

Health and Adult Social Care and Communities Overview and Scrutiny Committee

Agenda

Date:	Thursday, 9th November, 2017
Time:	10.00 am
Venue:	Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 12 October 2017

3. **Declarations of Interest**

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

4. **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

For requests for further information

Contact: Helen Davies

Tel: 01270 686468

E-Mail: helen.davies@cheshireeast.gov.uk with any apologies

5. **Public Speaking Time/Open Session**

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 and background research, it would be helpful if members of the public notified the Scrutiny Officer listed at the foot of the Agenda at least one working day before the meeting with brief details of the matter to be covered.

6. **A Review of Third Sector Grant Provision in South Cheshire**

To give consideration to review of third sector grant provision by South Cheshire and Vale Royal Clinical Commissioning Group (CCG) – to follow

7. **Respite Review** (Pages 7 - 10)

To give consideration to a report on the review of respite services

8. **Accommodation with Care** (Pages 11 - 16)

To give consideration to a report on accommodation with care

9. **Care at Home** (Pages 17 - 24)

To give consideration to a report on care at home (domiciliary care)

10. **Everybody Sport & Recreation** (Pages 25 - 86)

To receive a performance report for Everybody Sport and Recreation

11. **Forward Plan** (Pages 87 - 102)

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

12. **Work Programme** (Pages 103 - 18)

To review the current Work Programme

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Health and Adult Social Care and Communities Overview and Scrutiny Committee**
held on Thursday, 12th October, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor J Saunders (Chairman)
Councillor B Dooley (Vice-Chairman)

Councillors Rhoda Bailey, G Baxendale, S Brookfield, E Brooks, C Chapman, S Edgar, O Hunter, L Jeuda, J Rhodes, L Smetham, A Stott and M Warren

31 APOLOGIES FOR ABSENCE

Councillors S Pochin.

32 MINUTES OF PREVIOUS MEETING

RESOLVED- That the minutes of the meeting held on 14 September 2017 be confirmed as a correct record and signed by the Chairman.

33 DECLARATIONS OF INTEREST

Councillor E Brooks declared a non-pecuniary interest in minute number 36, Potential relocation of outpatient services in Handforth- consultation evaluation, as she was a patient at Handforth Health Centre.

34 DECLARATION OF PARTY WHIP

There were no declarations of the existence of a party whip.

35 PUBLIC SPEAKING TIME/OPEN SESSION

Brian Tolver from Handforth attended the meeting to speak on the potential relocation of outpatient services from Handforth. Brian was in disagreement with the decision to relocate outpatient services based on the information circulated by East Cheshire NHS Trust. Mr Tolver felt that the alternative travel arrangements given as part of the consultation had been understated and there were a number of difficulties for patients who lived in Handforth and Wilmslow using public transport that included 45 stops one way on the bus between Handforth and Macclesfield Hospital.

36 POTENTIAL RELOCATION OF OUTPATIENT SERVICES- HANDFORTH- CONSULTATION EVALUATION

Steven Redfern, Deputy Director of Operations at East Cheshire NHS Trust and Neil Evans, Director of Commissioning at Eastern Cheshire Clinical Group (CCG)

attended the meeting to update the Committee about the results of the six week consultation process and the proposed next steps.

Steven advised the Committee that the consultation process had been allocated appropriate resource and had met the needs of individuals on a population basis with appropriate coverage and means of responding.

The Committee heard that a local press release had been issued and Freedom of Information requests by the Parish Council had been responded to. Steven emphasised that the consultation exercise did not solely focus on clinic space but had taken into account diagnostic equipment and GP space.

The Committee discussed the likely impact on health services that an increased population resulting from future development of Handforth would have. Neil Evans advised the Committee that the maintenance of Primary Care and finding the most appropriate place for services to be delivered was the key priority for the CCG.

RESOLVED:

- (a) That Steven and Neil be thanked for attending the meeting;
- (b) That Helen Davies notify East Cheshire NHS Trust and Eastern Cheshire CCG that the Committee is satisfied with the consultation process and supports the proposal to relocate outpatient services in Handforth.

