

# Children, Families and Adult Safeguarding Overview and Scrutiny Committee

## Agenda

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| <b>Date:</b>  | <b>Monday, 1st September, 2014</b>   |
| <b>Time:</b>  | <b>2.00 pm</b>   |
| <b>Venue:</b> | <b>Committee Suite 1,2 &amp; 3, Westfields, Middlewich Road,<br/>Sandbach CW11 1HZ</b> |

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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 disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Declaration of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

4. **Public Speaking Time**

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For requests for further information

**Contact:** Mark Nedderman

**Tel:** 01270 686459

**E-Mail:** [mark.nedderman@cheshireeast.gov.uk](mailto:mark.nedderman@cheshireeast.gov.uk) with any apologies

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

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

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

5. **Relationship with Schools and Raising Achievement** (Pages 1 - 8)

To consider a report of the head of Corporate Manager: Standards and Learning.

6. **Recruitment and Retention of Social Workers** (Pages 9 - 16)

Head of Early Help & Protection to give a presentation

7. **Potential areas for Scrutiny Involvement**

The Head of Children's Services to give a presentation.

8. **Work Programme** (Pages 17 - 24)

To consider a report of the Head of Governance and Democratic Services.

9. **Forward Plan** (Pages 25 - 36)

To note the current forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

# CHESHIRE EAST COUNCIL

## REPORT TO: C&F Scrutiny Committee

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**Date of Meeting: September 1<sup>st</sup> 2014**

**Report of: Mark Bayley, Corporate Manager : Standards & Learning**

**Subject/Title: Relationships with Schools & Raising Achievement Plan**

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### 1.0 Report Summary

The Purpose of this report is to inform and update Scrutiny Committee in the ongoing work of the School Improvement Service Teams in relation to :

- Fostering positive relationships with all schools across the Borough which utilises existing best practice and promotes highly effective sector led improvement.
- Providing an overview of the work of the Education Board and its three year Raising Achievement Plan.
- Improving outcomes for all learners so that local provision addresses the needs of young people in order to maximise learning opportunities.
- Providing an early summary of school performance for academic year 2013-14.

This report refers regularly to various sections of the Raising Achievement Plan, as attached, which provides the detailed summary of the considerable work undertaken to improve learner outcomes over the last 14 months.

It is important to stress from the outset that considerable work has been undertaken to work with all 150 schools across the Borough regardless of their size and status. With the increasing number of academies and the emergence of Studio Schools, Free Schools and a proposed University Technical College (UTC) within Cheshire East, the Education Board needs to draw upon excellence from all schools to promote sector led improvement. This work also includes the involvement of three Teaching Schools within Cheshire East and others which are used from local regions to provide targeted support for our more vulnerable schools.

### 2.0 Recommendations

2.1 The contents of the report to be discussed and comments invited with a view to:

- Shaping & influencing the ongoing work of the Education Board and its strategic plan to raise the achievement of all learners.

- To consider how best to ensure that the key Ofsted judgement relating to the effectiveness of corporate and strategic leadership of school improvement is strongly delivered. Two options are recommended to address this issue. These are :
  - a. Option A – To maintain school improvement as a regular item on the agenda of C&F Scrutiny Committees allowing all members to develop their knowledge, engagement and influence on service delivery.
  - b. Option B – To establish a dedicated group of elected members led by Cllr Rhoda Bailey who would hold separate meetings to address school improvement themes and then report back to full Scrutiny Committee. This approach was previously adopted on an informal basis as part of the previous PDG structure.

### **3.0 Reasons for Recommendations including context and background**

- 3.1 There is a clear requirement as part of the Ofsted Inspection framework for Local Authorities to ensure that there is effective strategic leadership for school improvement which includes the important role of elected members ( see Appendix 4 for details of Ofsted framework ). Both options outlined above will allow for the regular and detailed discussions of the progress of school improvement activity and ensure that members are adequately informed and influential in the work of the school improvement service teams.
- 3.2 Maintaining the high profile of school improvement and securing the best outcomes for young people ensures that key workstreams associated with Objective 3 of the three year Corporate Plan are met ('People have the life skills and education to thrive').

