	80
AMS Block		35	Virement	Building Maintenance Funded from Prudential Borrowing	2010/11	35
<b>Total SCE's &amp; Virements</b>		<b>570,170</b>				<b>570,170</b>

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Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements  
Mid-Year Review 2011-12

ANNEX 2 APPENDIX 2b

Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £'000
<b>SCE and Virements over £100,000 and up to and including £500,000</b>						
<b>Children &amp; Families</b>						
Residential Dev Programme 11-12	2011/12	350,000	SCE	Funded Prudential Unsupported Borrowing	2011/12	350,000
<b>Safer &amp; Stronger Communities</b>						
CCTV Rationalisation	2010-11	348,757	Virement	Parkgate - Regeneration	2008-09	100,000
				Highway Adoption - Talke Road	2008-09	6,800
				Highway Adoption - Springvale	2007-08	4,500
				Road Safety Schemes - Minor Works	2011-12	39,000
				Residents Parking Schemes	2010-11	198,457
						348,757
<b>Regeneration</b>						
Tatton Park - Conservatory/Orangery	2009-10	218,298	Virement	AMS Block		218,298
Poynton Revitalisation Scheme	2010-11	162,869	Virement	Programme Development	2011-12	7,574
				De-Trunked Rds - A51 Landslip, Wardle	2010-11	20,000
				Non Principal Roads Minor Works	2011-12	91,000
				Principal Roads Minor Works	2011-12	44,295
						162,869
<b>Total SCE's, Virements and Budget Reductions</b>		1,079,924				1,079,924

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Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements  
Mid-Year Review 2011-12

ANNEX 2 APPENDIX 2c

Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £'000
<b>Cabinet are asked to recommend that Council approves SCE and Virements over £1,000,000</b>						
<b>Children &amp; Families</b>						
Church Lawton School Specialist Provision	2011/12	1,617,000	Virement	Schools Modernisation Programme Targetted Capital Funding (TCF) 14 - 19 Diploma	2010/11 2010/11	1,026,000 591,000
<b>Total SCE/ Virements over £1,000,000</b>		1,617,000				1,617,000

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Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason
<b>PEOPLE</b>				
<b>Adults</b>				
CAF Phs 2 Demonstrator	2,634,925	2,585,045	49,880	To balance the Approved Cost Budget the the actual amount of available DoH grant funding.
<b>Health &amp; Wellbeing</b>				
Nantwich Pool Enhancements (part-funding)	1,385,000	1,074,250	310,750	To be partly funded from DDA Monies and Planned Maintenance budgets - no virement required
Cranage Bowling Green & Pavilion refurbishment	20,000	1,000	19,000	To be funded by the Local Serve Delivery Reserve
	<b>4,039,925</b>	<b>3,660,295</b>	<b>379,630</b>	
<b>Children &amp; Familes</b>				
Primary School & YOT Extension repairs	93,000	85,000	8,000	Scheme underspent - as per Sep 2011 Financial Status report £150k DFC Funding - no longer available
Poynton HS	3,300,000	3,150,000	150,000	
	<b>3,393,000</b>	<b>3,235,000</b>	<b>158,000</b>	
<b>PLACES</b>				
<b><u>Strategic Highways &amp; Transportation</u></b>				
Tipkinder Park Cyclepath	140,000	100,000	40,000	Re-align Approval with funding from Sustrans
	<b>140,000</b>	<b>100,000</b>	<b>40,000</b>	
<b>Totals</b>	<b>7,572,925</b>	<b>6,995,295</b>	<b>577,630</b>	

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## 2011/12 Mid-year Performance Report

### 1.0 YEAR END PERFORMANCE UPDATE

1.0.1 This section provides a high level summary of the key performance headlines at the end of the first half of 2011/12.

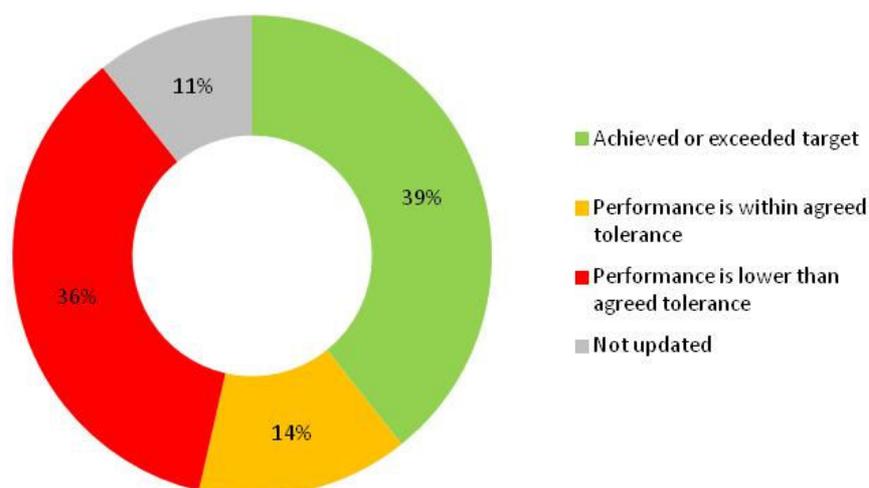
1.0.2 During 2011/12, the Performance & Partnerships Team are centrally monitoring a range of measures underpinning service objectives across the organisation. Many of these are newly developed local performance measures, and these will be developed and managed internally throughout 2011/12 in order to establish baseline data to inform future target-setting.

1.0.3 For external reporting purposes, the Council will report on a basket of measures retained within service plans from the former National Indicator Set, and former Best Value performance measures – 41 measures in total. Of these 41 measures, 28 can be reported on a quarterly basis.

### PERFORMANCE AGAINST TARGET

Performance assessments (red; amber; green) have been made based on performance against target.

#### Actual vs Target



The 36% of measures which did not achieve their quarterly target were:

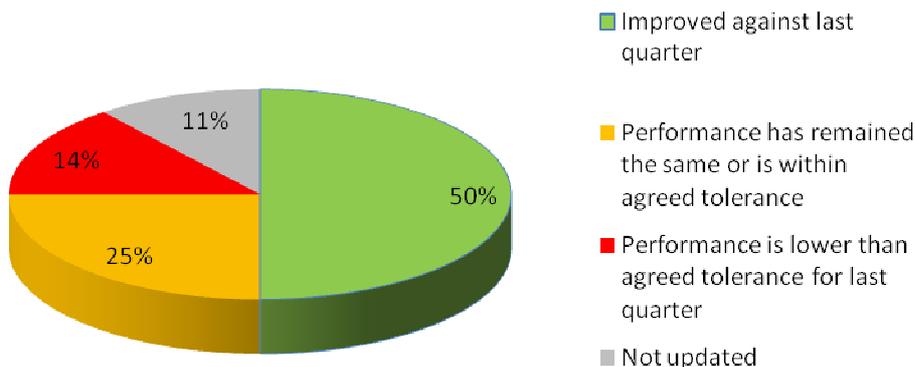
- NI 059 Initial assessments for children's social care carried out within 7 working days of referral
- NI 060 Core assessments for children's social care that were carried out within 35 working days of their commencement
- NI 065 Children becoming the subject of a Child Protection Plan for a second or subsequent time

- NI 068 Referrals to children’s social care going on to initial assessment
  - NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
  - NI 146 Adults with learning disabilities in employment
  - NI 157a Processing of planning applications (major)
  - NI 157b Processing of planning applications (minor)
  - NI 157c Processing of planning applications (other)
  - BV 12 Working days lost due to sickness absence
- (See Annex 3 Appendix 1 for further detail)

**QUARTER ON QUARTER PERFORMANCE**

Performance assessments (red; amber; green) have been made based on current performance compared to the previous quarter’s data.

**Jun 11 vs Sept 11**



The 14% which did not meet the same level of performance as last quarter comprises:

- NI 060 Core assessments for children’s social care that were carried out within 35 working days of their commencement
  - NI 065 Children becoming the subject of a Child Protection Plan for a second or subsequent time
  - NI 068 Referrals to children’s social care going on to initial assessment
  - BV 12 Working days lost due to sickness absence
- (See Annex 3 Appendix 1 for further detail)

**1.1 Performance Measure Tolerances (Red/Amber/Green ratings)**

The Council’s electronic Monitoring and Performance System (CorVu) was pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigns a ‘red’ assessment to performance data 5% (or more) short of the target, an ‘amber’ assessment to data within

5% of the target, and a 'green' assessment to data performing on or above target.

Where strong cases are made for the revision of tolerances in 2011/12 (e.g. where a 5% tolerance is not appropriate due to a measure's data return format), the Team revised tolerances to support individual targets. In all other circumstances, the 5% tolerance will remain in place for performance measure reporting in 2011/12.

## **2.0 KEY DIRECTORATE ACHIEVEMENTS**

### **2.1 Children & Adults**

2.1.1 Consultation in relation to a standardised set of school term dates with parents and schools received good feedback from nearly 900 people, as well as discussions and representations at a number of face-to-face events across the Borough. The changes aim to provide an even teaching pattern, improved attendance, assist schools and parents with forward planning and align school terms with neighbouring authorities. The proposed changes due to be implemented by the majority of schools in September 2012 include:

- Autumn half term will always be the last full week in October
- Spring half term will always be the third full week in February
- Easter break will always be the first two full weeks in April (schools will always be closed on Good Friday and Easter Monday)

2.1.2 Pupils at our schools excelled to deliver impressive GCSE results again in 2011 when compared to 2010. Provisional results illustrate a 2% increase (65%) in pupils achieving five or more A\*-C grades including English and Mathematics and a 3% increase (83%) in pupils achieving five A\*-C grades in any subject. This builds on the sixth formers outstanding A-level pass rate results, where 98.1% was achieved in 2011 a 0.5% increase when compared to 2010.

2.1.3 Our primary schools are also amongst the best in the country with this year's SAT results. 81% of pupils attained Level 4+ in both English and Mathematics out-stripping the national average figure of 74% and a 1% improvement on 2010. Improvement has also been accomplished with the two significant measures related to the Early Years Foundation stage as 68% of pupils gained at least 78 points, which is 10% higher than last year. And secondly, the gap between the lowest achieving 20% and the rest of the stage has reduced by 7% to 26%. This excellent achievement places Cheshire East primary schools joint 4<sup>th</sup> as "best performing region in the country" and joint 2<sup>nd</sup> in the North West according to the Department of Education league tables.

2.1.4 £250,000 additional funding has been awarded from the Department for Education to Cheshire East Council and a range of partners. From April 2012 this funding will enable trained therapists to work with young people aged 11-17 years of age, who have serious problems with aggressive or criminal behaviour, drug or alcohol problems, truancy and running away from home issues, as well as other high risk behaviours like self harm. Numerous studies have proved that this intensive approach reduces arrest rates by 70% and

out-of-home placement by 64% thereby breaking the cycle of crime and anti-social behaviour by keeping young people at home, in school and out of trouble.

## 2.2 Places & Organisational Capacity

2.2.1 The July Nantwich Show saw the Council scoop first prize in the Trade Stand category. The stand promoted the wide range of outdoor activities available across the borough including walking and cycling; nature and conservation; the ranger services; gardens, parks and play areas' and days out in Cheshire and included:

- Scaled down recreation of Tatton Park's Japanese Garden
- Willow weaver, artist demonstration and badge making
- A children's play area demonstrating the equipment used in redeveloped parks and play areas

2.2.2 Success followed at the RHS Tatton Flower Show with 2 Gold Medals. One for the Council's flower bed display which depicted the restored iconic Queens Park clock tower in Crewe styled as a pop-up book and another for Tatton Park's recreation of its 100 year old Japanese Garden.

2.2.3 3014 residents from across the Borough were recruited throughout July and August to the Council's new Citizen Panel called "Influence Cheshire East". With the youngest member being 18 and the older member being 98, the panel will have the opportunity to influence services including education, social care and the environment. The first consultation exercise will be undertaken in quarter three.

2.2.4 £12,000 of Council funds has been invested in three unstaffed railway stations across the Borough ensuring residents feel safe and are well informed. Customers waiting for trains at Chelford, Goostrey and Holmes Chapel stations can now access the state-of-the-art help points 24 hours a day to be connected to a central information desk.

2.2.5 Sandbach cemetery gained the coveted Green Flag award in August and six other locations across the Borough retained their Green Flag awards for another year including Tatton Park, Teggs Nose Country Park, Brereton Heath Local Nature Reserve, The Moor in Knutsford, Congleton Park and Bollington Recreation Ground. The cemetery is the first in the country to receive this award, which is usually issued to parks and open spaces. The award demonstrates the cemetery is well maintained and well managed and has excellent facilities.

2.2.6 An investment of £6,000 (£3,000 from the Council's Recession Recovery Group and £3,000 from Knutsford Town Council) has provided Knutsford with an information point aimed at revitalising its visitor economy. The user friendly Information Pod similar to an iPad enables residents and visitors to access tourist information about Knutsford and the surrounding area.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
Adults	NI 125	Achieving independence for older people through rehabilitation/intermediate care	MONTHLY	High	76.80%	78.30%	78.30%	86.90%	This measure is exceeding target and has improved significantly over the last two months. However, fluctuation in performance was a feature of this measure in the previous year; therefore, we need to see if this increase becomes a steady trend.
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	MONTHLY	High	40.70%	60.00%	43.80%	43.00%	Maximum possible target for 10/11 was 64% (calculated by discounting those clients ineligible for this indicator), so target for 11/12 set at 60%.  This indicator is showing a sustained increase in the uptake of Personal Budgets.
	NI 131	Delayed transfers of care from hospitals	MONTHLY	Low	10.00 number	10.00 number	10.00 number	9.20 number	This measure is showing improvement from 2010/11. This is a joint measure between the NHS and Social Care. The rate attributable to Social Care is only 0.17 - this compares to 0.46 at the same point last year.
	NI 132	Timeliness of social care assessment	MONTHLY	High	80.00%	88.00%	88.00%	89.60%	This indicator continues to be on target. This is a significant improvement in performance from the previous year, outturn for 10/11 was 79.5%
	NI 133	Timeliness of social care packages	MONTHLY	High	90.40%	93.00%	93.00%	91.70%	An improvement of only 24 records out of more than 1800 would equate to this indicator being at target.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	MONTHLY	High	10.20%	28.00%	13.40%	20.90%	Due to a major push on carers assessments being completed, figures made a significant rise in the second half of 10/11. This has continued into the new reporting year and as a result we are now exceeding the estimated numerator for this time of year to hit an ambitious target set for this indicator compared to 10/11 outturn. Occupational Therapists will be completing carer assessments as of the 17th of October which should contribute towards achieving this target. New method of reporting means that we would expect this indicator to climb throughout the year, and to give a more accurate measure of exactly how this indicator is reporting at any given time.
	NI 141	Percentage of vulnerable people achieving independent living	QUARTERLY	High	72.51%	65.00%	65.00%	75.68%	Performance is above target. There has been a notable increase in the number of planned move-on from short term services.
	NI 142	Percentage of vulnerable people who are supported to maintain independent living	QUARTERLY	High	99.13%	98.70%	98.70%	99.24%	Performance is now above target. There had been a slight reduction in the number of service users being supported to maintain independent living in the previous quarter, mainly due to seasonal fluctuations but this has now settled and improved.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 145	Adults with learning disabilities in settled accommodation	MONTHLY	High	35.33%	45.00%	24.10%	23.50%	This indicator is still climbing at a rate that, if it continued, should see this indicator hit target at the end of the reporting year. With learning disability clients reviews being highlighted as a priority we should expect the percentage to increase more rapidly.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 146	Adults with learning disabilities in employment	MONTHLY	High	6.28%	6.90%	3.54%	2.44%	<p>The monthly percentage figures do not yet reflect the true number of outcomes for the following reasons:</p> <ul style="list-style-type: none"> <li>* Customer reviews tend to be done in batches and will not have caught up yet with the employment outcomes being achieved</li> <li>* A number of referrals have been received via PARIS and work allocated to officers - in many cases employment outcomes have been achieved - however, there are a number of these cases where the PARIS recording (allocations) has not yet caught up with this</li> <li>* There are also some cases where the employment status box has not yet been updated.</li> </ul> <p>All key relevant staff have now been on an updated PARIS training and all above recording issues being resolved. Support has been put in place via the Team Support Service to ensure that any potential recording issues that are hindering performance against this indicator are identified and rectified.</p> <p>The actual NI146 count will be in line with the required percentage in time for the final count.</p>

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
Children & Families	NI 19	Rate of proven re-offending by young offenders	QUARTERLY	None	Not Recorded	Not Set	Not Set	Not Updated	
	NI 59	Initial assessments for childrens social care carried out within 7 working days of referral	QUARTERLY	High	56.00%	75.00%	75.00%	59.00%	This indicator is now being monitored on a 7 and 10 day time frame as per the revised guidelines prior to the indicators being removed. Sign off for the 10 days is at 70%.
	NI 60	Core assessments for childrens social care that were carried out within 35 working days of their commencement	QUARTERLY	High	63.00%	70.00%	70.00%	57.00%	Core assessment time frames remains broadly static with an average in 2011-12 of 60% completion within time frame.  As the children's assessment team have now picked up core assessments within their remit before passing to CIN/CP teams, there is further work around ensuring that where conference decisions are for a further core assessment to be completed, these can be accommodated within the 35 day time frames