37 SOUTH CHESHIRE & VALE ROYAL CCG- CAPPED EXPENDITURE PROGRAMME

Tracy Parker-Priest, Director of Transformation South Cheshire and Vale Royal Clinical Commissioning Group (SCCCG) attended the meeting to advise the Committee on the Capped Expenditure Process (CEP) and the financial position for the SCCC.

Tracy explained to the Committee that, during the last 5-6 months, health partners had focused on delivering work that would achieve financial stability.

The CEP was introduced by NHS England and NHS Improvement and responded to the financial pressures faced by the NHS. The CEP had been written to reduce an in-year deficit of £3.5 million. This would ensure that an appropriate level of health care could be delivered in the future that would be both financially stable and within the budget available.

Tracy explained that individual health organisations were still working to efficiency measures through improving Quality, Innovation, Productivity and Performance (QIPP), the CEP sat above that level.

The Committee was shown three slides containing project proposals where identified savings could be made. There was a brief discussion about how these project proposals would impact patients and the Third Sector. Tracy explained that Quality Impact Assessments were carried out for each of the proposals, and this was something she could bring back to the Committee next month with further detail.

Tracy also agreed to provide a presentation to discuss the 5-Year Forward View

for Mental Health Proposals.

RESOLVED:

(a) That Tracy Parker-Priest be thanked for her presentation;

(b) That SCCCCG be invited back to the Committee to discuss the 5-Year Forward View for Mental Health Investment Proposals; and

(c) That SCCCCG be invited back to the Committee in November to discuss a Review of Third Sector Grant Provision.

38 EASTERN CHESHIRE CCG- CAPPED EXPENDITURE PROGRAMME

Neil Evans, Commissioning Director at Eastern Cheshire Clinical Commissioning Group (ECCCCG) attended the meeting to advise the Committee about the Capped Expenditure Process (CEP) and the financial position for ECCCCG in the East.

Neil advised the Committee that Eastern Cheshire was facing £5 million of savings. Many of the areas where savings could be made, had already been made, such as the transfer of stroke services. At the start of the current financial year, In Vitro Fertilisation (IVF) treatment had been reduced to one cycle from three. Currently ECCCCG had not yet identified any of the £13.4 savings needed in year and nothing had been agreed with regulators (NHS England).

RESOLVED:

(a) That Neil Evans be thanked for his presentation;

(b) That ECCCCG be invited back to the Committee with a CEP update when more information is known.

39 MENTAL HEALTH AND DEMENTIA REABLEMENT

Nichola Glover-Edge, Director of Commissioning, attended the Committee and gave a verbal update on Mental Health and Dementia Reablement within Adult Social Care.

Nichola advised the Committee that Mental Health Reablement supported adults aged 18 and over who had a range of mental health issues and associated physical health and social care needs. The focus was on coping strategies, self-help, the promotion of social inclusion and goal-orientated plans. The element of this service offered planned intervention for people with mental health issues following an episode of care.

Dementia Reablement provided up to 12-weeks of personalised, post-diagnostic support for who people lived with dementia and their carers. The service focused on prevention and early intervention when a patient had been diagnosed with dementia.

Nichola advised the Committee that as part of the Better Care Fund, there had been an agreement to review all reablement services that looked at the feasibility of redesign into an integrated service that supported both physical and mental health needs and how intermediate care fitted in with that service.

RESOLVED:

(a) That Nichola Glover-Edge be thanked for her presentation;

(b) That the Director of Commissioning be invited back to the Committee in the New Year to give an update on the Better Care Fund.

40 **WORK PROGRAMME**

The Committee reviewed it's Work Programme.

RESOLVED-

- (a) That the Work Programme be received and noted;
- (b) That Budget Setting be added to the Work Programme for January 2018;
- (c) That Accommodation with Care be added to the Work Programme for January 2018;
- (d) That Care at Home be added to the Work Programme for January 2018;
- (e) That North West Ambulance Service be added to the Work Programme for January/February 2018;
- (f) That Respite Review be added to the Work Programme for January 2018;
- (g) That DToC follow up on recommendations be added to the Work Programme for February 2018;
- (h) That a Palliative Care spotlight review be added to the Work Programme for March 2018;
- (i) That the Better Care Fund be added to the Work Programme.