#### **Context & Background**

- 3.3 In April 2013, the first meeting of the Education Board took place following detailed consultation with key stakeholders from a range of education institutions. At this meeting, the Raising Achievement Plan was presented and discussed with several further changes made prior to final approval.
- 3.4 The Board has continued to meet over the last 14 months and at its final meeting of this academic year, undertook a detailed review of its work, progress and impact. A comprehensive RAG rated summary is presented within the overall plan which outlines the progress against the three strategic priorities.
- 3.5 Whilst much work has been undertaken to establish and promote the work of the Education Board, the most important task is to see clear impact of its work. There have been many key initiatives targeted at improving the outcomes for all learners but most importantly, the considerable work to close achievement gaps for our disadvantaged learners has had the highest priority. The impact analysis of the various workstreams is shown in Appendix 3.
- 3.6 As from June 2013, Ofsted introduced an inspection framework to judge the overall effectiveness of a local authority's role in school improvement. This framework strengthens the important role the Local Authority retains in remaining highly influential on supporting all schools to accelerate the achievements of all learners. We judge ourselves as being effective and a summary of our self-evaluation is shown in the overall plan. (See Appendix 4 for detail).
- 3.7 As part of the work of the Education Board during the last 14 months, a structured Peer Challenge framework has been established involving Liverpool

and Warrington Authorities. Cheshire East was one of the first Authorities in the North West to receive such a peer challenge for school improvement which was a positive and informative process (See Appendix 5 for detail).

- 3.8 At the point of writing this report, the analysis of school performance for the academic year 2013-14 is being undertaken. All performance summaries are provisional at this stage and will be consolidated as further statistical releases are produced through DfE websites. Initial headlines have been included in Appendix 6.

### **4.0 Wards Affected**

- 4.1 The work of the Education Partnership impacts on all 150 schools and wards and is dependent upon the agreed level of support

### **5.0 Local Ward Members**

- 5.1 One of the potential impacts of the school improvement agenda is that there will be a proportion of Ward members who will be School Governors. It will be important going forward to organise briefings/training for members particularly those who are governors to highlight the importance of this role.

### **6.0 Policy Implications including - Climate change / Health**

- 6.1 N/A

### **7.0 Financial / Legal Implications (Authorised by the Borough Solicitor)**

- 7.1 The move to Academy status will further reduce available funding for schools via Dedicated Schools Grant – clearly charging for services has to be considered.

### **8.0 Implementation**

- 8.1 The work of the Education Board and Partnership will now be further refined based upon the performance of schools over 2013-14 so that the levels of support and challenge are appropriate. As outlined, the effectiveness of strategic leadership of school improvement functions including elected members needs to be as strong as possible to ensure that there is a consistency and understanding of the educational landscape going forward and allow the Authority to respond swiftly to any potential changes in national policy and practice.

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# **CHESHIRE EAST COUNCIL**

## **REPORT TO: Children, Families and Adult Safeguarding Scrutiny Committee**

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**Date of Meeting: 1<sup>st</sup> September 2014**

**Report of: Tony Crane**

**Subject/Title: Young People's Representation on Scrutiny Board**

**Portfolio Holder: Cllr R Bailey**

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### **1.0 Report Summary**

This report sets out the proposal for the inclusion of Cheshire East Youth Council on the Council's Children, Families and Adult Safeguarding Scrutiny Committee.

### **2.0 Decision Requested**

Scrutiny is requested to:

2.1 Approve the inclusion of Cheshire East Youth Council on the Council's Children, Families and Adult Safeguarding Scrutiny Committee and invite 2 representatives to the Board;

2.2 Consider the suggestions for additional involvement of young people in the work of Scrutiny Committee as set out in in paragraph 4.3.

### **3.0 Background**

3.1 In 2013, the Council was challenged by Ofsted to improve the engagement and participation of children and young people in the borough in line with the United Nations Convention on the Rights of the Child (UNCRC).

3.2 In February 2014, an express election was held for the election of 2 representatives to represent the borough's young people at the UK Youth Parliament. At the same time the borough's Youth Council was established.

### **4.0 Cheshire East Youth Council**

Following the Youth Council election in February, the Cheshire East Youth Council has started to develop and consists of 3 tiers of involvement:

- Leadership Group. This consists of MYP's (Members of Youth Parliament), Deputies, REP's (Representatives of other groups) and PYP's (This stands for Passionate Young People who really want to get involved). This group attends meetings, makes decisions about

campaigns, and represents the Youth Council at other meetings. Currently there are 33 members.

- **Active Group.** This consists of young people who are involved with other youth groups and prefer to have their say through that group. Young People who are on a mailing list and want to get involved with some things and not others. This group are invited to meetings, invited to sit on task and finish groups. They also receive online survey opportunities. The mailing list includes professionals who then involve their young people at this level. Currently involves 7 secondary schools, 3 youth forums, Young Carers group, and 43 individuals.
- **Informed Group.** This is a social media based group and is very near being launched. Young people have already signed up at workshops and events to be in this group. This group will give their views and opinions through social media and join in online polls. Details of opportunities for task and finish groups will also be offered through social media.

Young people are able to swap and change between groups as their circumstances allow. For example, during the exams, several young people from the leadership group moved to being kept informed.

Backing all this up are Meet Up Speak Up events, where a worker will go out and make contact with young people and groups who wish to be involved in any different way. Meet up, Speak Up events that have already taken place include Park Lane School for young people with disabilities, Tytherington School Council, Cheshire East Young Carers, Young people from Sandbach. This part of the structure is to include hard to reach groups of young people.