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 63	Stability of placements of looked after children: length of placement	QUARTERLY	High	70.00%	85.00%	85.00%	Not Updated	Our long term stability figures remain fairly static and the strategy of maintaining stability wherever possible continues.  The placement service is now fully operational and placement matching is more robust. This will ultimately result in an improvement in this figure but will obviously take some time before it is reflected in the figures as this only relates to long term placement.
	NI 64	Child protection plans lasting 2 years or more	QUARTERLY	Low	2.00%	5.00%	5.00%	0.00%	
	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	QUARTERLY	Low	13.00%	15.00%	15.00%	20.00%	This figure is higher than in previous quarters and reflects the fact we are now picking up Children that had a previous plan under Cheshire County Council. This figure is being monitored closely to ensure there are no reasons for concern linked to the slightly raised figure.
	NI 67	Child protection cases which were reviewed within required timescales	MONTHLY	High	96.50%	100.00%	100.00%	100.00%	Of the 36 cases reviewed between the 1st and 30th September all were reviewed in timescales.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 68	Referrals to childrens social care going on to initial assessment	QUARTERLY	High	79.00%	100.00%	100.00%	70.00%	This figure is comparable with the outturn for 2010/11. Work continues around ensuring that all referrals into the council that are true requests for service are appropriately recorded as an 'information and referral' contact type within the ICS system.
	NI 111	First time entrants to the Youth Justice System aged 10 to 17	QUARTERLY	None	204 number	Not Set	Not Set	Not Updated	
	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	QUARTERLY	Low	5.80%	4.90%	4.90%	6.40%	Slightly higher than desired however a substantial amount of work is ongoing to address this.
HR & OD	BV012	Working days lost due to sickness absence	MONTHLY	Low	8.19 days	9.00 days	2.80 days	3.94 days	Actual for September is 0.73. HR Delivery has rolled out Team and Service-specific training on absence management. Further training and management guidance will be rolled out. Dashboard trigger alerts have been delayed until end November due to system amendment requirements.
Places & Organisational Capacity	NI 155	Number of affordable homes delivered (gross)	QUARTERLY	High	290 number	300 number	75 number	74 number	The annual target of 300 affordable homes delivered in 2011/12 is unlikely to be acheived. Completion dates for a number of HCA funded affordable housing schemes being developed by housing associations have slipped to 2012/13.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 157a	Processing of planning applications as measured against targets for major application types	QUARTERLY	High	60.71%	67.00%	67.00%	40.48%	The Service continues to improve the processing of major applications received. All indications are that this improving trend will continue, with a marked improvement anticipated by year end. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.
	NI 157b	Processing of planning applications as measured against targets for minor application types	QUARTERLY	High	68.80%	83.00%	83.00%	31.41%	Performance with minor applications during Q2 effectively doubled that of Q1 (38% in Q2 alone), and given the significant increase in applications shows clear signs of improvement. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
<b>Cabinet Measures</b>									
	NI 157c	Processing of planning applications as measured against targets for other application types	QUARTERLY	High	80.88%	89.00%	89.00%	38.14%	The volume of 'other' applications received was more than 5 times those of Q1, with performance of 49% for Q2. This demonstrates that the focus on improvement is producing steady, but tangible benefits in moving forward. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.
	NI 191	Residual household waste per head	QUARTERLY	Low	566 kgs	543 kgs	543 kgs	536 kgs	Data is lagged. 536kg relates to Q1 result 134kg multiplied by 4 to provide yearend forecast.
	NI 192	Household waste recycled and composted	QUARTERLY	High	49.00%	52.00%	52.00%	54.70%	Data is lagged. 54.7% relates to Q1 result.
	NI 193	Municipal waste land filled	QUARTERLY	Low	47.80%	44.00%	44.00%	41.70%	Data is lagged. 41.7% relates to Q1 result.

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**CHESHIRE EAST COUNCIL****REPORT TO: CABINET**

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<b>Date of Meeting:</b>	28 November 2011
<b>Report of:</b>	Lorraine Butcher Strategic Director Children, Families and Adults
<b>Subject/Title:</b>	Outline Proposal for a Special School for Children with Autism Spectrum Condition
<b>Portfolio Holder:</b>	Councillor Hilda Gaddum

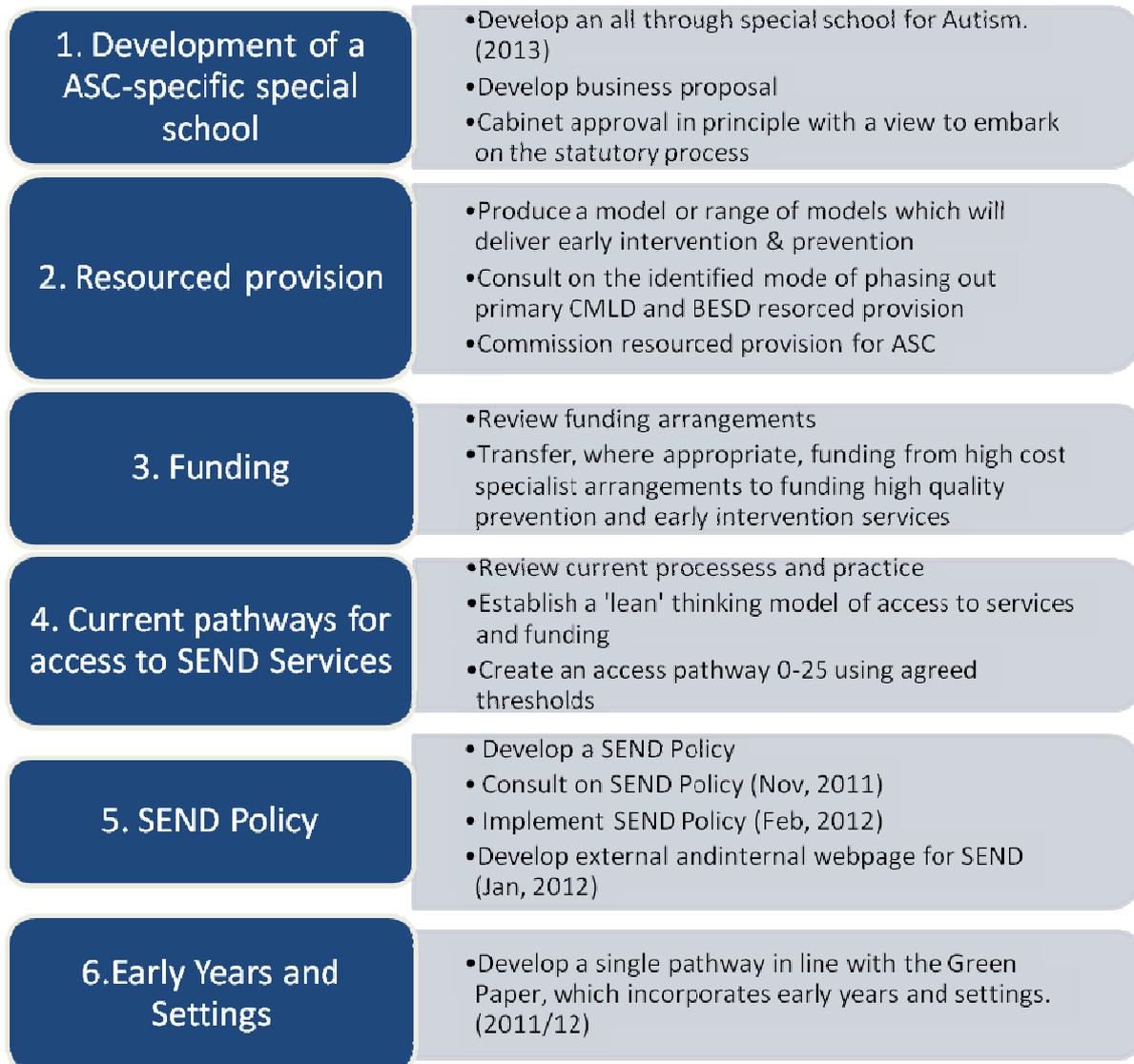
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**1.0 Report Summary**

- 1.1 In 2010, Cheshire East Children and Families Services began the process of reviewing its arrangements for children and young people with Special Educational Needs and Disability (SEND).
- 1.2 One of the priority recommendations emerging from the SEND review was the identified need to develop local specialist provision for children and young people with Autism Spectrum Condition (ASC) between the ages of 4 to 19.
- 1.3 The review's working groups has an aspiration to develop an outstanding/excellent ASC-specific Special School and Service for children with ASC as close to their local community as possible, underpinned by our vision that 'no child, or young person is left behind', enabling every child and young person to achieve the best possible outcomes
- 1.4 This report seeks the approval in principle the development/feasibility of specialist provision for children and young people with ASC between the ages of 4 to 19 on the Church Lawton Primary School site.
- 1.5 An outline business case for the development of a Special School for children and young people on the autistic spectrum between the ages of 4 to 19 within Cheshire East is enclosed as an additional document.

**2.0 Introduction**

- 2.1 The SEND review has six key strategic priorities, which are supported by wider working groups which provide access and analysis to the networks represented by the members of that group.
- 2.2 The six key strategic priorities and remits are outlined below:



**Figure 1 - Six key strategic priorities**

2.3 This paper focuses on Strategic priority 1, specialist provision for ASC.

### **3.0 Decision Requested**

3.1 Cabinet approve in principle the further development of the feasibility study to establish a specialist provision for children and young people with Autism Spectrum Condition between the ages of 4 to 19 on the Church Lawton Primary School site.

3.2 Delegate to Portfolio Holder for Children and Families to make the decision, subject to the outcome of the feasibility study to undertake the statutory consultation process.

### **4.0 Reasons for Recommendations**

4.1 The SEND review has highlighted a gap in provision for ASC at Key stages 1 to 4/5, in Cheshire East.

- 4.2 The Children and Young Peoples Database (CYPD) figures for 2010/11 indicate 85 children and young people were placed in ASC-specific out of borough placements, at a cost of £2.5 million, with an additional travel cost for these pupils of £0.4 million. The cost for these out of borough placements for ASC-specific provision funded by Education was £2.9 million. In addition, Health contributed £59,000 and Social Services contributed a further £0.5 million. The overall sum for ASC-specific out of borough placement for 2010/11 was £3.4 million.
- 4.3 The cost of these children and young people's placement to date in this financial year is £1,711,901, with the most expensive placement being £179,746 per annum.
- 4.4 The lack of specialist provision has further resulted in increased numbers of tribunals, which are time consuming and costly.
- 4.4 In addition, parents, carers and families of children and young people with ASC are dissatisfied with the lack of local specialist provision for ASC. To demonstrate their discontent, a group of parents undertook a media campaign to highlight this, resulting in TV stories articulating the lack of specialist provision for ASC.
- 4.5 Before the former County Council disaggregated there were 14 specials schools 3 of which catered for the needs of youngster with ASC. Cheshire East takes a number of places in Greenbank and Rosebank schools in Northwich. However future access to these Cheshire West and Chester specials schools remains unclear, the authority is suggesting the closure of Rosebank in the near future which will add to the demand for places.
- 4.6 Historically, children and young people with ASC and Severe Learning Difficulties (SLD) have been successfully educated within Park Lane and Springfield Special Schools. The proposal is that these schools continue to educate this cohort of children and young people.
- 4.7 There are currently 4 primary and 2 Secondary mainstream schools with ASC provision school that successfully meet the needs of children and young people of average ability but with ASC

## **5.0 Wards Affected**

- 5.1 All

## **6.0 Local Ward Members**

- 6.1 All

## **7.0 Policy Implications**

- 7.1 The draft Special Educational Needs and Disability policy will have to be amended to include the description of this provision should it be established.
- 7.2 The schools funding formula will need to be changed in negotiation with Schools Forum to accommodate the establishment of the school and the ongoing costs

### **8.0 Financial Implications (Authorised by the Borough Treasurer)**

- 8.1 The capital cost for the refurbishment of Church Lawton Primary School has been estimated through an externally commissioned feasibility to be £1,617,276. These costs would be funded from the current Children and Families capital programme which has a budget of £4,708,000 allocated to the implementation of the SEN review. The revenue costs of £1,669,915 per annum, once the school is fully populated.
- 8.2 An analysis has been prepared which outlines the associated revenue costs and savings that will emerge from the set up of an ASC school within Cheshire East. Full details are included in Appendix A to this report.
- 8.3 Three scenarios which have been explored are summarised below. A representation of the expected timeframes for realising savings and for recovering initial costs is also provided.

<b>Scenario Number</b>	<b>Description</b>	<b>Year when revenue savings are first expected to be made</b>	<b>Year when revenue costs are expected to be recovered</b>
1	Majority of children earmarked to join the school are supported currently within a mainstream setting.	2022/23	2035/36
2	School is initially populated with a mixture of children within any education setting (mixture of out of borough and CEC maintained schools)	2017/18	2018/19
3	School is initially populated with children currently educated in independent or mainstream schools in other Local Authorities (mainly high cost out of borough children)	2013/14	2014/15

- 8.4 Scenario 3, which shows the financial implications if the school is initially populated with children currently educated in independent or mainstream schools in other LAs, is the most financially viable. Each scenario assumes that in future years, the school is filled with similar children in terms of need and current placement.
- 8.5 The three scenarios together demonstrate that the children selected to enter the ASC school will be key to the financial viability of the school. This will need

to be monitored on an ongoing basis to ensure that the financial viability is sustained

## **9.0 Legal Implications (Authorised by the Borough Solicitor)**

- 9.1 Section 14 of the Education Act 1996 places a general duty on LAs to secure that there are sufficient schools for providing primary and secondary school education and requires them in particular to have regard to the need to secure that special educational provision is made for pupils with special educational needs; section 315 requires LAs to keep their arrangements for SEN provision under review.
- 9.2 That Act further requires local authorities and funding authorities to have regard to the general principle that children are educated in accordance with their parents' wishes (so far as that is compatible with the provision of efficient education and training and the avoidance of unreasonable public expenditure) and to consider and respond to parental representations when carrying out their planning duty in respect of educational provision in their area.
- 9.3 Cabinet is being requested to give permission for a feasibility study as to the setting up of a specialist ASC provision in the area. In everything that it does the Local Authority is subject to an equality duty and therefore an equality impact assessment (EIA) needs to be carried out in respect of plans for the provision of services being considered by the Local Authority. I understand that in this case the EIA has already been done. Officers should be mindful of the outcome of that assessment in the feasibility study that is to be undertaken.
- 9.4 The Legal Department has not been involved in the formulation of the business case that is submitted with this report.

## **10.0 Risk Management**

- 10.1 The risks include the LA not being able to provide a sufficient level of SEN provision locally.
- 10.2 The cost of placing children and young people out of borough continue to rise and this gives rise to concerns regarding the value for money in such placements.

## **11.0 Access to Information**

- 11.1 The outline business case relating to this report is enclosed and can be inspected by contacting the report writer:

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# Outline Business Proposal – Special School for Children with Autism Spectrum Condition (ASC)

Version: 1

Issue Date: 2011	Responsibility/owner: Fintan Bradley
Equality Impact Assessment ref:	Author: Nicola West

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## **1.0 Introduction**

- 1.1 In 2010 Cheshire East began an extensive Special Educational Needs and Disability (SEND) Review of its specialist services for children with Special Educational Needs and Disability.
- 1.2 One of the key recommendations from the review was the identified need to develop local specialist provision for children with an Autism Spectrum Condition (ASC) between the ages of 4 to 19.
- 1.3 Cheshire East Councils aspiration is to develop an outstanding/excellent ASC-specific Special School and Service for children with ASC as close to their local community as possible, underpinned by our vision that 'no child, or young person is left behind', enabling every child and young person to achieve the best possible outcomes.
- 1.4 This document sets out the outline business case for this ambition. This paper will give a clearer picture of what the model will look like in practice and outline some of the means by which the vision will be realised.

**2.0 Autism is a lifelong developmental disability**

2.1 People with autism have said that their world can often seem like a mass of people, places and events which they struggle to make sense of, and which can cause them considerable anxiety. In particular, understanding and relating to other people, and taking part in everyday family and social life may be harder for them. Other people appear to know, intuitively, how to communicate and interact with each other, and some people with autism may wonder why they are different.