41 **FORWARD PLAN**

The Committee noted that there had been an error with the publication of the Forward Plan.

RESOLVED- That an updated version of the Forward Plan be circulated to Members of the Committee.

The meeting commenced at Time Not Specified and concluded at Time Not Specified

Councillor J Saunders (Chairman)

CHESHIRE EAST COUNCIL

Health and Adult Social Care and Communities

Date of Meeting: 9th November 2017
Report of: Mark Palethorpe: Acting Executive Director of People
Subject/Title: Respite Review

1.0 Report Summary

- 1.1 Commissioners have embarked on a journey of engagement and coproduction with our residents and people who use respite services. Commissioners are aiming to co-design the current respite offer in relation to efficiency and effectiveness, leading to the future offer and recommissioning of respite care. The purpose of this report is to ask Cabinet to endorse the development of a new model as the basis to recommission respite care. The commissioning question we have posed is;

“How can Cheshire East Council commission short term, person centred opportunities that meet the social, emotional and physical needs of our residents, improving outcomes for individuals and families whilst offering choice, quality and value for money?”

2.0 Recommendation

- 2.1 That the current carer respite contracts with care homes in Cheshire East are recommissioned and a more comprehensive and varied carer respite ‘offer’ is designed for the residents of Cheshire East to allow them to have more choice, control and value for money over their carer and cared for respite offer.
- 2.2 Following the prescribed procurement process that contracts are awarded to suppliers.

3.0 Reasons for Recommendations

- 3.1 To ensure that Cheshire East is able to develop models of innovative, creative practice and solutions offering alternatives to traditional models of respite care. This will provide a carers in Cheshire East with increased in choice, flexibility for respite services which also meets the needs and aspiration of all individuals.

3.2 There is strong evidence for individuals, older people, learning disability, physical disability, mental health, autism and dementia using their agreed budgets for respite in a variety of settings, for example:

- Shared Lives
- Extra Care Housing
- Guest House and Supported Holidays
- Home Based Sit In Service
- Holidays with Support

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications

6.1 This report is in line with the requirements under the Care Act 2014.

7.0 Financial Implications

7.1 The current total projected annual spend for 10 beds in Cheshire East is £352,681.68. This budget will be used to re-commission 4 respite beds and alternative respite provision to provide geographical coverage and a choice for varied respite options across the Borough of Cheshire East.

8.0 Legal Implications

8.1 The aggregate value of the care at home provision is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU compliant procurement exercise. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.

8.2 The procurement is a change to the way services are currently provided and commissioners have engaged with stakeholders including service users to co-produce the service specification. Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies etc. on certain protected groups to ensure equality is promoted, and inequality minimised.

8.3 The impact of TUPE on existing provision will need to be considered during the course of the procurement process.

9.0 Risk Management

- 9.1 Transition arrangements will ensure that there is no gap in the provision of respite care across Cheshire East.
- 9.2 The respite offer will be co-produced with local people to meet local needs and outcomes.
- 9.3 Clear communications with Carers and stakeholders of the new respite offer in Cheshire East.

10.0 Background and Options

- 10.1 In November 2015 Cheshire East Council moved away from an in-house based carer respite provision for older people and commissioned a group of external providers. This was intended to enable carers to access respite in a variety of geographical locations, however, there are issues with low occupancy, and as the system operates on a block contract, it means that some pre-purchased beds are remaining unoccupied and the Authority is responsible for paying for these beds.
- 10.2 There is evidence that providing carer respite in this way is prescriptive and restricts choice. The recommendation therefore is to review the current block contracts and work with a wider range of providers to offer carers and the cared for a more diverse range of respite opportunities.
- 10.3 It is recommended that the current carer respite contract with care homes in Cheshire East are reviewed and a more comprehensive carer respite 'offer'/ opportunity is designed for the residents of Cheshire East to allow them to have more choice, control and value for money over their carer and cared for respite offer.
- 10.4 It has been acknowledged that the current carer respite service offers a better and more even geographical spread of respite across the Borough than previously. However, it is a traditional service, and the next stage of development is to create the range of outcome-focused choice that is desired. The current respite offer is also limited to a bed based offer and does not meet all cohorts of need (for example younger people with a disability).
- 10.5 There is strong evidence around individuals, older people, learning disability, physical disability, mental health, autism and dementia using their agreed budgets for respite in a variety of settings, e.g.
 - Shared Lives
 - Extra Care Housing
 - Guest House and Supported Holidays
 - Home Based Sit In Service
 - Holidays with Support
- 10.3 We also know that regionally, nationally and internationally there are developing models of innovative and creative practice solutions offering alternatives to traditional models of respite care.