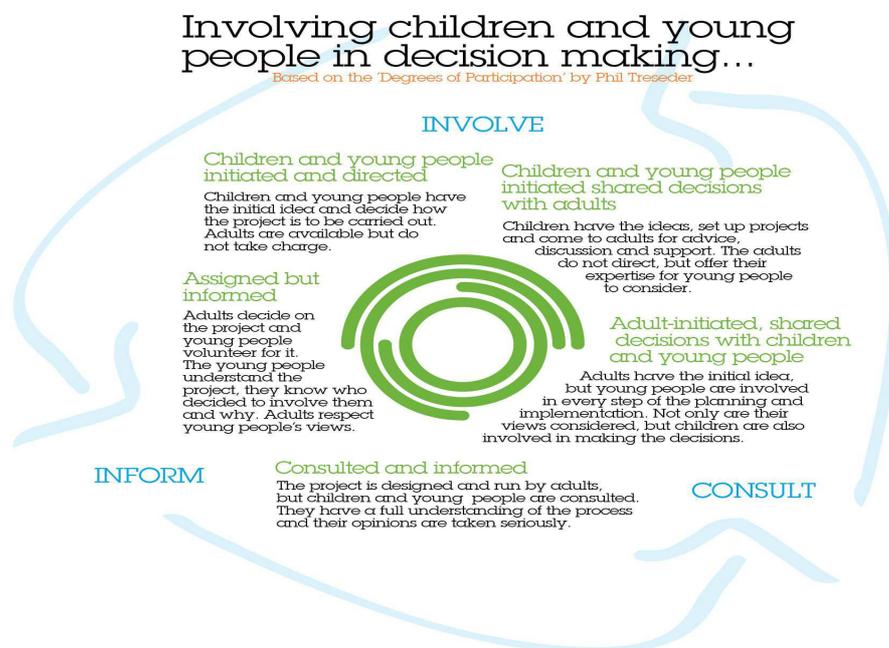
Youth Council have chosen 2 campaigns chosen for the year which are mental health and provision for young people.

## **5.0 Involving Young People in Scrutiny**

**5.1** Against these developments, the Council is considering how best to involve young people in decision making processes including scrutiny where involving children and young people can add value to its work by ensuring that local services are effective and accountable. Young people can comment on services from the point of view of their current needs and aspirations, as well as contributing ideas for the future of their communities. The Centre for Public Scrutiny (CfPS) has published good practice guidance for Scrutiny Committees on how to involve young people in their work.

*'Tomorrow's people? A guide for overview and scrutiny committees about involving young people in scrutiny'* looks at why involving young people is important, and the role that scrutiny committees can play. While the report found that a great deal of good work already exists, it recommends that councils will need to go beyond 'traditional approaches' if they are to engage with young people on a broad range of issues.

The borough's Participation Strategy outlines that participation which is 'Participation is a process where someone influences decisions about their lives and this leads to change'. The Strategy adopts the following definitions:



**5.2** Cheshire East Youth Council members have been elected by their peers to represent their views. It would therefore seem appropriate to involve them as members of the formal structure of the Committee. This would be as non voting members. In order to ensure that young people can make a meaningful contribution at meetings the following would be helpful:

- **Induction:** young people will need to understand what the powers, purpose and function of the Committee is, what the format of the meetings are, and what the different roles are.
- **Before meetings:** as new members young people may need some support in understanding the business to be discussed and the opportunity to seek input from others on the issues and questions they may want to ask. It would be helpful if the representatives could meet with the Chair in advance.
- **Accessibility:** young people will generally be in education or employment and will find it difficult to be able to attend day time meetings. It is recommended that the timing of meetings be able to accommodate this with a 6pm start. All documents should be presented in a format that is easy to read with as little jargon or acronyms as possible. Language similarly should be easy to understand and "management – speak" should be avoided.
- **During meetings:** the atmosphere should be welcoming and open to younger members and the role of Chair is key to establishing the right

format and ensuring that young people are both able to speak and understand the content of the discussions and that their contributions are respected and listened to.

- **Logistics:** Young people will be supported to attend arrange the logistics such as travel and consent.
- **Recognition:** Some Boards where young people attend and contribute reward young people for this through for example vouchers. The Committee may wish to consider whether this is appropriate and whether there is a budget.