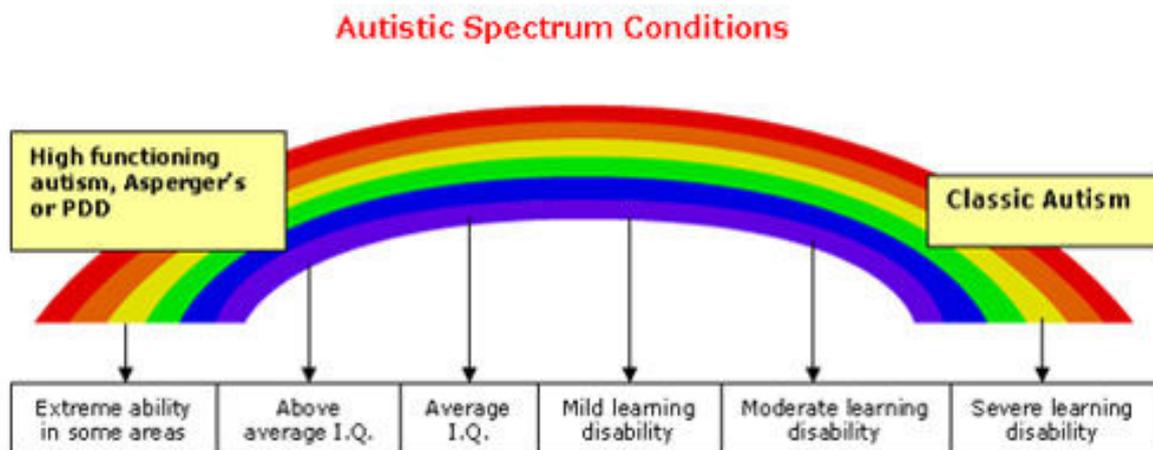
2.2 The word spectrum is used because, while all children and young people with autism share areas of difficulty, their condition will affect them in very different ways. Some are able to live relatively everyday lives; others will require a lifetime of specialist support at different times in their lives and may need crisis intervention from time to time

2.3 Autistic Spectrum Conditions are characterised by deficits in:

- Social interaction
- Verbal and nonverbal communication
- Repetitive behaviours or interests

2.4 Many children and young people affected by autism will also experience sensory differences and present with unusual responses.

2.5 The rainbow below depicts the Autism Spectrum Conditions.



### 3.0 Vision, Ambition and Aims

- 3.1 Cheshire East Councils vision for Special Educational Needs and Disability is “to work together to ensure all children and young people have a fair start to life” and “for Cheshire East to be a place where all children and young people are supported well to maximise their life choices”.
- 3.2 Our ambition for children and young people affected by autism is to develop an outstanding ASC-specific Special School and Service for children with Autism Spectrum Condition (ASC) as close to their local community as possible, where **“no child or young person is left behind”** and “that every child and young person receives the support they need to lead successful lives”.
- 3.3 The goal is to “provide responsive, locally based services which make sense to children, young people and their families that addresses their needs earlier” and “to be a place where all pupils achieve their full potential in a learning environment where they feel safe, happy, accepted and included”.
- 3.4 We are committed to our role in promoting inclusion, and strongly believe in the power of early intervention with the co-operation and partnership of all those, who share our commitment and endeavours to improving the life chances of children and young people affected by autism.
- 3.5 This vision in practice means that we aim to:
- offer a curriculum which is personalised to give all young people affected by autism unprecedented opportunities to learn, so they can surpass all previous expectations for attainment and achievement;
  - develop an ASC-specific environment in every feature, designed and engineered to provide a calm and stable context where constructive challenges can be introduced in a planned and managed way;
  - be proactive in developing, using and promoting consistent ASC-specific approaches, with a focus on social interaction and communication, and the reduction of anxiety and unnecessary stress;
  - create a centre for co-operation and collaboration, delivering seamless and personalised services that enhance the lives of children with autism and their families;
  - promote health, well being, happiness, enjoyment, and independence in a stimulating yet safe, secure and caring environment;
  - provide the Cheshire East Autism Service through a ‘hub and spoke approach’ offering multi-agency advice to mainstream schools to ensure

that pupils on the autistic spectrum receive the appropriate autism specific support they require to be successful in all aspects of their school life;

- create a culture of achievement, by stimulating a desire to learn, raising aspirations, opening up a wide range of opportunities for those that are able to work towards external accreditation;
- provide a base from which pupils can access selected mainstream experiences in primary and secondary schools that are within easy travelling distance;
- invest in the long term quality of life of our children, by preparing them for an independent and purposeful role in society as adults, through explicit teaching of life skills and socially acceptable behaviour and by fostering confidence, self-esteem and a realistic understanding of themselves as people affected by autism;
- value and respect individuals, recognising their strengths, encouraging them to develop their interests and abilities, and helping them show positive attitudes towards others;
- prepare our children and young people for the challenges and opportunities of a complex and technologically advanced society through creative, innovative and motivating approaches to teaching and learning;
- create an organisation which attracts and retains the best teachers and support staff, and where innovative approaches to leadership, management and administration enable an increasingly expert workforce to operate flexibly and efficiently to meet the highest stakeholder expectations;
- ensure that the school is a key player in promoting inclusion and a major regional contributor to Continued Professional Development (CPD) in the area of ASC.

#### **4.0 Rationale and evidence of demand**

- 4.1 In recent years, there has been a significant increase in the number of children and young people diagnosed as being on the autism spectrum, both nationally and in Cheshire East.
- 4.2 ASC is of high incidence nationally with 16% of statements having ASC as the primary category of need. In Cheshire East the percentage is higher. This increase may be partially explained by improved awareness and increased diagnosis of ASC.
- 4.3 The SEND Review identified a gap in educational provision for children and young people with ASC, whose needs are not currently being met in mainstream schools, resourced provision or non ASC-specific special schools and hence are placed in ASC-specific provision out of borough. We do not have an ASC-specific special school in Cheshire East to provide these pupils with an appropriate placement..
- 4.4 The current provision of three resourced primary schools and two resourced secondary schools, within Cheshire East does not meet the continuum of provision required for children and young people affected by autism or offer much parental choice.
- 4.5 Children and young people accessing ASC-specific provision out of borough are travelling to Cheshire West, Staffordshire, Stockport, and small percentages attend independent specialist schools and residential care. (refer to map A)
- 4.6 The Children and Young Peoples Database (CYPD) figures for 2010/11 indicate 85 children and young people were placed in ASC-specific out of borough placements, at a cost of £2.5 million, with an additional travel cost for these pupils of £0.4 million. The cost for these out of borough placements for ASC-specific provision funded by Education was £2.9 million. In addition, Health contributed £59,000 and Social Services contributed a further £0.5 million. The overall sum for ASC-specific out of borough placement for 2010/11 was £3.4million.
- 4.7 Parents of children with ASC are concerned that Cheshire East is unable to provide a continuum of provision for their children and young people.
- 4.8 ASC affects communication, social interaction and the ability to think flexibly. Many of our children with ASC need a highly structured adapted environment, and become too stressed to learn if overloaded with information and faced with choices and changes. This environment is difficult to create within a

mainstream school, and inconsistent with the needs of most 'neuro-typical' children.

- 4.9 Given the above, and the increasing diagnosis trends for ASC and local parental interest in an ASC-specific special school and service, there is a strong case and demand for establishing an ASC-specific special school and maximising the Cheshire East Autism Service within Cheshire East.
- 4.10 The proposed school and service is an innovative model that will provide continuum of effective provision, better value for money, supporting a more buoyant market with greater parental choice and flexibility than the current status quo.
- 4.11 Cheshire East Council is committed to providing an 'enhanced' local offer which ensures each child and young person with ASC is able to cope with the world and is able to develop the skills needed to cope within social networks.

## **5.0 Outline of model**

- 5.1 Cheshire East Council intends to develop an ASC-specific all age special school and further maximise its current ASC-specific outreach service, Cheshire East Autism Service (CEAS). The school will utilise and promote ASC-specific approaches, with a focus on developing the pupils' social interaction and communication skills.
- 5.2 The ASC-specific special school will cater for 60 children. The identified and preferred site is the former Church Lawton Primary School, Alsager, Cheshire.
- 5.3 Early intervention is a key factor in maximising achievement for children and young people affected by autism. The current, long established, Cheshire East Autism Service (CEAS) will be further enhanced through the 'hub and spoke' approach.
- 5.4 Cheshire East Autism Service will further maximise the numbers of children and young people affected by autism through continued support for ASC-specific resourced provision and other key partners and mainstream schools.
- 5.5 The children and young people attending the ASC-specific special school will need to fulfil the following admissions criteria:
- A statement of SEN
  - A diagnosis of ASC as either a primary or secondary need with the recognition that ASC is a significant barrier/inhibitor to their access the curriculum, or
  - Recognition from the professionals working with the pupil that a social communication disorder is a major barrier to learning.
  - The ability to progress academically given the appropriate ASC-specific support and strategies. For example by the end of key stage 2 students whose needs would be met by the ASC-specific special school will be working at National Curriculum Level 2 in at least one of the core subjects. They will not be identified as having severe learning difficulties.
- 5.6 All pupils placed in the school will typically present with the following:
- Significant levels of social isolation due to their degree of social impairment and/or limited understanding of social signals, for example facial expressions and emotions, and rules such as two way conversations
  - Severe levels of anxiety caused by changes in routine requiring adult intervention
  - Repetitive behaviours which impact on learning
  - The need for autism specific strategies, such as additional structure, distraction free work spaces to enable access to the curriculum
  - Severe sensory difficulties impeding learning and socialisation and/or fine and gross motor difficulties, which are exacerbated in a busy classroom environment

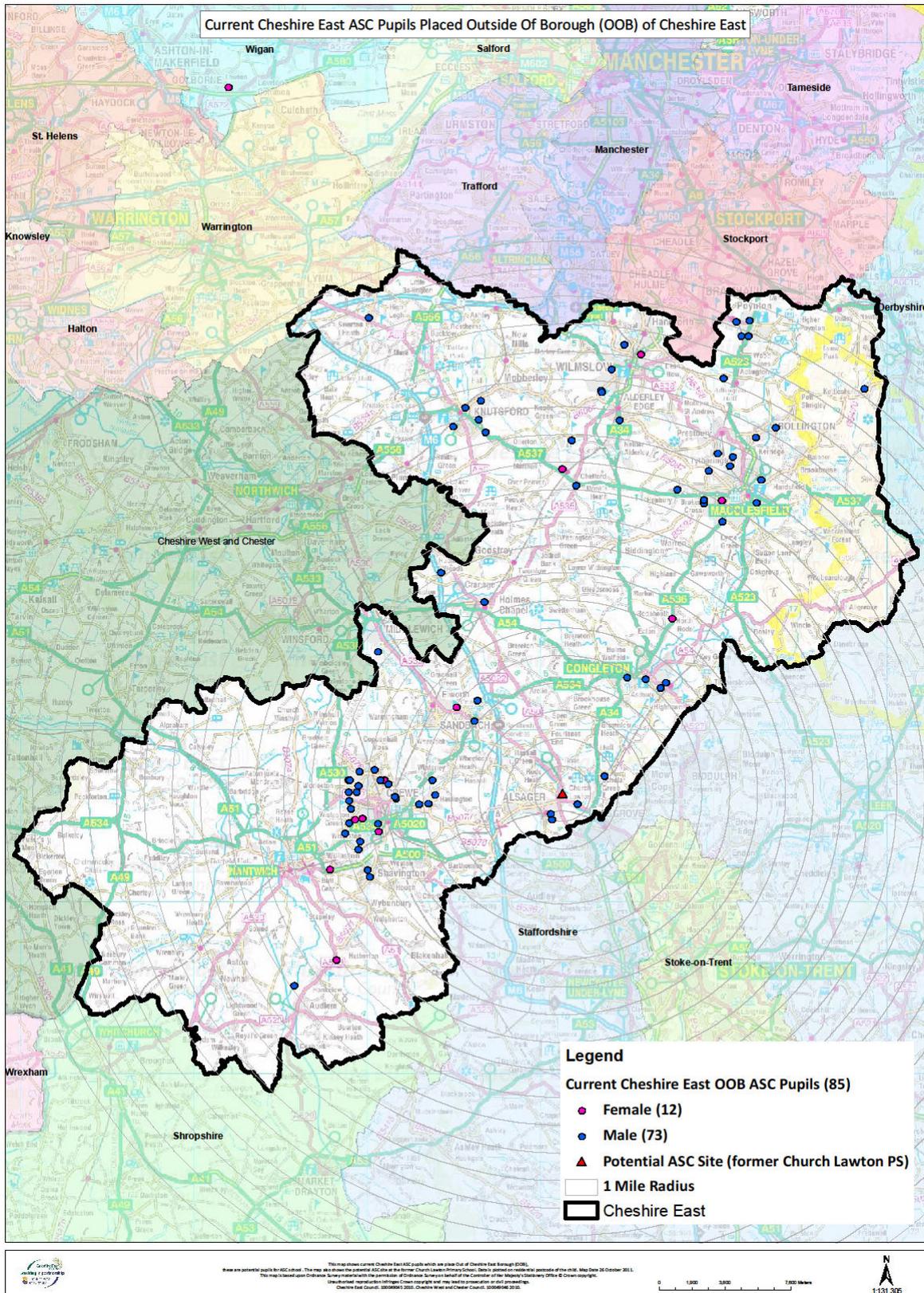
- Difficulty in accessing a successful education within a mainstream environment (including resourced schools at both primary and secondary level)
- Severe difficulties with the understanding and use of language in addition to higher level language difficulties that are subtle and pervasive and result in misunderstandings requiring specific programmes of work. They may be non-verbal and use alternative methods of communication. This would not include pupils with identified speech and language disorders.

5.7 It is anticipated that the pupils will come from a variety of school or pre-school placements (refer to scenario 2 in Finance section for further analysis). This may include:

- Out of borough placements, either inter-authority or independent specialist schools,
- Resourced school, either primary or secondary
- Pre-school placements, where their needs have already been identified.

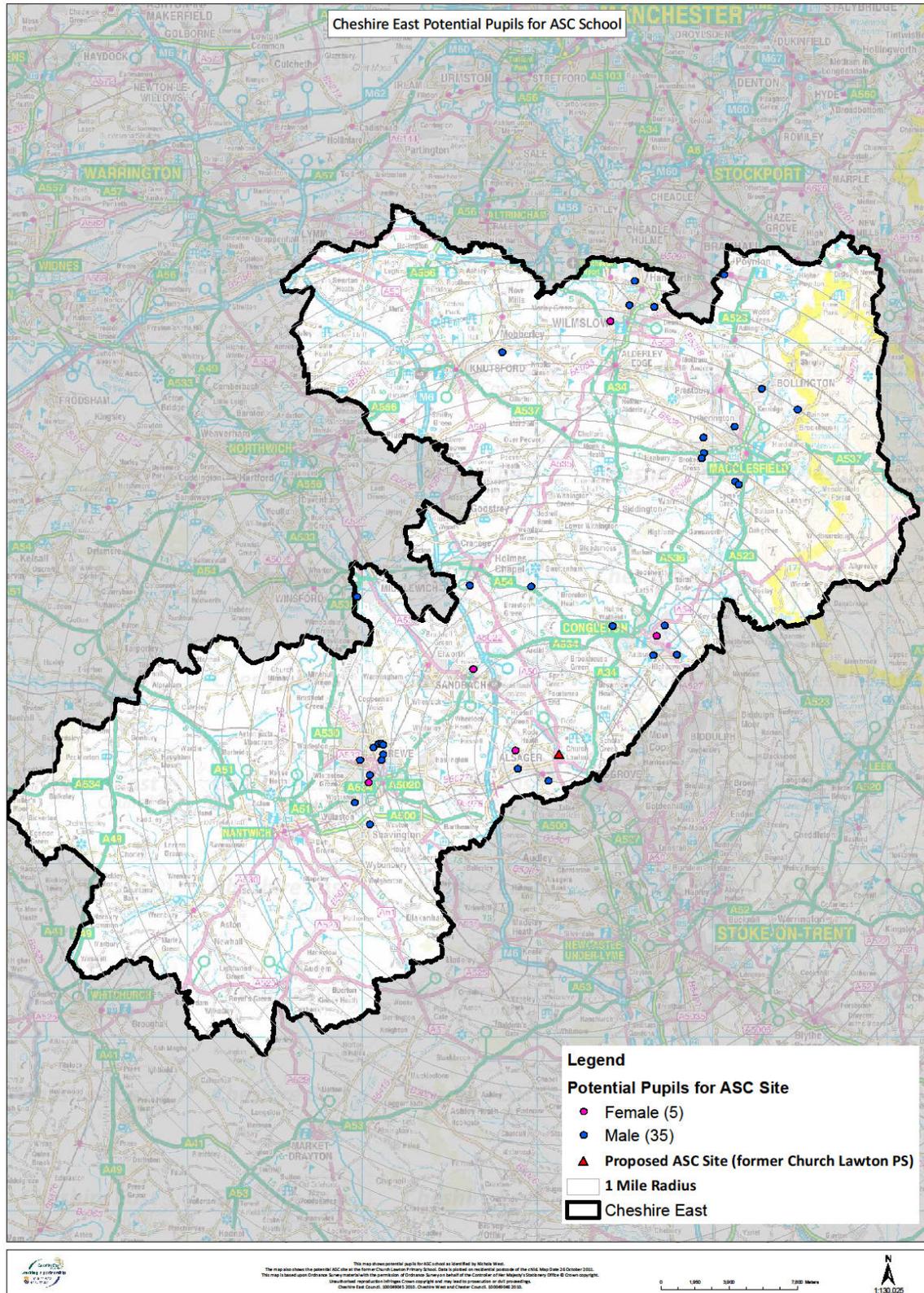
5.8 Map A overleaf depicts the geographical locations of our current Out of Borough placements relative to the preferred Church Lawton site (marked as a triangle).