- 10.4 There are currently 18 Respite Beds across Cheshire East, and as part of the review we will re-commission 4 beds as well as alternative respite provision to provide geographical coverage across the Borough. There will be a phased approach for re-commissioning with 10 beds being extended to the end of September 2018, while the new provision becomes embedded. The full service should be in place by 1st October 2018.
- 10.5 A comprehensive engagement plan has been developed including;
- Programme of engagement with carers and the cared for to seek views on the current offer, what works, what could be improved, consultation on renaming the offer and ideas for alternative provision,
 - Programme of stakeholder and market engagement .
- 10.6 Existing surveys such as the National Adult Social Care Survey 2017 and National Carers Survey 2017 offer some intelligence and insight but greater detail and higher levels of engagement are currently being developed to achieve transformational change. The 2016-17 Carers Survey shows that one of the top five categories that carers mentioned the most as something that could be improved was the 'provision of breaks for the Carer.'
- 10.7 The Carers Joint Strategic needs Assessment is currently being develop by the CVS, which will provide a huge level of information, feedback and insight from Carers with regards to the current provision of carers services, and what they need to look like in the future. This report will be finalised in December and will be used to inform the new Respite offer in Cheshire East as part of the final service specifications. Further information about the carers JSNA is available via the Cheshire East JSNA web pages:
<https://www.cvsce.org.uk/joint-strategic-needs-assessment-jsna/carers>

11.0 Access to Information

N/A

Name:	Hayley Doyle
Designation:	Senior Commissioning Manager
Tel. No.:	01270 686885
Email:	hayley.doyle@cheshireeast.gov.uk

CHESHIRE EAST COUNCIL

Health and Adult Social Care and Communities

Date of Meeting: 9th November 2017
Report of: Mark Palethorpe: Acting Executive Director of People
Subject/Title: Accommodation with Care

1.0 Report Summary

- 1.1 Commissioners are proposing to recommission accommodation with care services for the residents of Cheshire East, using the following commissioning question:

“How does CEC commission an appropriate offer of permanent care and do we understand its purpose and are there alternatives to this offer?”

- 1.2 The aim is to build a vibrant and sustainable accommodation with care market for the future which meets the needs and expectations of those individuals requiring 24 hour care.
- 1.3 As a result of recommissioning the accommodation with care market in Cheshire East will offer a personalised service which is flexible, responsive and focused on helping people achieve what is important to them. There will be a choice of quality assured residential and nursing care options available to older people and working age adults with disabilities, not only to meet peoples long term needs but also to support and care for those with short term needs to enable people to recover and maintain the maximum independence, well-being and achieve the best outcomes for their personal circumstances.
- 1.4 The demand for care services will be significant over the next few years and we need to sustain and stabilise both the domiciliary care markets and care home markets alongside managing the budget, therefore doing nothing is not an option.
- 1.5 This means transforming the care and support offer to ensure Cheshire East has greater capacity and an improved range of services. It is intended that The CCGs together with Cheshire East Council jointly commission the new offer and include: discharge to assess beds, step up/step down beds, more specialist provision for complex needs and care at home services that promote quality of care under the system beds programme and Fusion 48.
- 1.6 For the past two decades the focus of government policy has been to widen choice and increase autonomy for people who receive support services. The Care Act (2014) places responsibility on local authorities to ensure that

people's wellbeing and the outcomes which matter most to them will be at the heart of every decision made about the care and support they receive. Every person using health and social care should receive quality services that promote their independence and lead to an improved quality of life.

- 1.7 The Care Act 2014 requires the Council to have regard to the actual cost of care which reflects local market conditions; this makes the future affordability of care homes a challenge for the Council as market prices increase, impacted by National Living Wage, Pension Auto Enrolment and recruitment and retentions difficulties driving up costs.