**5.3** In addition to membership, the Committee may wish to consider the following suggestions to ensure that the voice and involvement of children and young people is evident in its work:

- Direct involvement from children and young people on specific issues – direct evidence sessions, workshops etc. This
- Take opportunity to play a role in November Child’s Rights Month to raise the UNCRC rights to have a voice in decision making.
- Consider how Cheshire East Youth Council and related networks have the opportunity to reflect what matters to them in scrutiny work plans. For example the Youth Council has adopted 2 campaigns for the year which are mental health and youth provision, issues which were highlighted as top issues in the “Mark Your Mark” ballot of young people.
- Young Researchers - Cheshire East has established a team of young advisers who can be commissioned to undertake specific pieces of work for example research, consultation, mystery shopping, scrutiny, training etc.
- Consider any meetings/events in November as an opportunity for CYP to Take Over Day.
- Committee templates to ensure that Officers should report on children’s voice/experiences in all reports.

## **6.0 Conclusion**

Yong people can add considerable value to the work of scrutiny provided that their involvement is effectively managed and their contribution welcomed. The proposals in this paper set the context for ensuring that their involvement is meaningful creating opportunities to greater understanding and improved communication.

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**Appendices**  
**None**

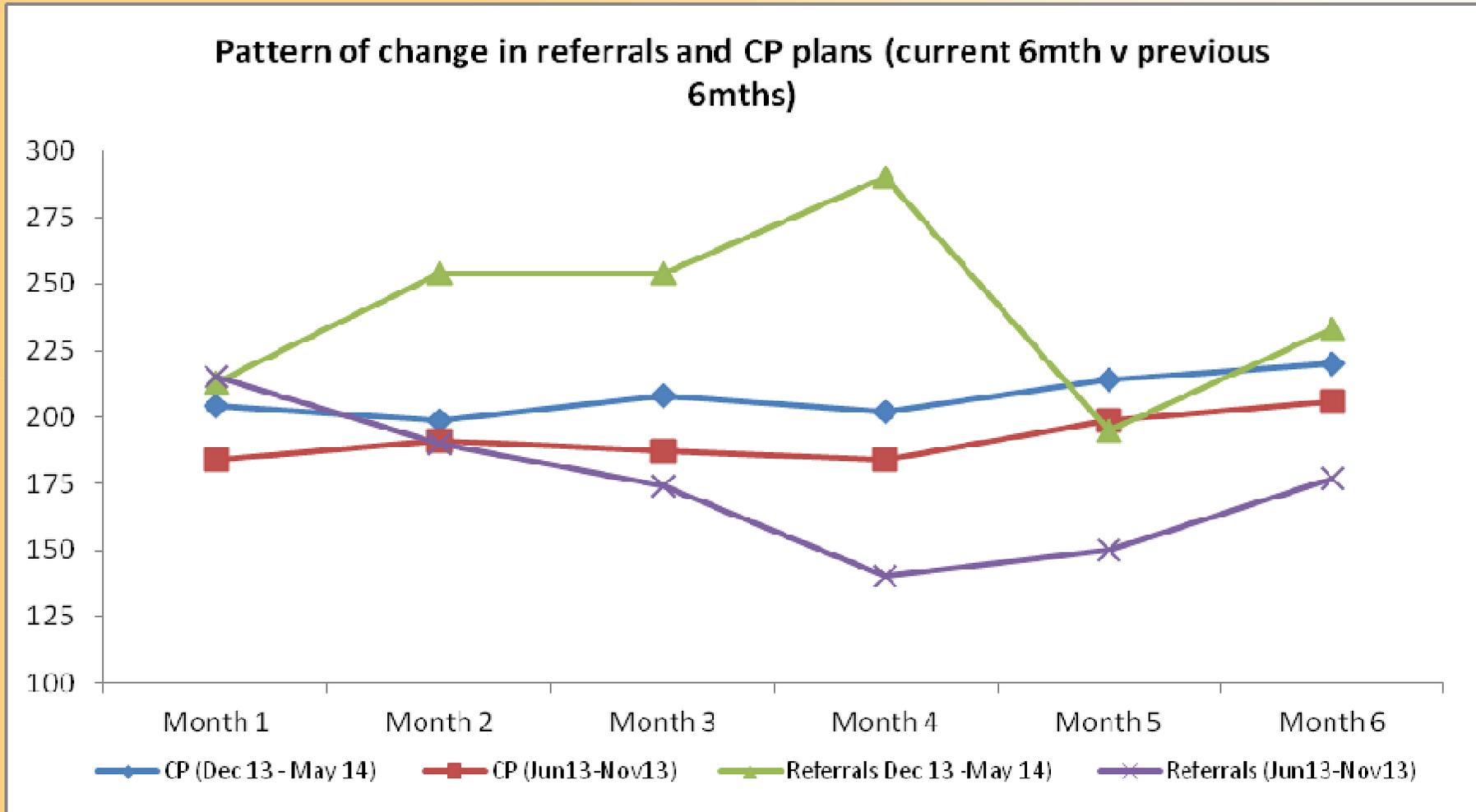


**Children & Families Scrutiny  
Committee 1<sup>st</sup> September 2014**

**Impact of Social Worker  
Recruitment & Retention  
Strategy**

**Nigel Moorhouse**  
Head of Early Help & Protection

# Work Demands



## Recruitment wicked Issues

- 1 Legacy - high numbers of newly qualified/ agency sw
- 1 2012/13 strategy to recruit & retain experienced staff
- 1 Poor supply experienced social workers /managers
- 1 Poor supply of competent agency social workers & managers
- 1 New starters only kept pace with leavers, no impact
- 1 High churn of agency social workers 2013-14
- 1 Grow our own schemes launched impact 2016/17
- 1 Increase in demand & churn = higher case loads
- 1 Supply of newly qualified social workers?
- 1 Child protection work is not for the faint hearted!

# Revised Strategy

- 1 Recruitment action group established
- 1 Significant step change in approach
- 1 Brand established – Cheshire East – An Amazing Space for Social Work building on Best Place in North West
- 1 Intelligence led recruitment campaign
- 1 Use of social media/google, newspapers/new internet landing page, welcome DVD
- 1 High quality working environment for all
- 1 More reliable, flexible IT, NGD, Liquid Logic
- 1 Robust induction & protective case load for ASYEs
- 1 Staff suggestion scheme

## Cont'

- 1 Improved admin support
- 1 Robust career progression pathways
- 1 Dedicated senior social worker to support ASYEs.
- 1 No restrictions on cover for maternity/paternity leave
- 1 Support staff for social workers with higher case loads
- 1 Cased load reduction strategy - identifying cases for step down to early help
- 1 Opportunity for paid Saturday working
- 1 You said we did continues!
- 1 Practice champions

## Impact of revised strategy

- 1 220 applications
- 1 55 interviews held
- 1 16 social workers recruited ( 3 experienced)
- 1 3 practice managers recruited
- 1 1 senior social worker to support ASYEs
- 1 1 Group Manager
- 1 All manager posts filled in Crewe office by 1<sup>st</sup> October