5.9 Map A below depicts the geographical locations of our current out of borough placements and the proximity to the proposed Church Lawton Site.



- 5.10 Financial analysis demonstrates a strong case for the relocation of our current out of borough placements to the proposed new ASC-specific Special school.
- 5.11 With that in mind, parental choice for the relocation to the new ASC-Specific special school in their local community will be offered to those pupils currently attending out of borough placements.
- 5.12 ASC affects communication, social interaction and the ability to think flexibly. Many children and young people with ASC need a highly structured adapted environment, and become too stressed to learn if overloaded with information and faced with choices and changes. Hence Cheshire East Council will honour current out of borough placements for their duration, if the parents feel it is not in the best interest of the child or young person to relocate.
- 5.13 There is recognition that it will not be possible to relocate pupils solely from out of borough placements, Map B overleaf, is a trajectory and geographical locations of identified potential pupils who will greatly benefit from the proposed ASC-specific special school and are not currently in out of borough placements.

Map B depicts identified pupils who are from resourced provision, mainstream – who are not in Out of Borough Placements currently and who have been identified as benefiting from a placement within an ASC –specific special school.



**6.0 Educational Plan**

- 6.1 Pupils admitted to this ASC-specific special school will require significantly different approaches to teaching to enable them to access the curriculum. The nature of their difficulties in the areas of social communication, understanding and use of language, sensory problems, severe anxiety and obsessive/repetitive behaviours create barriers to learning in a mainstream school environment.

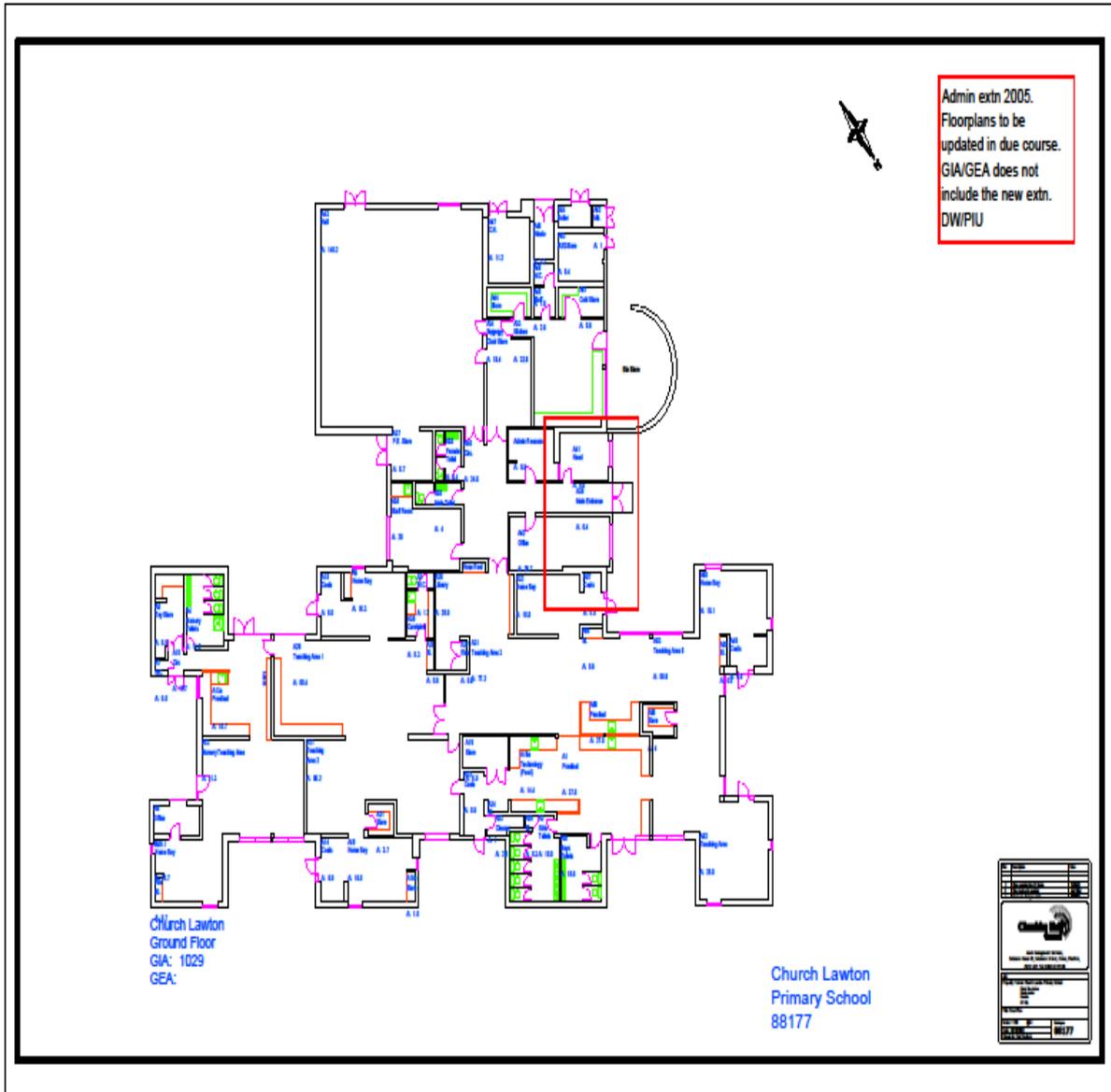
## 7.0 Premises

- 7.1 The build will provide a physical environment within which a calm and structured approach to learning is promoted. For children and young people affected by autism, the control of sensory stimulation and distraction is imperative. This needs to be recognised in all aspects of the design to the building to maximise learning and to reduce stress.
- 7.2 The preferred identified site is the former Church Lawton School in Alsager, Cheshire. The site is depicted below:



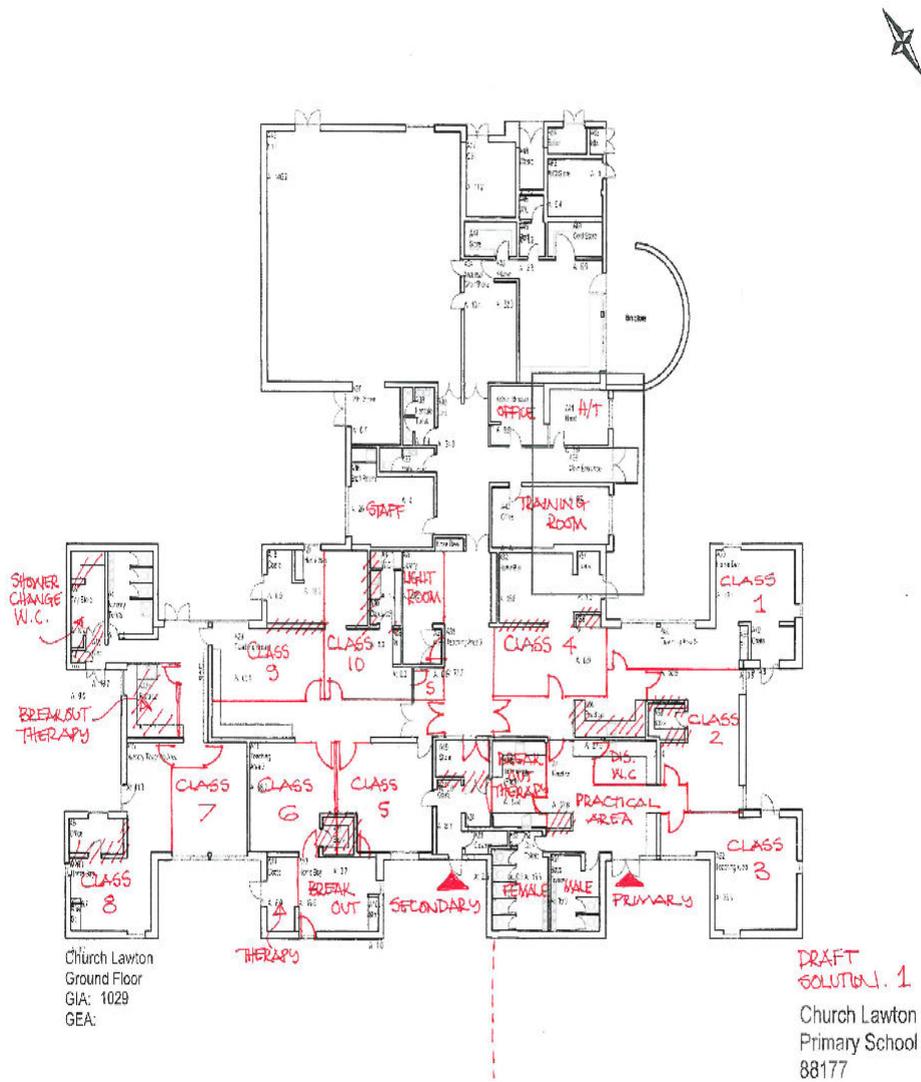
- 7.3 The site is centrally located in Cheshire and is easily accessible via the motorway minimising journey times for pupils, and their families.
- 7.4 The building has the capacity to be flexible (refer to Fig 2 for existing layout). A number of small classes can be created and each area of the building and grounds will have a clear function and purpose.

7.5 Fig 2. below depicts the existing layout.



7.6 The school will operate with 8 to 10 class groups, two in each Key Stage with approximately 6 pupils per class. There will be no more than 12 pupils in each year group

7.7 Fig 3. below depicts the draft lay out plans



7.8 The site is flat with the possibility to expand in the future, if required.

## 8.0 Finance

8.1 This section outlines the cost-analysis of the associated costs and savings that will emerge from the establishment of an ASC-specific special school within Cheshire East.

8.2 **Three scenarios have been explored, which demonstrate that the children selected to enter the ASC-specific special school will be key to the financial viability of the school. This will need to be monitored on an ongoing basis to ensure that the financial viability is sustained.**

8.3 The three scenarios outlined are:-

1. **Least financially viable option** - The majority of children earmarked to join the school are currently within a mainstream setting.
2. **Medium financially viable option** – The school is initially populated with a mixture of children within any education setting (mixture of out of borough and CEC maintained schools)
3. **Most financially viable option** – The school is initially populated with children currently educated in independent or mainstream schools in other Local Authorities (mainly high cost out of borough children)

8.4 The **overall assumptions** used in each of the calculations are:

8.5 **Funded places** – It has been assumed that the school is filled with 45 children Jan-Aug 2013, with 60 children from Sept 2013 – March 2014. The average number of places for year 2 is therefore 54, with up to 60 in subsequent years.

8.6 **Total associated costs** – The calculation of the revenue costs of running an ASC school is based on the number of places using the Special Schools Funding Formula. Costs of travel have also been included, where applicable dependent on the pupils selected for the school and their circumstances.

8.7 **Offsetting savings / income** – These are comprised of a number of elements, and have been applied to the outlined scenarios where applicable. Please note that some of the savings will be against the Dedicated School Grant (DSG) and some will be against Children & Families base budgets.

- a. **Additional DSG awarded to CEC** - Pupils not currently placed within a local authority maintained school will attract Dedicated School Grant for the Local Authority when placed in a Cheshire East Council school and included in Cheshire East Council pupil counts..
- b. **Age Weighted Pupil Unit funding (AWPU)** - This funding will transfer to the ASC school with those pupils who transfer from an existing LA maintained school.

- c. **Savings on Individual Pupil funding** for pupils earmarked to attend the school. This funding is delivered through the Special Schools formula to the ASC school and is already captured in the total associated cost column. Therefore IPF currently committed by the LA for the pupil moving to the ASC School, will be a contributing saving for CEC to offset the ASC school cost when the child moves. Figures based on 11/12 information.
- d. **Savings from Out of Borough placements** – The level of saving depends on the individual circumstances of the child being placed. Where a child is currently placed out of borough, and is then moved to the ASC school there will be savings. Where children are not moved from their current out of borough placement, as each year group works way through the education system, there should be an incremental drop off in out of borough placed children, as these placements shouldn't be renewed, which will achieve further savings. .
- e. It is assumed that as pupils go through their educational lifespan in an out of borough school, they are replaced at the beginning of the cycle by new children who attract DSG as CEC children as part of the ASC school.
- f. **Travel costs** – there will be savings from travel costs due to the expected incremental drop off in children placed in out of borough schools reduces.
- g. Each scenario that in future years, the school is filled with similar children in terms of IPF need, and that savings continue from that child no longer being placed in an out of borough setting. In any of the models,, if children leaving the school are replaced by children with different needs in different school settings, then levels of savings will change. The scenarios included provide a representation only, based on the assumptions outlined above. Once the school was opened, actual savings realised will be fully dependent on the circumstances and associated costs of those children who would enter the new school.

8.8 The three scenarios which have been explored are summarised below. A representation of the expected timeframes for realising savings and for recovering initial costs is also provided.

Scenario Number	Description	Year when savings are first expected	Year when revenue costs are expected to be

		<b>to be made</b>	<b>recovered</b>
1	Majority of children earmarked to join the school are currently within a mainstream setting.	2022/23	2035/36
2	School is initially populated with a mixture of children within any education setting (mixture of out of borough and CEC maintained schools)	2017/18	2018/19
3	School is initially populated with children currently educated in independent or mainstream schools in other Local Authorities (mainly high cost out of borough children)	2013/14	2013/14

8.9 Scenario 3, is the most financially viable. This shows the financial implications if the school is initially populated with children currently educated in independent or mainstream schools in other LAs, is the most financially viable.

8.10 The detailed analysis of all three scenarios is provided overleaf.

8.12 **Scenario 1 – Majority of pupils placed in a new ASC-specific Special School are moved from existing maintained school provision within Cheshire East.**

8.13 The table below demonstrates that the first year there will be a net savings position from the school is 2022.

8.14 Calculations show that full costs from the school will be recovered in 2036.

<b>Financial Year</b>	<b>Start Date</b>	<b>Funded Places *</b>	<b>Total Associated Costs</b>	<b>Offsetting savings/income</b>	<b>Revised Net Cost / (saving)</b>
		<b>No</b>	<b>£</b>	<b>£</b>	<b>£</b>
Year 1	01-Jan-13	45	348,092	(166,351)	181,741
Year 2	01-Apr-13	54	1,493,977	(841,333)	652,644
Year 3	01-Apr-14	60	1,660,915	(977,350)	683,565
Year 4	01-Apr-15	60	1,660,915	(1,067,379)	593,536
Year 5	01-Apr-16	60	1,660,915	(1,163,427)	497,488
Year 6	01-Apr-17	60	1,660,915	(1,246,401)	414,514
Year 7	01-Apr-18	60	1,660,915	(1,366,523)	294,392
Year 8	01-Apr-19	60	1,660,915	(1,464,863)	196,052
Year 9	01-Apr-20	60	1,660,915	(1,517,244)	143,671
Year 10	01-Apr-21	60	1,660,915	(1,607,892)	53,022
Year 11	01-Apr-22	60	1,660,915	(1,696,014)	(35,100)

Year 11	01-Apr-23	60	1,660,915	(1,729,611)	(68,696)
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8.15 Below is an analysis of the first 45 children entering the school year 1 and the type of provision they will be moving from.

School Type	IPF Funding						Grand Total
	£0k	£0k-£5k	£5k-£10k	£10-£15k	£10k - £15k	£15k-£20k	
Academy		1	1		2	2	6
Independent out of Borough school	3						3
Out of Borough maintained school	2						2
LA maintained school	1	7	5	1	8	7	29
<b>Grand Total</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>10</b>	<b>9</b>	<b>40</b>

8.16 Specific assumptions made for scenario 1 include:

1. Any travel costs built into calculations have been determined by calculating the average cost per mile for each child.
2. Currently at least 40 children have been identified for admissions in year 1. It has been assumed that any children admitted in year 2 would attract the minimum level of AWPU and IPF support whilst in mainstream.

**8.17 Scenario 2- School is initially populated with a mixture of children within any education setting (mixture of out of borough and CEC maintained schools)**

8.18 The table below demonstrates that in the first year there will be a net savings position from the school by 31<sup>st</sup> March 2016.