2.0 Recommendation

- 2.1 The re-commissioning of accommodation with care services which are potentially procured in partnership with both Eastern and South Cheshire Clinical Commissioning Groups, with CEC as the lead Commissioner.
- 2.2 To enter into a Memorandum of Understanding with East and South Clinical Commissioning Groups if appropriate.
- 2.3 Following the prescribed procurement process to award contracts to suppliers.

3.0 Reasons for Recommendations

- 3.1 Cheshire East Council has a duty under Section 5 of the Care Act to promote the efficient and effective operation and sustainability of a market in services for meeting the care and support needs of individuals. There are increasing financial pressures on the social care market, for example National Living Wage, recruitment and retention issues which is resulting in a rise in care costs.
- 3.2 This means transforming the care and support offer to ensure Cheshire East has greater capacity and an improved range of services. It is intended that the CCGs together with Cheshire East Council jointly commission the new offer and include: discharge to assess beds, step up/step down beds, more specialist provision for complex needs that promote quality of care under the system beds programme and in accordance with the CCG commissioned report into Older Person's services undertaken by Fusion 48.
- 3.3 The joining up of commissioning and contracting with partners will provide an opportunity to promote and champion a single and shared view of high-quality care and support. With our partners, we need to ensure that health and social care services provide people with safe, effective, compassionate, high quality care and that as partners we encourage care services to improve, this may include quality payment premiums to providers.
- 3.4 The key risk to Social Care is maintaining the quality, capacity and sustainability of the care market. Any market failure or disruption will have a

huge impact not only on delayed transfers of care but the critical care provided in the community to thousands of vulnerable individuals.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications

6.1 This report is in line with the requirements under the Care Act 2014.

7.0 Financial Implications

7.1 There are 88 Care Homes in Cheshire East Borough that have placements. The total annual spend is £37,777,284.

7.2 There are 150 Care Homes Out of County that have placements. The current total annual spend is £13,334,157.

8.0 Legal Implications

8.1 It is proposed that the Council will provide Accommodation with services in conjunction with Eastern and South Cheshire CCGs. If there is a partnership with the CCGs with the Council as host then the parties will need to enter into a Memorandum of Understanding which will set out the obligations of the parties in relation to the provision Service and confirm the funding contributions and the responsibilities of each party in delivery of this service.

8.2 Section E of the Council's Financial Procedure Rules set out requirements and approval routes for Partnerships and Jointly Funded Projects, such as this. The Council will host the partnership and its contribution to the budget for this service is likely to exceed £1m, and therefore in accordance with Rule E.18, Council approval is required to enter any agreement for the jointly funded project, in this case the Partnership Agreement.

8.3 The aggregate value of the accommodation with care provision is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU complaint procurement exercise. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.

8.4 Recommissioning accommodation with care in collaboration with partners and following a period of review and engagement with service users and stakeholders will assist the Council in meeting its duties under Section 5 of the

Care Act to ensure sustainability of the market for services meeting the care and support needs of individuals. The procurement is a change to the way services are currently provided and the Service have engaged with stakeholders including service users to co-produce the service specification. Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies etc. on certain protected groups to ensure equality is promoted, and inequality minimised. For example, there must be an assessment made of the impacts on groups or individuals who are disabled, who belong to ethnic or racial groups, on the grounds of age or sex discrimination etc. An Equality Impact Assessment has been completed and can both assist in evidencing that these equality duties are being met and can inform decision taking.

- 8.5 Undertaking an open and transparent review of fees paid to care at home providers is a means to ensure that the Council meets its duties under the Care Act 2014 to formally consider the cost of care locally when setting care fees.

9.0 Risk Management

- 9.1 Ensuring there are adequate services in the independent sector market to meet current and future needs of local residents is critical.
- 9.2 By taking account of the local fee structure when making its own recommendations about its future fee structure the Council is mitigating this risk, both for the Council and residents.