- 1 All manager posts filled in Macclesfield office

## Still to do

- 1 Third recruitment campaign starts September
- 1 Rolling advert and more interviews
- 1 Macclesfield needs 5 more social workers
- 1 Crewe needs 10 more social workers
- 1 Ensure social workers progress
- 1 Go Live with new case management system

# Questions?



## **CHESHIRE EAST COUNCIL**

### **REPORT TO: CHILDREN FAMILIES AND ADULT SAEGUARDING OVERVIEW AND SCRUTINY COMMITTEE**

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**Date of Meeting:** 1 September 2014  
**Report of:** Head of Governance and Democratic Services  
**Subject/Title:** Work Programme update

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#### **1.0 Report Summary**

- 1.1 To review items in the 2014/2015 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

#### **2.0 Recommendations**

That the 2014/2015 work programme be reviewed.

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

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

#### **4.0 Wards Affected**

- 4.1 All

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

- 5.1 Not applicable.

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

- 6.1 Not known at this stage.

#### **7.0 Financial Implications**

- 7.1 Not known at this stage.

#### **8.0 Legal Implications**

- 8.1 None.

## **9.0 Risk Management**

9.1 There are no identifiable risks.

## **10.0 Background and Options**

10.1 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

The following questions should be asked in respect of each potential work programme item:

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

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

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

## **11 Access to Information**

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

Name: Mark Nedderman  
Designation: Senior Scrutiny Officer  
Tel No: 01270 686459  
Email: mark.nedderman@cheshireeast.gov.uk

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## Children Families and Adult Safeguarding Scrutiny Committee

| Upcoming Meetings                | Date 1 September 2014<br>Time: 2.00pm<br>Venue: Committee Suite, Westfields  | Date:6 October 2014<br>Time:2.00pm<br>Venue: Committee Suite, Westfields          | Date: 3 November 2014<br>Time:2.00pm<br>Venue: Committee Suite Westfields           | Date: 1 December 2014<br>Time:2.00pm<br>Venue: Committee Suite Westfields |
|----------------------------------|--|---|---|---|
| Item                             | Notes  | Lead Officer/<br>Portfolio Holder   | Action to be Taken  | Key Dates/Deadlines   |
| Ofsted Inspection                | Standard item to be included in all future agendas:<br>Improvement Board matters.  | Head of Children's Services,<br>Safeguarding Children and Adults Portfolio Holder | Awaiting the appointment of the Chairman of this Committee to the Improvement Board | Continuing  |
| Care Leavers                     | Awaiting formal response from Cabinet to the Children and Families and Health reports  | Head of Children's Services,<br>Safeguarding Children and Adults Portfolio Holder |   | TBA   |
| Relationship with Schools        | Task & Finish Group established by Children & Families PDG To consider the School Improvement raising Achievement Strategic Plan | Head of Children's Services,<br>Safeguarding Children and Adults Portfolio Holder | Progress report to be submitted   | 1 September 2014  |
| Recruitment & retention of Staff | The impact of changes to terms   | Head of Children's Services,  | Delegation from the committee to  | Update on 1 September 2014  |