8.19 Calculations demonstrate that full costs from the school will be recovered in 2018.

<b>Financial Year</b>	<b>Start Date</b>	<b>Funded Places</b>	<b>Total Costs</b>	<b>Offsetting savings / income</b>	<b>Revised Net Cost / (Saving)</b>
		<b>No</b>	<b>£</b>	<b>£</b>	<b>£</b>
Year 1	01-Jan-13	45	354,170	231,959	122,211
Year 2	01-Apr-13	54	1,509,361	1,344,489	164,872
Year 3	01-Apr-14	60	1,669,922	1,620,319	49,603
<b>Year 4</b>	<b>01-Apr-15</b>	<b>60</b>	<b>1,669,922</b>	<b>1,686,631</b>	<b>(16,709)</b>
Year 5	01-Apr-16	60	1,669,922	1,741,361	(71,439)
Year 6	01-Apr-17	60	1,669,922	1,798,108	(128,185)
Year 7	01-Apr-18	60	1,669,922	1,863,708	(193,785)
Year 8	01-Apr-19	60	1,669,922	1,911,030	(241,108)
Year 9	01-Apr-20	60	1,669,922	1,943,891	(273,968)
Year 10	01-Apr-21	60	1,669,922	2,014,560	(344,638)
Year 11	01-Apr-22	60	1,669,922	2,071,814	(401,892)

Year 11	01-Apr-23	60	1,669,922	2,084,033	(414,110)
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8.20 Below is an analysis of first 45 children entering the school in year 1 and the type of provision they will be moving from:

Type of school	IPF Funding					Grand Total
	£0 as OOC	£0k-£5k	£5k-£10k	£10k-£15k	£15k-£20k	
Academy				1	2	3
Independent Out of Borough school	3					3
Maintained school		1	3	7	5	16
Out of Borough maintained school	23					23
<b>Grand Total</b>	<b>26</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>7</b>	<b>45</b>

*Higher need*

8.21 The specific assumptions made for scenario 2 is that the pupils are comprised of a random selection of 30 pupils from scenario 1 and 30 pupils from scenario 3.

**8.22 Scenario 3- the school is initially populated with children currently educated in independent, high cost out of borough placements or mainstream schools.**

8.23 The table below demonstrates that the first year there will be a net savings position from the school is 31<sup>st</sup> March 2014.

8.24 Calculations show that full costs from the school will be recovered in 2013.

<b>Financial Year</b>	<b>Start Date</b>	<b>Funded Places *</b>	<b>Total Costs</b>	<b>Offsetting savings / income</b>	<b>Revised Net Cost / (Saving)</b>
		<b>Nos</b>	<b>£</b>	<b>£</b>	<b>£</b>
Year 1	01-Jan-13	45	350,244	(267,116)	83,128
Year 2	01-Apr-13	54	1,498,766	(1,755,418)	(256,651)
Year 3	01-Apr-14	60	1,662,978	(2,139,456)	(476,477)
Year 4	01-Apr-15	60	1,662,978	(2,139,456)	(476,477)
Year 5	01-Apr-16	60	1,662,978	(2,139,456)	(476,477)
Year 6	01-Apr-17	60	1,662,978	(2,139,456)	(476,477)
Year 7	01-Apr-18	60	1,662,978	(2,139,456)	(476,477)
Year 8	01-Apr-19	60	1,662,978	(2,139,456)	(476,477)
Year 9	01-Apr-20	60	1,662,978	(2,139,456)	(476,477)
Year 10	01-Apr-21	60	1,662,978	(2,139,456)	(476,477)
Year 11	01-Apr-22	60	1,662,978	(2,139,456)	(476,477)

Year 11	01-Apr-23	60	1,662,978	(2,139,456)	(476,477)
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8.24 Calculations show that full costs from the school will be recovered in 2014.

8.25 Below is an analysis of first 45 children entering the school in year 1 and the type of provision they will be moving from:

Type of school	IPF Funding	
	£0 as OOC	Grand Total
Out of Borough independent school	2	2
Out of Borough maintained school	43	43
<b>Grand Total</b>	<b>45</b>	<b>45</b>

8.26 The specific assumptions made for scenario 3 is that the highest 60 costing pupils were selected from the out of borough register. Any pupil whose placement was as a result of a social care need were excluded.

8.27 The capital cost for the refurbishment is **£1,617,279.20**

8.28 The provisional costs for the conversion of the former Church Lawton Primary school are outlined below.

<b>Provisional Costs: Church Lawton Primary School Conversion to all through Autistic School:</b>	<b>Cost (£)</b>
<b>Existing Building:</b>	
Building Refurbishment to bring the existing building into operation	958,143.06
<b>Conversion:</b>	
Internal Alterations in accordance with client brief, autistic fit out measures etc.	72,045.00
<b>External works:</b> Reinstatement of field, playground surfaces , equipment and fences.	95,000.00
<b>Provisional sums:</b> Asbestos survey and removal, drainage surveys and reinstatement, strip out existing debris, structural work, signage, fire equipment, DDA works, Part L regulations, mains service connections electricity, gas and water.	180,000.00
Preliminaries and Contingency	96,387.07
Consultancy Fees ( say 13% )	186,058.67
<b>Total</b>	<b>£1,617,279.20</b>

8.29 No allowance has been made for any loose furniture and fixtures any other work or requirements additional to that identified.

## 9.0 Legislative Framework

9.1 The Education and Inspections Act 2006, which came into force on 25 May 2007, requires a competition to be held where a new primary, secondary or special school is proposed (including a brand new school or replacement school which will replace one or more closing schools). The provisions do not apply to proposals to rebuild an existing school on its current site or transfer it to a new site.

9.2 Only an LA can organize a competition: there is no provision for proposers other than LAs to hold competitions.

9.3 Where the LA wish to see a new school established they **must** either:

- invite proposals for the school as provided for in Section 7 of EIA 2006 and The School Organisation (Establishment and Discontinuance) (England) Regulations 2007 (SI: 2007 No 1288) (as amended). The process is generally referred to as a “competition”. This is expected to be the route by which most new schools will be established
- apply to the Secretary of State for consent to publish proposals for a new school, without running a competition, as provided for in Section 10 of EIA 2006;
- work with the Secretary of State and sponsors to establish an Academy; or [for new maintained nursery schools and new 16-18/19 foundation schools] publish proposals for the new school under Section 11 of EIA 2006.

9.4 Academies are publicly funded independent schools and Section 482 of the Education Act 1996 provides for the Secretary of State to enter into funding agreements for new Academies with sponsors. Where an LA holds a competition, Academy sponsors may also submit proposals in response to the competition.

**9.5 Establishing a new school by competition** LAs are required by Section 7 of Education Inspection Act 2006 to invite proposals from potential providers for any proposed new school. They can also publish their own proposals for the new school as part of a competition.

## 9.6 When is school competition required?

9.7 A competition is required where an LA wishes to establish a new school. This includes cases where:

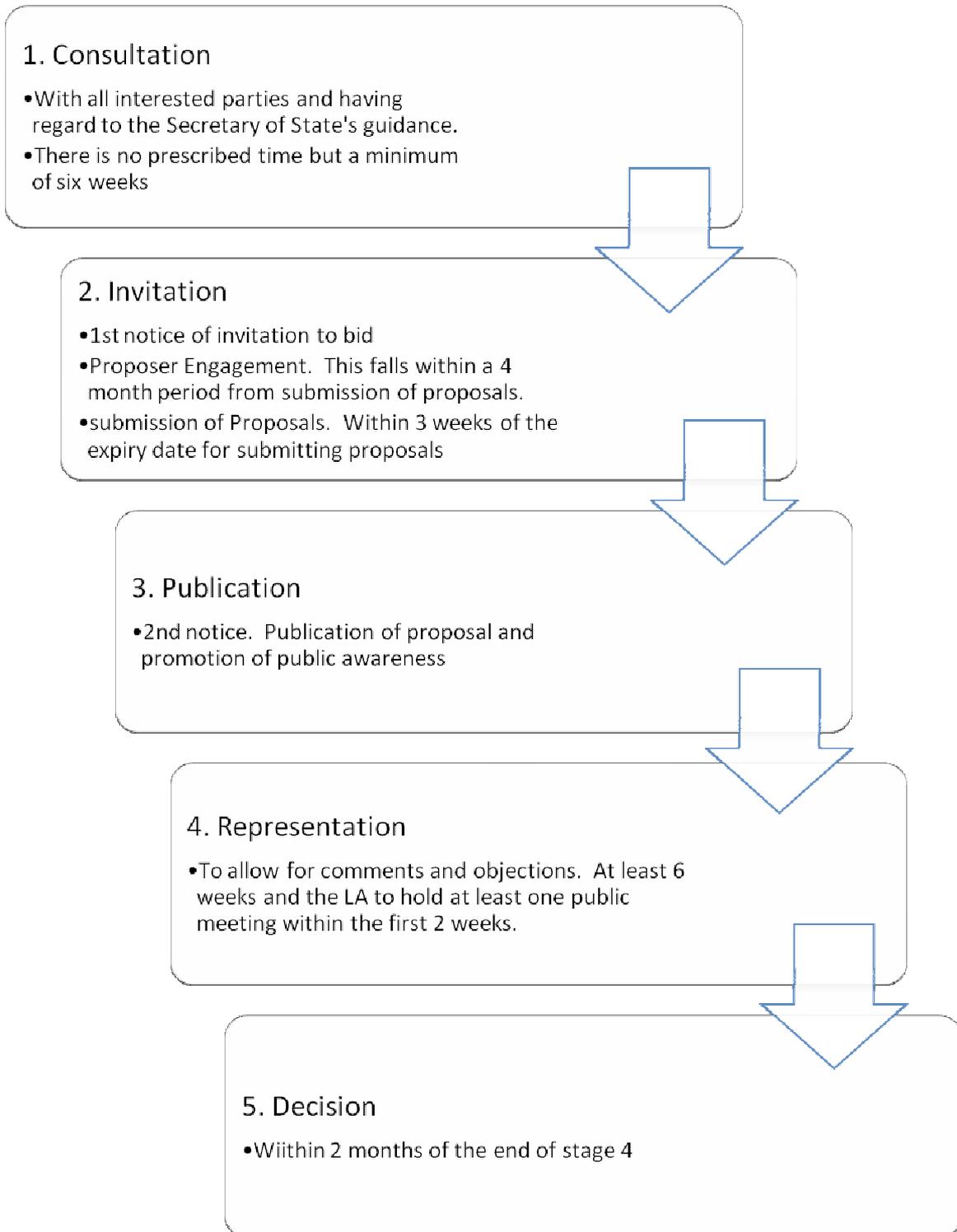
- a brand new school is required to meet an increase in the local population;

- a school is required to replace a discontinuing school; or
- one or more schools are proposed to be closed and one or more new schools are to be established to replace them.

**9.8 Competitions are not required where a school is:**

- a proposed new nursery school;
- a 16-18/19 school;
- transferring from its existing site to a new site; or
- to be re-built on its existing site.

9.9 The statutory process for consent is outlined below;



9.10 The final decision on competition proposals **must** be taken by the LA except where the LA:-

- is the proposer of any proposals;
- is a member, or appoints a member, of the foundation of a proposed foundation school with a foundation (i.e. a “Trust School”);
- appoints a charity trustee of the foundation of a proposed “Trust School”; or
- exercises any voting rights, or appoints a person who exercises voting rights, in the foundation of a proposed “Trust School”.

9.11 In all other cases the proposals will be decided by the schools adjudicator. Where the LA decides the proposals there is no provision for appeal against the decision. If however the LA does not decide the proposal within 2 months of the end of representation, then the proposal must be referred to the schools adjudicator.



Department/Service	<b>Children and Families</b>	<b>Equality Impact Assessment Form Template</b>		
Ref <b>See Appendix 1</b>	<b>CHI</b>	Officer responsible for the assessment	<b>Umarah Choudhary</b>	
Name of policy procedure function being assessed	<b>Outline Business Case for the development of a Special School for children and young people with Autism Spectrum Condition (ASC)</b>		Start date of assessment	<b>10/09/11</b>
Are there are any other policies or procedures associated or linked with this one.	<p><b>Local</b></p> <ul style="list-style-type: none"> <li>• Draft Special Educational Needs and Disability Policy (<a href="#">SEND</a>) Policy</li> <li>• <a href="#">The Cheshire East Sustainable Community Strategy 2010 – 2025</a></li> <li>• <a href="#">The Cheshire East Council Corporate Plan</a></li> <li>• <a href="#">The Children and Young People’s Plan</a></li> <li>• <a href="#">The Children and Families Service Plan</a></li> </ul> <p><b>Legislative Framework</b></p> <ul style="list-style-type: none"> <li>• <a href="#">SEN Code of Practice 2001</a></li> <li>• <a href="#">Education Act 2002</a></li> <li>• <a href="#">Education Act 1996</a></li> <li>• <a href="#">Education and Inspections Act 2006</a></li> <li>• <a href="#">Education and Skills Act 2008</a></li> <li>• <a href="#">Apprenticeships, Skills, Children and Learning Act 2009</a></li> </ul>			

	<ul style="list-style-type: none"> <li>• <a href="#">Equality Act 2010</a></li> <li>• <a href="#">Planning and developing special educational provision</a></li> </ul>
<p>Briefly describe the aims, objectives and outcomes of the policy / procedure / function</p>	<p>In recent years, there has been a significant increase in the number of children and young people diagnosed as being on the autism spectrum, both nationally and in Cheshire East.</p> <p>The SEND Review identified a gap in educational provision for children and young people with ASC, whose needs are not currently being met in mainstream schools, resourced provision or non ASC-specific special schools and hence are placed in ASC-specific provision out of borough.</p> <p>We do not have an ASC-specific special school in Cheshire East to provide these pupils with an appropriate placement within their local community.</p> <p>Cheshire East Council is therefore proposing to develop an ASC-specific all age special school and further maximise its current ASC-specific outreach service, Cheshire East Autism Service (CEAS). The school will utilise and promote ASC-specific approaches, with a focus on developing the pupils' social interaction and communication skills.</p>
<p>Who is intended to benefit from this policy –procedure – function?</p>	<p>The children and young people intending to benefit from the proposal will need to fulfil the following admissions criteria:</p> <ul style="list-style-type: none"> <li>• A statement of SEN</li> <li>• A diagnosis of ASC as either a primary or secondary need with the recognition that ASC is a significant barrier/inhibitor to their access the curriculum, or</li> <li>• Recognition from the professionals working with the pupil that a social communication disorder is a major barrier to learning.</li> <li>• The ability to progress academically given the appropriate ASC-specific support and strategies. For example by the end of key stage 2 students whose needs would be met by the ASC-specific special school will be working at National Curriculum Level 2 in at least one of the core subjects. They will not be identified as having severe learning</li> </ul>

	<p>difficulties.</p> <p>All pupils placed in the school will typically present with the following:</p> <ul style="list-style-type: none"> <li>• Significant levels of social isolation due to their degree of social impairment and/or limited understanding of social signals, for example facial expressions and emotions, and rules such as two way conversations</li> <li>• Severe levels of anxiety caused by changes in routine requiring adult intervention</li> <li>• Repetitive behaviours which impact on learning</li> <li>• The need for autism specific strategies, such as additional structure, distraction free work spaces to enable access to the curriculum</li> <li>• Severe sensory difficulties impeding learning and socialisation and/or fine and gross motor difficulties, which are exacerbated in a busy classroom environment</li> </ul> <p>It is anticipated that the pupils will come from a variety of school or pre-school placements. This may include:</p> <ul style="list-style-type: none"> <li>• Out of borough placements, either inter-authority or independent specialist schools,</li> <li>• Resourced school, either primary or secondary</li> <li>• Pre-school placements, where their needs have already been identified.</li> </ul>
<p>What factors could contribute to or detract from the outcomes?</p>	<ul style="list-style-type: none"> <li>• Not receiving approval from cabinet</li> <li>• Budgetary constraints</li> <li>• Political support</li> </ul>
<p>Who are the main stakeholders in relation to the</p>	<ul style="list-style-type: none"> <li>• Children, young people with Autism Spectrum Condition.</li> <li>• The families of those children and young people</li> </ul>

<p>policy – procedure- function? (Please consider key equality groups)</p>	<ul style="list-style-type: none"> <li>• Out of borough placements, either inter-authority or independent specialist schools</li> <li>• Resourced school, either primary or secondary</li> <li>• Pre-school placements, where their needs have already been identified.</li> </ul>		
<p>Who is responsible for the policy – procedure – function?</p>	<p>Fintan Bradley,</p>		
<p>To take us forward in:</p> <p>(a) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;</p> <p>(b) advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</p> <p>(c) fostering good relations between persons who share a relevant protected characteristic and persons who do not share it</p>			
<p>Please identify any impact (Positive / Negative) this policy, procedure, function or service will have on the following protected characteristics:</p>			
<p>Age - Is there an impact?</p>	<p><b>Yes - positive</b></p>	<p><b>No</b></p>	<p>Comments/Actions:</p> <p>62% of those identified with Autism Spectrum Disorder (ASD) as their primary need are within a Secondary school setting. 50% of which are children of compulsory school age. 38% are identified as primary school age.</p> <p>It is predicted that the benefits attached to the proposed ASC school will remove the reduction of possible barriers to learning and will result in greater inclusion and outcomes for children of</p>

			all ages.
Carers – Is there an impact?	<b>Yes - positive</b>	<b>No</b>	<p>Comments/Actions:</p> <p>The proposal will have a positive impact on persons with dependents and will offer greater parental choice for those families with wider caring responsibilities.</p>
Disability - Is there an impact?	<b>Yes - positive</b>	<b>No</b>	<p>Comments/Actions:</p> <p>The current provision of three resourced primary schools and two resourced secondary schools, within Cheshire East does not meet the continuum of provision required for children and young people affected by autism or offer much parental choice.</p> <p>Children and young people accessing ASC-specific provision out of borough are travelling to Cheshire West, Staffordshire, Stockport, and small percentages attend independent specialist schools and residential care.</p> <p>This proposal will have a positive impact on children and young people affected by autism as the long term vision is to provide appropriate ASC-specific provision within Cheshire East.</p> <p>An ASC school will provide provision to meet the diverse variety of learning and/or barriers facing our children and young people.</p>
Gender	<b>Yes -</b>	<b>No</b>	Comments/Actions:

	<b>positive</b>		<p>In line with national statistics, there is a higher proportion of male children and young people affected by ASD. 88% of those identified with ASD as their primary need are male, compared with 12% of females.</p> <p>Therefore, it is anticipated that the positive impact may be greater on boys.</p> <p>However, the successful delivery of an ASC school will have a positive impact on both genders and is important to note that the gender imbalance identified will not be to the detriment of girls/young females.</p>
Gypsies & Travellers - Is there an impact?	<b>Yes</b>	<b>No – neutral</b>	<p>Comments/Actions:</p> <p>Families that are vulnerable due to their gypsy/traveller status may find no change as only 0.89% have identified themselves within this group.</p>
Race – Is there an impact?	<b>Yes</b>	<b>No - neutral</b>	<p>Comments/Actions:</p> <p>82% are those children identified with ASD are British. It is believed that the proposal will promote greater equality of opportunity for young people from all different racial groups as every child and young person, whatever their nationality or background, will be given the support they need.</p>
Religion & Belief- Is there an Impact?	<b>Yes</b>	<b>No – neutral</b>	<p>Comments/Actions:</p> <p>5% are identified as Anglican</p>

			<p>16% Christian  4% Roman Catholic  8% No Religion  9% Unclassified and  58% Unknown</p> <p>The proposal is applicable to all irrespective of religious belief. Consequently, any religious preferences will be acknowledged by the Special School and supported.</p>
Sexual Orientation -Is there an impact?	<b>Yes</b>	<b>No - neutral</b>	<p>Comments/Actions:</p> <p>The LA does not collect data on the sexual orientation of young people. However, there is no evidence to suggest the proposal will have any adverse impact on children within this group. Indeed, all of the proposals enhance equality.</p>
Transgender - Is there an impact?	<b>Yes</b>	<b>No</b>	<p>Comments/Actions:</p> <p>There is no evidence to suggest that the proposal will have any adverse impact on children/young people in terms of Transgender.</p> <p>Individuals who are vulnerable due to transgender may find no change.</p>
Other socio-economic disadvantaged groups (including white individuals, families and communities) Is	<b>Yes</b>	<b>No</b>	<p>Comments/Actions:</p> <p>It is considered that the proposal will have a positive impact on those children/young people included in this group.</p>

there an impact?			
Please give details of any other potential impacts of this policy (i.e. Poverty & deprivation, community cohesion, environmental)	<b>Yes</b>	<b>No-</b>	Comments/Actions:  It is considered that the proposal will have no adverse impact.
Could the impact constitute unlawful discrimination in relation to any of the Equality Duties	<b>Yes</b>	<b>No</b>	Comments:
Does this policy – procedure – function have any effect on good relations between the council and the community	<b>Yes</b>	<b>No</b>	Comments: The proposal should strengthen relations between parents and families whose children are affected by autism, as well as between schools and communities, all of which will bring increased benefits for children and young people with ASC.
Do you require further data/information/intelligence to support decision making?	<b>Yes</b>	<b>No</b>	Comments:  Further research may need to be commissioned by the LA on data that is not collected, such as sexual orientation and transgender.  (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"> <li>• There are no further concerns identified</li> </ul>

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**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	<p>Internally</p> <ul style="list-style-type: none"> <li>• Desk top research re: legislation, policies, guidance etc</li> <li>• CYPD</li> </ul>	<p>Externally</p> <ul style="list-style-type: none"> <li>• SEND review extended group</li> <li>• Send Consultation</li> </ul>
Please state who will be/who was involved/engaged/consulted	<p>Internal (Staff/Members/Service/Dept)</p> <ul style="list-style-type: none"> <li>• Fintan Bradley, Head of Strategy, Planning and Performance</li> <li>• Nicola West – Principle Educational Psychologist</li> <li>• SEND Professionals</li> <li>• Pam Davies – SEND Manager</li> <li>• Iolanda Puzio –</li> <li>• Debbie Torjussen – Principle Senior Accountant</li> </ul>	<p>External (stakeholders/service users/partners)</p> <ul style="list-style-type: none"> <li>• Young people and their families</li> <li>• SEND Professionals,</li> <li>• Headteachers,</li> <li>• Inclusion Managers for Resourced Provision</li> <li>• Special School Headteachers</li> <li>• Members of the Extended SEND group</li> </ul>
Please indicate any significant expected costs & resource requirements for completing the data collection	N/A	N/A

**Equalities Impact Assessment (EIA) Action Plan: Making Changes**

REF	Action	Responsible Person/s	Action Deadline	Tasks	Progress
	Review any changes from the current SEND Policy consultation and any implications it may have on the proposal.	Fintan Bradley/Umarah Choudhary	February 2012	Review the outcome from the SEND Policy consultation	<ul style="list-style-type: none"> <li>Will take place after the closure of the consultation</li> </ul>
	Cabinet approval to continue with Feasibility Study of the development of an ASC-specific Special School.	Fintan Bradley/Nicola West/Umarah Choudhary	28 <sup>th</sup> November, 2011		
	Undertake a detailed feasibility study of the proposal	Fintan Bradley/Nicola West/Umarah Choudhary	January 2013	Set up core working group to undertake the feasibility study	
	Feasibility Study to be approved by Portfolio holder.	Fintan Bradley/Nicola West/Umarah Choudhary	February 2013	Approval to commence on consultation.	
	Undertake a formal consultation process in line with statutory guidelines	Fintan Bradley	March 2012	Set up infrastructure to undertake public consultation	
	1 <sup>st</sup> Notice of Invitation to bid – 4 month period.	Fintan Bradley	April 2012 – August 2012	Set up infrastructure to undertake public consultation	
	2 <sup>nd</sup> Notice. Publication of proposal.	Fintan Bradley	10 <sup>th</sup> September, 2012 – 28 <sup>th</sup> September, 2012		
	Representation – to allow for comments and	Fintan Bradley	October – 31 <sup>st</sup> November	First two weeks one public meeting must	

	objections. .			be held	
	Final Decision	Fintan Bradley	January 2013	Approval to move forward with capital conversion programme	
	School Opens	Fintan Bradley	September 2013		
Please state the date the policy/procedure/function will be reassessed? (generally 1-3 yrs)			Comments/Date: September – December 2013		

Signed (Service Manager) ...Pam Davies.....

Date.....01/11/2011.....



Signed (Head of Section) ....

Date.....01/11/2011.....

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).	<p>What has been the overall impact of making the particular changes?</p> <p>(could include wider community involvement in policy development or greater use of service by diverse communities).</p>	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

<b>Service Reference Index</b>			
Safer & Stronger – <b>SSC</b>	Regeneration – <b>REG</b>	Planning & Housing – <b>PAH</b>	Legal & Democratic Services – <b>LAD</b>
Children & Families – <b>CHI</b>	Adults – <b>ADU</b>	Health & Wellbeing – <b>HWB</b>	Human Resources & Organisational Development – <b>HROD</b>

Policy & Performance – <b>PAP</b>	Corporate Improvement - <b>CI</b>	Environmental – <b>ENV</b>	Borough Treasurer & Head of Assets – <b>BTA</b>
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## Appendix C - Timeline

28 <sup>th</sup> November, 2011	Cabinet approval to continue with Feasibility Study of the development of an ASC-specific Special School.
December, 2011 – 20th January, 2012	Feasibility Study to be approved by Portfolio holder. Approval to commence on consultation.
23 <sup>rd</sup> January – 31 <sup>st</sup> January	Approval from portfolio holder – (7 day calling period)
8 <sup>th</sup> February, 2012 – 28 <sup>th</sup> March, 2012	Consultation for a six week period with all interested parties.
4 <sup>th</sup> April, 2012 – 31 <sup>st</sup> August, 2012	1 <sup>st</sup> Notice of Invitation to bid – 4 month period.
10 <sup>th</sup> September, 2012 – 28 <sup>th</sup> September, 2012	2 <sup>nd</sup> Notice. Publication of proposal.
9 <sup>th</sup> October – 23 <sup>rd</sup> October – public meeting  23 <sup>rd</sup> October – 30th November, 2012	Representation – to allow for comments and objections. First two weeks one public meeting must be held.
Jan 2013	Final Decision with a 7 day calling period.
September 2013	School opens

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## CHESHIRE EAST COUNCIL

### Cabinet Report

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<b>Date of Meeting:</b>	28 November 2011
<b>Report of:</b>	John Nicholson – Strategic Director Places and Organisational Capacity.
<b>Subject/Title:</b>	Proposed Development of Land off Earl Road (Long Marl Lane), Handforth Dean for Employment Growth.
<b>Portfolio Holder</b>	Cllr Jamie Macrae, Portfolio Holder for Prosperity

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#### 1.0 Report Summary

- 1.1 The Council-owned site known as land off Earl Road/Long Marl Lane (former Airparks site), Handforth Dean has been held as a strategic employment site for a number of years. The site is shown edged in red on the attached plan.
- 1.2 The site had been leased to Airparks UK Ltd for a number of years subject to a temporary planning permission. Following their vacation in June 2010 the site has been unoccupied despite being marketed extensively on a short-term leasehold basis.
- 1.3 Limited interest has been shown following the marketing of the site on a short term lease basis. Regular enquiries have been received however for the freehold interest of the site. Whilst the majority of these enquiries fall outside what would be classed as an employment type use there has been recent interest from a number of sources that would indicate there may be development opportunities including investment/expansion enquiries from existing Cheshire East companies. This report therefore recommends that the Council investigates the options for development of the site to maximise employment opportunities and financial returns for the Council.

#### 2.0 Decision Requested

- 2.1 The Council investigates further the options for development of the site including those options outlined in 10.3 - 10.5 to maximise employment opportunities and financial returns.
- 2.2 That a feasibility exercise is undertaken and expressions of interest are sought from the market in order to better understand the current demand and occupier requirements.
- 2.3 The conclusions of the above to be reported to Cabinet in Spring 2012.

**3.0 Reasons for Recommendations**

- 3.1 The site has been held as an employment site for a number of years without a single end user coming forward to develop it. Recent enquiries suggest there is potential for the site to be serviced and plots marketed to end users for a range of employment uses.
- 3.2 This can be achieved in a number of ways and it is important that a robust analysis of all of the options including all legal implications is undertaken to ensure the best outcome for Cheshire East and its residents.
- 3.3 Following an appraisal of the options detailed in 10.0 below it is anticipated that a further report will be considered by Cabinet in March 2012. The report will seek to outline the interest received and to recommend a suitable way forward.

**4.0 Wards Affected**

- 4.1 Handforth

**5.0 Local Ward Members**

- 5.1 Cllr Barry Burkhill  
Cllr Dennis Mahon

**6.0 Policy Implications including – Carbon Reduction  
- Health**

- 6.1 Sustainable development will be a key feature of the marketing and vision for the site disposal/development strategy.

**7.0 Financial Implications (Authorised by the Director of Finance and  
Business Services)**

- 7.1 The Council will incur costs in determining the feasibility of the various options and the advertisement inviting expressions of interest. These initial costs will be borne through existing budget provision and where appropriate the costs will be capitalised linked to future development

**8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 Section 123 of the Local Government Act 1972 allows a local authority to dispose of an interest in land on such terms as it considers appropriate subject to it obtaining the best consideration reasonably obtainable for the land interest.

- 8.2 Further legal implications will be reviewed following the initial marketing process as disposal and/or development options are evaluated in more detail. Without limitation, considerations may include the relevance of EU Procurement Regulations.

## **9.0 Risk Management**

- 9.2 As detailed in 7.1 the Council will incur costs in the feasibility and advertisements required. In the event that the Council does not dispose of the site then these costs will be abortive.
- 9.3 It may be considered that the Council is disposing of the site in a depressed market. This is offset by the Council's holding costs, capital receipt target and the stimulation of development and potential provision of a site to local expanding companies that otherwise might be forced to consider relocating outside the borough to find a suitable site.

## **10.0 Background and Options**

- 10.1 The site, known as being part of the former 61MU site, is an allocated Local Plan employment site located within a successful business location, and is immediately adjacent to the A34 – the key route between north-east Cheshire and Manchester. It is recognised as being a commercially attractive site, given its proximity to Greater Manchester and Manchester Airport. Cheshire East Council, through its Economic Development Strategy has clear ambitions to stimulate jobs growth through development, and this represents a clear opportunity for the Council to facilitate this.
- 10.2 At this stage we consider there are three main options available to the Council which could potentially secure these objectives. There is also the option to do nothing at this stage but this would result in the Council continuing to incur management costs in holding the asset pending buyers coming forward.

The remaining three options will be appraised in greater detail but briefly comprise:

- 10.3 Option 1 - Market the site for development on the basis of serviced plots with infrastructure provided by the Council.

The Council would undertake to offer tailored sites of a size to meet the requirements of the interested parties. The Council would provide infrastructure including roadways and services, etc

This option would allow the Council to facilitate development of the site for economic growth purposes. It would enable the Council to transfer a significant degree of development risk onto the purchaser but in return the purchaser would get a greater degree of any development profit.

10.4 Option 2 - Council development of the site to an end user

As an extension to option 1 there may be expressions of interest from interested parties who require premises but have no desire to build out the plot themselves. In this scenario it is proposed that the Council could fund and procure construction of the required development with either a resultant disposal or letting to the end user.

This option could allow the Council to develop individual plots for economic growth purposes. In return the Council would get the benefit of any development profit in the scheme and have greater influence over the design of premises offered.

10.5 Option 3 - Development Partner

The Council would enter into an agreement with a development partner, bringing the benefit of their expertise and the sharing of any risk however this also extends to any profit.

However this option has procurement implications, which may have a consequential negative effect in relation to timescales, cost and flexibility.

10.6 The Council will further investigate and appraise the Options above which will involve 'soft-market' testing during January/February 2012 to seek expressions of interest from interested parties who require premises but have no desire to build out the plot themselves as outlined in Option 2.

**11.0 Access to Information**

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

Name: Marc Jones  
Designation: Senior Valuer  
Tel No: 01270 686134  
Email: marc.jones@cheshireeast.gov.uk

Land at Earl Road, Stanley Green, Handforth, Cheshire



Plan Ref: vs  
Date: 9.11.11  
Scale: 1:2,500 @ A4

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## CHESHIRE EAST COUNCIL

### REPORT TO: Cabinet

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**Date of Meeting:** 28 November 2011

**Report of:** Lorraine Butcher & Heather Grimbaldeston

**Subject/Title:** Report on the Shadow Cheshire East Health and Wellbeing Board Terms of Reference

**Portfolio Holder:** Cllr Domleo  
Cllr Gaddum  
Cabinet Support Member Cllr Clowes

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#### 1.0 Report Summary

- 1.1 This report intends to inform Cabinet of the progress taken to establish the Cheshire East Shadow Health & Wellbeing Board and to gain Cabinet approval of the Terms of Reference for the Board before being sent to full Council for approval.
- 1.2 A Visioning Event was held on the 29<sup>th</sup> June 2011 involving a range of stakeholders to contribute to the Board's development, specifically in relation to its *vision, priorities, success measures* and *future model architecture*. The detailed summary and outputs from this event can be located within [Appendix 1](#).
- 1.3 Advice from the Borough Solicitor has been sought around governance of the Board and this has informed the Shadow Boards Terms of Reference. The full Terms of Reference can be seen in [Appendix 3](#). These Terms of Reference have also been shared with the Health and Wellbeing Scrutiny Committee.
- 1.4 The Terms of Reference have been created for the operation of the Shadow Health and Wellbeing Board during its shadow year of April 2012 to March 2013. It is anticipated that the content of the Terms of Reference may require amendments upon review of the final detail of the enacted Health and Social Care Bill and/or when further guidance is available on the governance and statutory responsibilities of the Board. The Terms of Reference will also have to be reviewed in advance of when the Board moves from Shadow form to that of a Statutory Committee.
- 1.5 A Working Group has been formed to support the development and commencement of the Shadow Health and Wellbeing Board. This working group have produced the current Terms of

Reference for the Shadow Board with the support of the Borough Solicitor.

## 2.0 Decision Requested

- 2.1 To note progress to date in establishing the Cheshire East Shadow Health and Wellbeing Board.
- 2.2 To accept the Shadow Health and Wellbeing Board Terms of Reference.
- 2.3 To note that the Shadow Health and Wellbeing Boards Terms of Reference will be reviewed in 2012-13 as outlined in point 1.4 of this report.