## Children Families and Adult Safeguarding Scrutiny Committee

|   |   |   |  |                |
|---|---|---|--|----------------|
| e.g. Social Workers                               | conditions to be monitored and revisited by the PDG in 6 months   | Safeguarding Children and Adults Portfolio Holder   | interview Social Workers involved in the PDG discussions |                |
| Public Health – responsibility for 5-19 year olds | To consider how will the Council implement public health responsibilities and influence children’s lifestyles. This came out of Corporate Scrutiny’s review of the Ofsted inspection report in March 2013 | Head of Children’s Services Director of Public health, Safeguarding Children and Adults Portfolio Holder, and Care and Adults in the Community Portfolio Holder | A briefing to be provided for members of the Committee.  | TBA            |
| Special Education Needs                           | Involvement of members in the production of a policy to comply with new legislation required  | Head of Children’s Services, Safeguarding Children and Adults Portfolio Holder  | Draft Policy to be considered by the Committee           | 6 October 2014 |
| Home to School Transport                          | To follow up recommendations approved by Cabinet in response to the 2011 Scrutiny review  | Head of Children’s Services, Safeguarding Children and Adults Portfolio Holder  |  | TBA            |

## Children Families and Adult Safeguarding Scrutiny Committee

|   |   |  |  |            |
|---|---|--|--|------------|
| Allocation of School Places in the North of the Borough | To assess the impact of children from the Greater Manchester Conurbation attending schools within Cheshire East   | Head of Children's Services, Safeguarding Children and Adults Portfolio Holder |  | TBA        |
| Early Years   | Develop policies for i) engaging with the third sector; and ii) the Council's new commissioning role Progress reported to March meeting and PDG approved recommendations subject to further exploration of financial details by sub group | Head of Children's Services, Safeguarding Children and Adults Portfolio Holder | Take up of the two year old offer to be reviewed | April 2015 |

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## FORWARD PLAN - 31 DECEMBER 2014

This Plan sets out the key decisions which the Executive expect to take over the four month period indicated above. The Plan is rolled forward every month. Key decisions are defined in the Councils Constitution as:-

“an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

*For the purpose of the above, savings or expenditure are “significant” if they are equal to or greater than £500,000.”*

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Councils Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from these documents, may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team  
Cheshire East Council ,  
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ  
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A record of the decision for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and Council Offices.

This Forward Plan also provides notice that the Cabinet may decide to take a decision in private. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 days notice must be given of any decisions to be made in private by the Cabinet, with provision for the public to make representations as to why they should be made in public. In these cases Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting setting out any representations received about why the meeting should be held in public with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for that decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting then please email

Paul Mountford, Democratic Services Officer [paul.mountford@cheshitreeast.gov.uk](mailto:paul.mountford@cheshitreeast.gov.uk)

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or intention to meet in private the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provides for urgent key decisions to be made. Any decision made in this way will be published for these in the same way.

Forward Plan to 31 December 2014

| <b>Key Decision and Private Non-Key Decision</b>  | <b>Decisions to be Taken</b>   | <b>Decision Maker</b>                               | <b>Expected Date of Decision</b> | <b>Proposed Consultation</b> | <b>How to make representation to the decision made</b> | <b>Private/ Confidential and paragraph number</b> |
|---|--|---|----------------------------------|------------------------------|--|---|
| CE 14/15-15 Fostering Capacity Scheme             | To approve proposed amendments to the Council's Foster Carer Capacity Scheme. The amendments will ensure equity of response to all carers under the scheme.  | Cabinet Member for Safeguarding Children and Adults | August 2014                      |                              | Julie Lewis  | No  |
| CE14/15-17 Rail North - Governance and Membership | The report will set out the Rail North governance proposition and seek agreement to formally join the Association of Local Transport Authorities (which entitles authorities to become members of Rail North Limited) until February 2016 at which time the position will be reviewed. | Cabinet   | 2 Sep 2014                       |                              | Andrew Ross  |   |