## 3.0 Reasons for Recommendations

- 3.1 The Health & Social Care Bill ('the Bill) outlines how the often informal joint working arrangements of the past are to be replaced by better co-ordinated and more accountable organisations sharing responsibility for public health, social care and commissioning. At the heart of this proposal is the duty given to local authorities to establish statutory **Health and Wellbeing Boards** in every upper-tier unitary authority by April 2013.
- 3.2 The Health and Wellbeing Board will be responsible for connecting NHS bodies (Clinical Commissioning Groups, NHS Providers, NHS Commissioning Board and others) local authorities and other agencies (Police, Fire, 3<sup>rd</sup> Sector) to ensure better outcomes for our population. They will have a strong role in promoting joint commissioning and integrated provision between health, public health and social care. They will have a duty to involve users and the public. Similarly relevant partners have a statutory responsibility to take note of and cooperate with their partners on the Health & wellbeing Board.
- 3.3 The Health and Wellbeing Board will be required to provide vision and a co-ordinated drive to address the health and wellbeing needs of our population to reduce unacceptable and avoidable variations in health and healthcare. The Government intends for Health and Wellbeing Boards to become deep and productive partnerships and develop solutions to commissioning challenges, rather than just commentating.
- 3.4 Health and Wellbeing Boards are intended to have four main functions:
  - to assess the needs of the local population and lead the statutory **Joint Strategic Needs Assessment (JSNA)** of the local population.

- where all parties agree this makes sense and for the benefit of the population, to promote integration and partnership across areas, including through joined up commissioning plans and pooled budget arrangements across the NHS, social care and public health.
- to enhance joint working arrangements through the development of a **Joint Health and Wellbeing Strategy**, informed by JSNA intelligence, spanning the NHS, social care, public health and potentially other services. This strategy will assist the development of commissioning intentions, and subsequent procurement and contracting of health and social care services by commissioners. Local authority and NHS Commissioners will be required to have regard to the Joint Health and Wellbeing Strategy.
- to improve local democratic accountability for local decisions about commissioned services. This is intended to be achieved through the involvement of local HealthWatch, patients and the public in the work of the Board and by ensuring that local people have a greater say in how care is provided.

Additional duties also include:

- the co-ordination of pharmaceutical needs assessment - which will inform the commissioning of community pharmacy services by the NHS Commissioning Board and local public health commissioning decisions.
- a formal role in authorising clinical commissioning groups. The NHS Commissioning Board will have to take Health and Wellbeing Boards' views into account in their annual assessment of commissioning groups.

- 3.5 Health and Wellbeing Boards will discharge executive functions of Local Authorities, and will be expected to operate as equivalent Executive Bodies do in local government.
- 3.6 Health and Wellbeing Boards will be subject to oversight and scrutiny by the existing statutory structures for the Overview and Scrutiny of Local Authority executive functions.
- 3.7 Much of the detail remains outstanding or unclear on how the Health and Wellbeing Board will work once it is fully operational. This detail is expected to be seen in the final version of the Bill and from the outcomes of the National Learning Sets around Health and Wellbeing Board development. The development of the Shadow Health and Wellbeing Board will rely on local determination in the absence of such guidance.

- 3.8 This report draws together the progress made in respect of establishing the Shadow Cheshire East Health and Wellbeing Board, its initial membership and preparation to support its commencement as covered in the Terms of Reference (the detail of which will be outlined in [Section 10](#) of this report).

**4.0 Wards Affected**

All

**5.0 Local Ward Members**

All

**6.0 Policy Implications**

- 6.1 The health and wellbeing of the residents of Cheshire East is everyone's business and as such implications for future policy development, service redesign and budget setting should account for the impact on the health and wellbeing of our population and indeed the priorities of the Health and Wellbeing Board.
- 6.2 Membership of the Health and Wellbeing Board will be very much based on local needs and priorities (subject to those agencies or individuals who have the statutory right to sit on the board). Health and Wellbeing Boards, in considering their membership, will be free to invite other members to sit on the board in order to maximise the gain from health outcomes and align these with employment, welfare and reductions in offending. Subject to the minimum mandatory/statutory members as outlined in the Bill, the final membership will be up to each Board to determine.
- 6.3 The draft Bill makes the assumption that the roles of Director of Adults Services and Director of Children Services are two separate individuals both of whom are statutory members of the Health and Wellbeing Board and would be able to vote. At the second meeting of the Cheshire East Shadow Health and Wellbeing Board (25<sup>th</sup> October 2011) it was decided that the Head of Integrated Strategic Commissioning & Safeguarding would become a statutory officer of the Board to address the dual role of the Strategic Director for Children's, Families and Adult Services within the Council.
- 6.5 The Shadow Health and Wellbeing Board Working Group is undertaking an exercise, on behalf of the Shadow Health and Wellbeing Board, to identify the sub groups that will undertake the work for the Board and whom may report directly to the Board as a consequence. These arrangements will be reported in a further report once the exercise has been completed and the Bill has been enacted.

- 6.6 Currently there is no apparent requirement for the Safeguarding Boards or Safer Cheshire East Partnership to be accountable to the Health and Wellbeing Board. Therefore, the Board is free to look at this as a possibility. We will also need to be guided by regulations as they are produced.
- 6.7 The question of Board quorum requirements is also a level of detail which may be regulated in the future or alternatively it may be a matter for the Local Authority to determine. Currently the board has resolved that its quorum arrangements will be set at 50%. Board has also agreed that substitutes would not be appropriate other than for the GP Chairs of each Clinical Commissioning Group represented on the Board and for Cheshire East LINKs who represent the voice of Cheshire East residents.

## 7 Financial Implications

- 7.1 The Bill indicates that the Health and Wellbeing Board will be a major decision making body of the local authority forming part of the Council's governance arrangements and it will therefore **require dedicated support from Committee Services in a similar way to that of Cabinet. The resource implications for Democratic Services and for Children's, Families and Adult Services** will need to be considered in order to effectively support the board.

## 8 Legal Implications

- 8.1 A revision to the Bill outlined in the *Government response to the NHS Future Forum report*<sup>1</sup> was that local authorities will have the discretion to determine the number of Elected Members on the Board and will be free to insist upon having an overall majority of Elected Members. The Bill outlines that the Leader of the Council will nominate Elected Members to sit on the Board and may sit on the Board himself should he choose to do so. You will note in [Section 10.2](#) the initial membership.
- 8.2 The guidance is currently silent on Voting Rights and this is the level of detail which we would expect to see set out in the regulations as these become available. We will need to see the guidance on voting and non-voting members but **where officers are statutory members of the board it seems that it be logical that the intention will be that they will also be eligible to vote rather than merely be there to advise or inform the board.** The Shadow Health & Wellbeing Board has resolved to seek consensus in its decision making, and where appropriate

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<sup>1</sup> <http://healthandcare.dh.gov.uk/detailed-response/>

individual organisational ratification of decisions may be needed until the Shadow Board becomes statutory.

- 8.3 At the moment the Bill indicates that the Health and Wellbeing Board will become a Committee of the Local Authority under Section 102 of the Local Government Act 1972 but the regulations may provide that certain enactments will not apply to the operation of the Board. This is crucial in contributing to our understanding of the governance of the Board. The latest guidance suggests that the Health and Wellbeing Board will discharge Executive functions and will be subject to overview and scrutiny and should therefore operate as an equivalent body to the Cabinet in Local Government.
- 8.4 We would therefore anticipate that the Board (once established in a statutory form) **will need to be a formal decision making body**, and will be subject to all the normal access to information provisions in terms of publicity, agendas, meeting in public, inspection of background documents etc. As the items are subject to overview and scrutiny presumably we will need to consider pre scrutiny / calling etc. The provisions for the Executive (i.e. Cabinet) do not currently require political balance and so we assume that this is likely to be the case for Health and Wellbeing Boards.
- 8.5 Again the intention around the reporting structure is not clear but we anticipate that when fully operational the Health and Wellbeing Board **will report direct to full Council**, as necessary. As it is undertaking an Executive role, it **is likely to be able to deal with the majority of issues without referral to full Council** but there may be some major or strategic issues which will require full Council approval. Again this may be laid out in regulations or maybe a matter for the Local Authority to determine. In its **shadow form the Board feels that there is advantage in reporting to Cabinet which meets more frequently and can ratify some of the interim decisions where this is necessary.**
- 8.6 The timeframe for the establishment of Health and Wellbeing Boards are as follows:

**April 2012**

Health and Wellbeing Boards are required to come into existence in shadow form by April 2012. In Cheshire East the Shadow Board has been established since September 2011.

**April 2013**

Subject to passage of the Bill, the Health and Wellbeing Board will become a statutory committee of the Local Authority and formally assume their powers and duties in April 2013.

## 9 Risk Management

9.1 Corporate risks have been determined in respect of Health Partnerships. This can be found in [Appendix 2](#) and will be reviewed quarterly.

9.2 Risks that face the Health and Wellbeing Board have been drafted and can be found in [Appendix 4](#).

## 10 Background and Options

10.1 A Visioning Event was held on the 29<sup>th</sup> June 2011 involving a range of stakeholders to contribute to the Board's development, specifically in relation to its *vision, priorities, success measures and future model architecture*. The detailed summary and outputs from this event can be located within [Appendix 1](#).

10.2 Following the Visioning Event, a letter of invitation to become Board members of the Cheshire East Shadow Health and Wellbeing Board was sent from the Chief Executives Office to the following people:

Organisation	Role	Post Holder
Cheshire East Council	Cabinet Portfolio Holder – Health and Wellbeing, Adults	Roland Domleo – <b>Chair</b>
Cheshire East Council	Cabinet Support Member	Janet Clowes
Cheshire East Council	Cabinet Portfolio Holder – Children & Families	Hilda Gaddum
Cheshire East Council	Chief Executive	Erika Wenzel
Cheshire East Council	Director Children's, Families and Adult Services	Lorraine Butcher
Central & Eastern Cheshire Primary Care Trust	Director of Public Health	Dr Heather Grimbaldeston
South Cheshire Health Clinical Commissioning Group	Chief Officer	Simon Whitehouse
South Cheshire Health Clinical Commissioning Group	Chair / GP Lead	Dr Andrew Wilson
Eastern Cheshire Clinical Commissioning Group	Chief Officer	Jerry Hawker
Eastern Cheshire Clinical Commissioning Group	Chair / GP Lead	Dr Paul Bowen
Cheshire East LINKs	Chair	Barrie Towse

In line with the majority of Health and Wellbeing Boards that are being set up nationally, invitations for membership of the initial Shadow Board followed the statutory membership guidance outlined in the Bill.

Before the first meeting of the Shadow Board (27<sup>th</sup> September 2011), Councillor Dorothy Flude, Leader of the Cheshire East Labour Group was also invited by the Leader of the Council to sit as a member of the Board.

10.3 The Shadow Health and Wellbeing Board has resolved to meet on a monthly basis. So far the Board have covered and agreed the following:

- that decision making by the Board will (wherever possible) be by consensus and agreement
- that Board members cannot be represented at Board meetings by a nominated deputy, with the exception of the GP Chair of a Clinical Commissioning Groups and the Chair of Cheshire East LINKs / HealthWatch
- the nomination of Lucia Scally, Head of Integrated Commissioning and Safeguarding to the Board (as outlined in [6.3](#))
- to follow a Code of Conduct based upon the Nolan Seven Principles of Public Life
- to be guided by a Forward Plan in the initial stages of Board development. This contains key areas of work that will support the Boards work in the next financial year e.g. consultation and engagement, LINKS to HealthWatch, JSNA refresh and Joint Health and Wellbeing Strategy development
- a draft Terms of Reference for the Shadow Board

10.4 A Health and Wellbeing Board Working Group has been formed, consisting of officers from Cheshire East Council and Assistant Directors of Public Health from Central and Eastern Cheshire Primary Care Trust. This Working Group has been tasked to work collectively to provide appropriate advice notes and reports for consideration as the Board progresses towards commencement of its first full shadow year from April 2012. The Terms of Reference is an example of the work of this group and is outlined within this report and attached at [Appendix 3](#).

10.5 The Terms of Reference details the following:

- The purpose of the Board
- The functions of the Board
- The Board membership
- The Boards nomination arrangements
- The Boards quorum arrangements
- The Boards decision making arrangements

- The reporting arrangements for the Boards sub groups
- The frequency of Board meetings
- The access to meetings by members of the public during the operation of the Shadow Board
- The governance arrangements of the Board within the Council Constitutional arrangements.
- The Code of Conduct for Board members
- The communication and wider engagement arrangements to inform Board decision making

10.6 The Terms of Reference have been created for the operation of the Shadow Health and Wellbeing Board during its shadow year of April 2012 – March 2013. It is anticipated that the content of the Terms of Reference may require amendments upon review of the final detail of the enacted Health and Social Care Bill and/or when further guidance is available on the governance and statutory responsibilities of the Board. The Terms of Reference will also have to be reviewed in advance of when the Board moves from Shadow form to that of a Statutory Committee.

## Appendices

<b>Appendix 1</b>	Cheshire East Health and Wellbeing Board Visioning Event Summary	 Summary from Visioning Event.d...
<b>Appendix 2</b>	Corporate Health Partnership Risk Log	 Health Partnerships Risk Templ...
<b>Appendix 3</b>	Terms of Reference for Shadow Health and Wellbeing Board	 Board draft ToR.doc
<b>Appendix 4</b>	HWBB Risk Log	 HWBB Risk Log Sept11v1.xls

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# **Cheshire East Shadow Health and Wellbeing Board**

## **Terms of Reference**

*(draft - October 2011)*

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### **1. Purpose**

- to act as the Shadow Cheshire East Health and Wellbeing Board (the 'Board') with effect from September 2011 and 31<sup>st</sup> March 2013
- to oversee the creation and implementation of the Statutory Cheshire East Health and Wellbeing Board from 1<sup>st</sup> April 2013
- to oversee the delivery of transitional arrangements for health, social care and public health and to meet statutory requirements within the emerging health agenda
- to encourage strategic alignment and develop integrated ways of working for the purpose of advancing health and wellbeing and reducing health inequalities amongst the residents of Cheshire East,
- to determine health and social care improvement priorities across Cheshire East
- to provide high level leadership on the achievement of health and wellbeing priorities and the reduction in variances of health outcomes and experience

### **2. Functions**

- to develop and foster a genuinely collaborative approach to the commissioning of improved health and care services for Cheshire East residents
- where appropriate, to identify and join up areas of commissioning across the NHS, social care, public health and other services which are directly related to health and wellbeing
- to take advantage of opportunities to more closely integrate the provision and procurement of both health and social care services
- to keep under review the financial and organisational implications of joint and integrated working across both health and social care services, ensuring that performance and quality standards for health and social care services to children, families and adults are met and represent best value for money across the whole system
- to develop a shared understanding of the needs of local communities within Cheshire East through the development of a comprehensive Joint Strategic Needs Assessment (JSNA) – and to oversee the development and refresh of the existing Cheshire East JSNA
- to oversee the development of future pharmaceutical needs assessments

- to seek to meet the needs identified by the JSNA through leading on the development and publication of a high level Joint Health and Wellbeing Strategy (JHWS) – ensuring that it provides an overarching framework for the local commissioning authorities in Cheshire East in order to inform their commissioning plans
- to performance manage the achievement of and progress against key outcomes identified within the JHWS
- to make recommendations on the priority of work programmes and allocation of resources to service providers and/or localities, targeted at those that have the most contribution to make in improving health and reducing health inequalities in order to achieve jointly agreed objectives and to maximise health gain
- to ensure that the local commissioning authorities within Cheshire East align their commissioning plans and priorities with those identified in the JHWS, and demonstrate how the JSNA and other appropriate evidence sources have been used in their commissioning decisions
- to have a formal role in authorising the Clinical Commissioning Groups within Cheshire East in accordance with national guidelines
- to consider options for the development of HealthWatch in Cheshire East ensuring that appropriate engagement and involvement with existing patient and service user involvement groups takes place
- to oversee the effective transfer of public health responsibilities and arrangements to Cheshire East Council
- to act as an effective forum for local democratic and public accountability of the NHS, social care for adults and children and other commissioned services that the Shadow Health and Wellbeing Board agrees are directly related to improving health and wellbeing and reducing health inequalities within Cheshire East
- to identify and act upon changes that may be required following the enactment of the Health and Social Care Bill in order to establish the statutory Health and Wellbeing Board to replace the Shadow Board
- to ensure robust arrangements are in place to enable a smooth transition into the statutory Board in time for 1st April 2013
- to propose recommendations from the Board to:
  - Cheshire East Council
  - Cheshire East Council Cabinet
  - Cheshire, Warrington and Wirral PCT Cluster
  - Eastern Cheshire Clinical Commissioning Group
  - South Cheshire Health Clinical Commissioning Group

### **3. Membership**

Representation on the Shadow Board reflects the expected statutory membership as outlined in the Health and Social Care Bill. It is anticipated that membership of the Shadow Board will change over time and will be reviewed in light of the final detail in the Health and Social Care Bill, the right of local determination and as the Shadow Board evolves.