| <b>Key Decision</b>   | <b>Decisions to be Taken</b>   | <b>Decision Maker</b> | <b>Expected Date of Decision</b> | <b>Proposed Consultation</b> | <b>How to make representation to the decision made</b> | <b>Private/ Confidential and paragraph number</b> |
|---|--|-----------------------|----------------------------------|------------------------------|--|---|
| CE 14/15-4<br>Alternative Service Delivery Vehicles and Pensions Issues | To determine whether the Council wishes to close access to the Local Government Pension Scheme for new employees of its Alternative Service Delivery Vehicles and instead enrol them in an alternative defined contribution scheme.<br><br>If agreed, to authorise officers to take all necessary actions to implement the proposal. | Cabinet               | 16 Sep 2014                      |                              |  | TBC   |
| CE 14/15-5<br>Alderley Park Investment Fund                             | To authorise the officers to take all necessary actions to undertake the proposed investment as recommended by the Independent Options Appraisal.  | Cabinet               | 16 Sep 2014                      |                              |  | No  |
| CE 14/15-6<br>Macclesfield Movement Strategy                            | To approve the scope and timescale for the completion of a 'Macclesfield Movement Strategy', including early prioritisation of schemes and allocation of budget provision for their delivery.  | Cabinet               | 16 Sep 2014                      |                              | Paul Griffiths   | No  |

| Key Decision  | Decisions to be Taken   | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|---|----------------|---------------------------|-----------------------|---|--|
| <p>CE 14/15-10<br/>Crewe Northern Growth Corridor and Sydney Road Bridge - Highway Capacity Improvements along the Corridor, including Additional or Replacement Bridge</p> | <p>Strategy of highway improvements from Crewe Green to the A530 to support Local Plan strategic site allocations and committed sites. Decision on preferred option for the structure at this location; authority to forward fund developer contributions and increase CEC contribution; own and maintain a new/modified structure at this location; approve procurement/delivery strategy and grant authority, if required, to enter into agreement /contract with Network Rail Infrastructure Projects for the delivery of the scheme; authority to implement procurement strategy for the delivery of this scheme; commence negotiations for 3<sup>rd</sup> party land required to deliver the scheme and if necessary to implement a compulsory purchase order; take all other necessary actions to implement the proposal.</p> | <p>Cabinet</p> | <p>16 Sep 2014</p>        |                       | <p>Andrew Ross</p>                              | <p>No</p>                                  |

| Key Decision                                       | Decisions to be Taken  | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|--|----------------|---------------------------|-----------------------|---|--|
| CE 14/15-16<br>Cheshire East Energy Supply Company | <p>To approve the selection of the preferred bidder identified through the competitive dialogue procurement process to appoint a delivery partner.</p> <p>To delegate the decision to award the contract to officers in consultation with the relevant Portfolio Holder.</p>   | Cabinet        | 16 Sep 2014               |                       |   | Yes - para 3                               |
| CE 14/15-20<br>Brownfield Site Development         | <p>Within Cheshire East there are a number of town centre brownfield sites that are suitably located for housing and commercial development which if delivered would reduce the need for development on green land, however many of these have failed to be delivered.</p> <p>To endorse the approach in relation to Brownfield development with a focus on Macclesfield as a pilot area for research and bid development.</p> | Cabinet        | 16 Sep 2014               |                       | Karen Carsberg                                  |  |

| Key Decision   | Decisions to be Taken   | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|---|----------------|---------------------------|-----------------------|---|--|
| CE 14/15-22 Key Worker Accommodation                               | <p>To consider an approach to facilitating the inclusion of key workers in housing policy, setting out an interim and formal approach through the planning process. The decision will be to authorise:</p> <ol style="list-style-type: none"> <li>1. an interim approach, including the definition of a key worker;</li> <li>2. officers to carry out the primary research to establish the need for key worker housing provision;</li> <li>3. the need for key worker housing provision, once established, to be incorporated into the development of the Affordable Housing Supplementary Planning Document.</li> </ol> | Cabinet        | 16 Sep 2014               |                       | Karen Carsberg                                  | No   |
| CE 14/15-23 Development of Car Parking Cost Neutral Pricing Policy | To authorise the Head of Communities to develop a cost neutral car parking pricing policy by November 2014.   | Cabinet        | 16 Sep 2014               |                       | Stephanie Cordon, Head of Communities           | No   |

| Key Decision  | Decisions to be Taken  | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|--|----------------|---------------------------|-----------------------|---|--|
| CE 13/14-87<br>Engine of the North - Development Programme for Housing and Jobs | <p>To authorise Cheshire East Engine of the North, the Council's wholly-owned development company, to undertake all action necessary to:</p> <ol style="list-style-type: none"> <li>1. Dispose of the Council's property assets in order to maximise capital receipts and deliver jobs and homes on an accelerated timescale.</li> <li>2. Approve the disposal for all potential land uses including residential, employment, retail and leisure.</li> <li>3. Maximise the capital receipts and economic benefits by progressing the sites for development.</li> </ol> | Cabinet        | 14 Oct 2014               |                       |   | No   |
| CE 14/15-7<br>Poynton Relief Road - Preferred Route Announcement                | To approve and protect a preferred route, and to approve ongoing development of the scheme to support a planning application.  | Cabinet        | 14 Oct 2014               |                       | Paul Griffiths                                  | No   |

| Key Decision                                  | Decisions to be Taken  | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|--|----------------|---------------------------|-----------------------|---|--|
| CE 14/15-11 Homeless Strategy 2014-17         | <p>To authorise the officers to begin a six week consultation phase with the public and professionals, internally, externally and in all sectors (including voluntary and third sector), on the proposed Homeless Strategy, commencing at the end of July 2014. The consultation will be authorised by the Portfolio Holder for Housing and Jobs on 28<sup>th</sup> July 2014.</p> <p>Subject to the outcome of the consultation, Cabinet on 14<sup>th</sup> October 2014 will be asked to approve the Homeless Strategy for adoption.</p> | Cabinet        | 14 Oct 2014               |                       |   | No   |
| CE 14/15-13 Cheshire East Waste Strategy 2030 | To adopt the waste strategy to 2030 which is based on the Environment PDG and Cabinet approved high level objectives, and consulted on with members of the public and local interest groups.   | Cabinet        | 14 Oct 2014               |                       | Ralph Kemp                                      | No   |

| Key Decision  | Decisions to be Taken   | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|---|---|----------------|---------------------------|-----------------------|---|--|
| CE 14/15-24<br>Highway Services Contract - Service Period Extension | <p>In accordance with the terms of the Highway Services Contract, to consider and decide on the possible award to Ringway Jacobs of an extension to the service period of one or two years.</p> <p>Additionally, to authorise officers to take all necessary actions to implement the proposed outcome.</p> | Cabinet        | 14 Oct 2014               |                       |   | No   |
| CE 13/14-58<br>Crewe Deep Geothermal Energy Project                 | To note the outcomes of the viability studies as endorsed at the meeting on 22 <sup>nd</sup> July 2013.   | Cabinet        | 11 Nov 2014               |                       |   | No   |
| CE 14/15-12<br>Footpath 53, Step Hill, Macclesfield                 | To consider the options for the remedial works required to enable the reopening of Footpath 53, Step Hill, Macclesfield which has been closed for a number of years and to authorise the officers to take all necessary actions to implement the agreed way forward.  | Cabinet        | 11 Nov 2014               |                       | Denise Griffiths                                | No   |

| <b>Key Decision</b>   | <b>Decisions to be Taken</b>  | <b>Decision Maker</b> | <b>Expected Date of Decision</b> | <b>Proposed Consultation</b>  | <b>How to make representation to the decision made</b>    | <b>Private/ Confidential and paragraph number</b> |
|---|---|-----------------------|----------------------------------|---|---|---|
| CE 14/15-14<br>Macclesfield<br>Town Centre<br>Housing Strategy              | To decide whether to approve and adopt the strategy in light of the public consultation outcome, and to authorise the officers to implement all associated actions and initiatives.   | Cabinet               | 11 Nov 2014                      | There will be a public consultation exercise in July, the outcome of which will be reported to Cabinet. | Karen Carsberg  | No  |
| CE14/15-19<br>Planning (Building Control)<br>Alternative ASDV               | To seek approval to go with the preferred option for the delivery of the Planning Service and authorise officers to take all necessary actions to implement the proposal, including the commencement of the Oracle build.               | Cabinet               | 11 Nov 2014                      |   | Angela Davies   |   |
| CE 14/15-21<br>Public Health<br>Sexual Health<br>Service<br>Recommissioning | To grant delegated authority to the Director of Public Health and the Executive Director of Strategic Commissioning, in consultation with the relevant Portfolio Holders, to award a contract for Public Health Sexual Health Services. | Cabinet               | 11 Nov 2014                      |   | Lucia Scally,<br>Manager of<br>strategic<br>Commissioning | No  |

| Key Decision   | Decisions to be Taken  | Decision Maker | Expected Date of Decision | Proposed Consultation | How to make representation to the decision made | Private/ Confidential and paragraph number |
|--|--|----------------|---------------------------|-----------------------|---|--|
| CE14/15-18<br>Cheshire Homechoice - Allocation Policy Review | <p>To approve the final version of the Cheshire Homechoice Policy for adoption and authorise officers to take all necessary steps to implement the revised Housing Allocation Policy.</p> <p>Cheshire Homechoice is the Choice Based Lettings Partnership between Cheshire East Council and Registered Providers who allocate Social Housing in Cheshire East.</p> | Cabinet        | 9 Dec 2014                |                       | Karen Carsberg                                  |  |
| CE 14/15-1<br>Medium Term Financial Strategy 2015-18         | To recommend Council to approve the Medium Term Financial Strategy for 2015-18, incorporating the Council's priorities, budget, policy proposals and capital programme.  | Cabinet        | 3 Feb 2015                |                       | Alex Thompson                                   | No   |