**Shadow Board membership:**

<b>Organisation</b>	<b>Role</b>	<b>Post Holder</b>
Cheshire East Council	Cabinet Portfolio Holder – Health and Wellbeing, Adults	Cllr Roland Domleo – <b>Chair</b>
Cheshire East Council	Cabinet Support Member	Cllr Janet Clowes
Cheshire East Council	Cabinet Portfolio Holder – Children & Families	Cllr Hilda Gaddum
Cheshire East Council	Cheshire East Labour Group Leader	Cllr Dorothy Flude
Cheshire East Council	Chief Executive	Erika Wenzel
Cheshire East Council	Director of Children's, Families and Adult Services	Lorraine Butcher
Cheshire East Council	Head of Integrated Commissioning and Safeguarding	Lucia Scally
Central & Eastern Cheshire Primary Care Trust	Director of Public Health	Dr Heather Grimbaldeston
South Cheshire Health Clinical Commissioning Group	Chief Officer	Simon Whitehouse
South Cheshire Health Clinical Commissioning Group	Chair / GP Lead	Dr Andrew Wilson
Eastern Cheshire Clinical Commissioning Group	Chief Officer	Jerry Hawker
Eastern Cheshire Clinical Commissioning Group	Chair / GP Lead	Dr Paul Bowen
Cheshire East LINKs	Chair	Barrie Towse

**3.1 Board member nomination**

The Health and Social Care Bill outlines that:

- the executive leader of Cheshire East Council will nominate Councillors for membership onto the Board
- Cheshire East Council can nominate such other persons, or representatives of such other persons, as the local authority thinks appropriate
- at any time after a Health and Wellbeing Board is established, Cheshire East Council before appointing another person to be a member of the Board must consult the Board for approval

- nominations for additional Board members by existing Board members using the agreed nomination process will need to be approved by the Board

### **3.2 Board meeting attendance**

The quorum for a meeting shall be 50% of the membership, including at least one elected member, one representative from each of the Clinical Commissioning Groups and representation from Cheshire East LINKs/HealthWatch.

Board members cannot be represented at Board meetings by a nominated deputy, with the exception of:

- the GP Chair of a Clinical Commissioning Group
- the chair of Cheshire East LINKs / HealthWatch

### **3.3 Decision making**

Decision making by the Shadow Board will (wherever possible) be by consensus and agreement. If a consensus cannot be reached, decisions will be taken on the basis of a simple majority of votes of those present and eligible to vote – voting will be by a show of hands. The Chair will have the casting vote if required. At least 50% of the members of the Shadow Board should be present for decisions to be taken.

Voting rights for Board members will be established in the light of the release of further guidance

### **3.4 Reporting sub - groups of the Board**

The Shadow Board will oversee and receive reports from a set of sub-groups which will focus on the delivery of key areas. Under existing arrangement there are already a number of sub-groups in existence which will report to the Shadow Board.

Each sub-group will submit an annual report to the Shadow Board which will agree the outcomes for each sub-group for the next financial year

The Shadow Board will review the number and roles of sub-groups in light of legislation and local priorities as and when appropriate.

### **3.5 Frequency of meetings**

Initially Shadow Board meetings will be held on a monthly basis. The frequency of meetings will be reviewed once the Board and its work programme are further established.

### **3.6 Access to meetings by members of the public**

Whilst in its shadow form, meetings of the Board will not be held in public. The decision to hold meetings in public will need to be reviewed upon the formal constitution of the Cheshire East Health and Wellbeing Board in April 2013 as an Executive Committee of the Council with Executive powers.

### **3.7 Governance**

The Shadow Board will not make binding decisions itself but will rely on the constitutional role of the statutory member organisations. The Board will work within the current schemes of delegations and accountability arrangements of the Council and NHS.

The Shadow Board will not:

- take the place of any statutory commissioning body
- exercise scrutiny duties around health or adult social care services. This will remain the role of the Cheshire East Health and Wellbeing Overview Scrutiny Committee and the Cheshire East Adult Social Care Scrutiny Committee. Decisions taken and work progressed by the Board will be subject to scrutiny by the appropriate Scrutiny Committee of the Council
- hold any budgets
- duplicate the role of existing Children's and Adults safeguarding responsibilities
- duplicate the role of the Children's Trust Board whilst it is in operation

### **3.8 Accountability**

During the shadow period reporting accountability will be to the Council Cabinet. This may change following enactment of the Health and Social Care Bill

### **3.9 Code of Conduct**

Board members will agree to adhere to the seven principles outlined in the Board Code of Conduct when carrying out their duties as a Board member

## **4. Communication and Wider Engagement**

The Shadow Board will communicate and engage with:

- local people on how they can achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing
- partner organisations who have a role, remit and interest in providing health and wellbeing services and improving the health and wellbeing of Cheshire East residents

In support of this, the Board will:

- develop and implement a Communications and Engagement strategy for the work of the Board
- organise a health and wellbeing stakeholder forum annually to inform on Board progress and to capture wider stakeholder views to help inform and shape Board priorities
- produce a yearly statement on progress made by the Board, identified priorities and an outline of the course of action for the following year

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# CHESHIRE EAST COUNCIL

## REPORT TO: CABINET

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<b>Date of Meeting:</b>	28 November 2011
<b>Report of:</b>	John Nicholson – Strategic Director, Places and Organisational Capacity
<b>Subject/Title:</b>	Crewe Heritage Centre
<b>Portfolio Holder:</b>	Cllr Jamie Macrae

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### 1.0 Report Summary

- 1.1 To consider a Notice of Motion submitted by Councillor David Brickhill that in view of the Scrutiny Committee recommendation not to set up a new 125 year lease for the Crewe Heritage site being ignored. The Council has extremely grave concerns about the process which was adopted.

This report seeks to address the concerns referred to in the Notice of Motion.

### 2.0 Decision Requested

- 2.1 Cabinet is recommended to receive the report and confirm that the decisions previously taken by the Cabinet Member for Prosperity regarding the Crewe Heritage Centre were done so in an informed manner with reference to all reasonable relevant information and advice necessary to make the said decisions.

### 3.0 Reasons for Recommendations

- 3.1 The Cabinet Member for Prosperity is satisfied that in taking the decisions detailed in 10.0, that all relevant information and advice necessary was made available to him by the associated Officers and that all information provided by Members of the Scrutiny Committee was duly considered.

### 4.0 Wards Affected

- 4.1 All Crewe Wards

### 5.0 Local Ward Members

- 5.1 Crewe Central Ward, Crewe East Ward, Crewe North Ward, Crewe South Ward, Crewe West Ward, Haslington Ward, Leighton Ward, Shavington Ward, Crewe St Barnabas, Willaston and Rope Ward, Wistaston Ward.

**6.0 Policy Implications including – Carbon Reduction  
- Health**

- 6.1 Celebrating Rail Heritage in Crewe is an important strand of 'All Change for Crewe' which is seeking to re-establish Crewe as one of the leading economic areas in the UK by 2030. The future ambitions for employment growth will be focussed on high-value manufacturing but particularly linking to the industrial heritage of the Crewe area. The future of this site and the visitor attraction in Crewe is important to retain confidence in the area and it has a strong local identity and ownership from the local community.
- 6.2 The proposed restrictive covenant will ensure that future job opportunities are increased for local young people as the site provides training opportunities to work within the rail heritage industry.

**7.0 Financial Implications (Authorised by the Director of Finance and Business Services)**

- 7.1 No income is currently derived from the existing lease as the consideration is a 'peppercorn' rent. The Council will be seeking to derive an initial premium for the grant of the long lease and a nominal annual rent.

**8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 It is considered that the most appropriate way to ensure that the future of the site is suitably protected is to offer a long leasehold interest with a relevant restrictive covenant. Through a long leasehold interest, the said covenant can be enforced with a far greater degree of control than through a freehold sale.

**9.0 Risk Management**

- 9.1 In taking the relevant decisions, the Cabinet Member was fully conversant with the associated consequences.

**10.0 Background and Options**

- 10.1 At a meeting held on 27 June 2011, the Cabinet Member for Prosperity considered a report to declare the site of the Crewe Heritage Centre surplus to requirements of the Council and to offer a 125 year lease for sale on the open market with a restrictive covenant which will preserve the site for the rail heritage of Crewe.

The Cabinet Member resolved the following:

*"That the Cabinet Member for Prosperity agrees that the site of the Crewe Heritage Centre be declared surplus to the requirements of Cheshire East Council and that a 125 year lease be offered for sale on the open market with a restrictive covenant to preserve the site for the rail heritage of Crewe. The lease be subject to such terms and conditions as are determined by the Assets Manager, Borough Solicitor and Head of Development.*

- 10.2 The Cabinet Member's decision was subsequently called in by eight Members, as provided by the Scrutiny Procedure Rules, and was considered at a meeting of the Environment and Prosperity Scrutiny Committee on 25 July 2011. Having considered the matter, the Scrutiny Committee decided to offer advice to the Cabinet Member.
- 10.3 At a meeting on 22 August 2011, the Cabinet Member and relevant Officers considered questions and issues raised by Members of the Scrutiny Committee in relation to Crewe Heritage Centre and the rationale of the previous decision. Having given further consideration to the matter the Cabinet Member made the statement detailed on Appendix No.1.

The Cabinet Member formally resolved the following:

*That having reconsidered the matter in the light of advice received from the Environment and Prosperity Scrutiny Committee, the Cabinet Member for Prosperity reaffirms his original decision, namely that the site of the Crewe Heritage Centre be declared surplus to the requirements of Cheshire East Council and that a 125 year lease be offered for sale on the open market with a restrictive covenant to preserve the site for the rail heritage of Crewe, the lease to be subject to such terms and conditions as are determined by the Assets Manager, Borough Solicitor and Head of Development.*

#### **11.0 Access to Information**

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

Name: Peter Hall  
Designation: Head of Property Services  
Tel No: 01270 686133  
Email: [peter.hall@cheshireeast.gov.uk](mailto:peter.hall@cheshireeast.gov.uk)

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## APPENDIX NO.1

Having given further consideration to the matter in the light of the advice of the Environment and Prosperity Scrutiny Committee, the Cabinet Member made the following statement at the meeting on the 22<sup>nd</sup> August 2011:

“I would like to firstly thank my colleagues on the Environment Scrutiny Committee for their considered comments and advice with respect to my decision on the way forward for Crewe Heritage Centre.

I acknowledge the importance of the decision, particularly for Crewe local members, and the longstanding ambitions for a first class rail heritage visitor attraction in the heart of the town.

However, I must stress again that this is not what we have currently on the site and I would like to explain more fully my original rationale for taking the action to market a head lease for the site.

The current visitor offer at the Crewe Rail Heritage Centre is poor and does not reflect the wider ambitions of the town nor adequately represent the proud industrial rail heritage that we know was the foundation of Crewe’s economic success.

The current management arrangements have failed, in my opinion, to deliver the original concept and ambitions, and we are now in a particularly difficult position where there are a number of irregularities with regards to our lease arrangements which must be addressed as part of our role as a landlord as well as to provide a sustainable future for the site.

As I stated in previous meetings, the Council has tried repeatedly over the last twelve months to rectify the position through dialogue and negotiation between both the Heritage Trustees and LNWR. Unfortunately, this has not produced an amicable solution which regularises the situation, which has led to the current proposal and decision to market a head lease and see if a party will come forward to manage the site for the future – linked to strong covenants to protect the site for heritage uses in the long-term.

I would now like to address some specific points raised by the Scrutiny Committee:

The recommendation to delay a decision for two years would send, in my opinion, the wrong message to all parties currently operating on the site and the wider public of Crewe that the Council is accepting of the current position. This is not the case.

The Committee specifically made the point that a delay would assist in drawing public money such as Heritage Lottery funding into the site. I have to disagree. In fact I think a delay would actively work against

any bids for lottery funding as the current position would deter any funder from investing.

There has also been a very valid suggestion from the Scrutiny Committee that the Heritage Trust is given a deadline to complete a business plan and masterplan for the site. I can state that the Council has already had these discussions with the Trustees and a final deadline was given by the Council to regularise the lease and provide a sustainable masterplan for the site by April 2011 following discussions with local members. I am sorry to say that this deadline was not met by the Trust, and I have little confidence that any further deadlines will be met.

There was also a suggestion that Cheshire East Council elect a Councillor to become a Trustee. I do not see that any course of action proposed precludes this from happening although that would be a decision to be addressed elsewhere and my personal view is that the Trustees should remain independent from the Council.

In conclusion, whilst I fully respect my colleagues' efforts in trying to provide an alternative course of action which still achieves our joint agreed objective, I do not believe a delay of two years is the right decision for the Council at this time.

The Council has spent a considerable amount of time trying to broker a solution between the current parties, and deadlines have been given to the Heritage trustees to regularise their position with regards to the lease.

I have therefore decided to proceed with the original recommendations as set out in the report."

# CHESHIRE EAST COUNCIL

## REPORT TO: CABINET

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**Date of Meeting:** 28 November 2011  
**Report of:** John Nicholson – Strategic Director, Places and Organisational Capacity  
**Subject/Title:** Notice of Motion – Crewe Market  
**Portfolio Holder:** Cllr Rod Menlove

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### 1.0 Report Summary

#### 1.1 Notice of Motion, submitted by Cllr David Brickhill

That since the relocation of the Crewe Market to the Lyceum Square, market trade has dramatically declined and accordingly, the outdoor market should be relocated to the position required by the residents when consulted, which was in and adjacent to the Town Square near to Marks and Spencer.

That since the introduction of the higher than RPI increase in charges for the Crewe Market, the number of traders had dropped considerably and the new charges should be reviewed and be returned to the 2009 level to encourage the regeneration of the market.

- 1.2 This report addresses how the Council might respond to the issues raised in this Motion.

### 2.0 Decision Requested

- 2.1 Subject to any consents or orders which may be determined by Legal Officers to be required to allow and enable the same to be erected and operated as mentioned in 8.0 being secured, a trial 'Street Market' is hosted in Crewe linking the existing Indoor Market to the busier retail streets and ultimately to Market Square. The trial will be reviewed in March 2012 to determine success.
- 2.2 Short Term incentives are trialled for new market traders in Crewe to help them become established. The trial approach will be reviewed in March 2012 to determine success.
- 2.3 If successful, this approach is considered for other suitable Markets.

### 3.0 Reasons for Recommendations

- 3.1 The ongoing review of Cheshire East Markets highlights that the vast majority are meeting the existing retail challenges.

- 3.2 Some however, and in particular the Crewe Markets, are performing more in line with the National trend. This has been documented by the BBC, who reported in October on the tough time traders are facing and in particular, the slump in indoor markets, many of whom are struggling to survive.
- 3.3 This has affected the market in two ways. Firstly, and directly, through fewer yet more discerning customers. Secondly, via increasing competition from landlords offering short term retail leases. Often closer to the main shopping centre and at competitive prices when compared to indoor market charges.
- 3.4 The regeneration of the Lyceum Square in Crewe has coincided with the significant challenges facing retailers. This has led traders to consider altering established trading operations to diversify their trading conditions. This has been promoted by the new Traders Committee in Crewe which was independently elected in October this year.

#### **4.0 Wards Affected**

- 4.1 All Crewe Wards

#### **5.0 Local Ward Members**

- 5.1 Crewe Central Ward, Crewe East Ward, Crewe North Ward, Crewe South Ward, Crewe West Ward, Haslington Ward, Leighton Ward, Shavington Ward, Crewe St Barnabas, Willaston and Rope Ward, Wistaston Ward.

#### **6.0 Policy Implications including - Carbon Reduction - Health**

- 6.1 No immediate impact.

#### **7.0 Financial Implications (Authorised by the Director of Finance and Business Services)**

- 7.1 It is not expected that a small trial will affect operational costs. If successful, any predicted increase in future operational costs are, would be recovered through additional trading income or the trial would not extend.

#### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 Legal officers will need to review and determine whether planning permission or any other requisite consents or facilitating orders are needed to allow and enable the trial `Street Market` to be erected and operated.

#### **9.0 Risk Management**

- 9.1 As independent business people, market traders do hold varied views and some may oppose the views of their representative Committee. Officers will continue to consult and work closely with all traders.
- 9.2 Existing retailers may oppose the move. Following the temporary relocation during the Lyceum Square renovations, some early concerns were expressed by retailers. These were soon alleviated and officers will liaise with local businesses to notify them of the proposed changes, if approved.
- 9.3 As a trial, the Street Market will be closely monitored, if it is not successful in improving trading opportunities, it can simply be stopped.

## **10.0 Background and Options**

- 10.1 Following close consultation with the Crewe Market Traders Committee, it has been suggested that a new street market, in addition to the current offerings, may be beneficial. Currently, these proposals are being developed and would include offering market pitches starting directly outside the indoor market entrance and leading up to and on to Market Square if demand exists. A site meeting was held on Friday 4 November 2011 with a view to possibly starting a trail in December.
- 10.2 Following feedback from the Traders Committee, it is believed that new traders will be attracted to Crewe at existing rental charges. To further assist the market, incentives are also being considered and discussed relative to attracting new traders to Crewe.
- 10.3 The key options include:
  - To leave the Market in its existing location or to pilot a new 'Street Market' in accordance with the latest view expressed by the Crewe Traders Committee.
  - To maintain market fees and charges for new traders at current levels or to selectively use incentives to encourage new traders to Crewe.
- 10.4 As part of the Council's commitment to having services delivered at a local level, discussions are currently ongoing with the Local Service Committee for Crewe with a view to developing a range of measures that may better support and promote these local markets.

## **11.0 Access to Information**

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

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