10.0 Background and Options

- 10.1 Accommodation with Care is the largest contracted services that the Council commissions in the external care market with approximately 1,280 adults and older people living in permanent care home placements. The current contractual arrangements have been in place since 2013 and cannot be extended past the end date of 31 March 2018.
- 10.2 The current contractual arrangement is a joint contract with Cheshire East Council and Eastern and Southern Cheshire Clinical Commissioning Groups. There is one standard service specification covering all type of regulated activities undertaken within care homes and care homes with nursing.
- 10.3 Accommodation with Care fees were last reviewed in 2015/16 and uplifted in April 2016. A review of care fees is currently underway and the report will go to Cabinet early 2018.
- 10.4 All current long term provision is commissioned on a 'spot purchase' basis. Providers are signed up to standard terms and conditions called a 'Pre Placement Agreement' and receive individual placement agreements for each resident placed by Cheshire East Council.

- 10.5 The accommodation with care market in Cheshire East is composed of a good mix of small and medium sized providers (SMEs) as well as a number of large, national organisations such as BUPA, Four Seasons and Maria Mallaband.
- 10.6 There are 96 CQC registered care homes within CEC. The Council has pre-placement agreements in place with 95 of these care homes, however, as of 31 July 2017 CEC only had placements in 88 of these care homes. 49 of these homes are registered to provide residential care and 47 are registered to provide nursing care.
- 10.7 Cheshire East Council currently offer four levels of care and support within a care home setting, residential, residential dementia, nursing and nursing dementia. The recommissioning will explore the use of accommodation with care providers delivering a range of short term as well as long term care provision such as discharge to access, step up, step down beds and rehabilitation services.
- 10.8 A provider steering group is now in place and meeting on a monthly basis, the meeting is chaired by the Director of Commissioning to offer assurances to Providers of the Councils commitment to working in partnership.
- 10.9 In addition a series of tasks and finish groups have been set up to work with providers to explore the following areas as part of the recommissioning work:
- Care Fees
 - Internal processes
 - Recruitment and Retention
 - New service model / specialisms
 - Contract Monitoring / Quality Assurance
- 10.10 As a result of the above, there is already an improvement in communication and relationships between commissioners and providers, which needs to be built on and maintained moving forwards.

10.11 The proposed timeline is as follows:

Action	Milestone
Final draft issued to all stakeholders	By 1 st December 2017
Existing contracts cease/extended to cover gap etc.	By 1 st January 2018
New tender goes out on to CHEST	By 1 st January 2018
New contracts signed and sealed	By April 2018
New services begin	By April 2018

11.0 Access to Information

N/A

Name: Joanne Sutton
Designation: Senior Commissioning Manager: Long Term Care and Health
Tel. No.: 07811 821005
Email: joanne.sutton@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

Health and Adult Social Care and Communities

Date of Meeting: 9th November 2017
Report of: Mark Palethorpe: Acting Executive Director of People
Subject/Title: Care at Home

1.0 Report Summary

- 1.1 Commissioners are currently reviewing care at home (domiciliary care) provision across Cheshire East and setting out the rationale for re-commissioning care at home provision for adults and older people with low level, non-complex care and support needs. Commissioners are reviewing options to recommission in conjunction with Cheshire West and Chester Council and East and South Clinical Commissioning Groups (CCGs) and that Children's Care at Home services are commissioned simultaneously as part of a separate lot. The commissioning question we are trying to answer is:

“Does CEC commission high quality personalised care at home that is flexible, delivers the agreed outcomes and is enabling in its approach that is value for money and engages providers in a meaningful way?”

- 1.2 Effective and responsive care at home provision, delivered by externally commissioned, independent, CQC registered care at home providers, can assist people in remaining in their own homes for longer and maintaining their independence. By providing care staff who encourage and support people to maintain / regain their confidence to do tasks for themselves, rather than having tasks done for them, which creates a reliance on carers and can result in people needing to access permanent residential care sooner than is necessary.
- 1.3 A revised approach to both the commissioning and the delivery of care at home provision, linking in with services delivered by the local community, community hubs and connected communities will enable commissioned providers to work with individuals to deliver their care in a more personalised and flexible way which puts the individual at the centre of the package and allows them to direct how their care is delivered on a daily basis.
- 1.4 Cheshire East Council has a duty under Section 5 of the Care Act to promote the efficient and effective operation and sustainability of a market in services for meeting the care and support needs of individuals. There are increasing financial pressures on the social care market, for example National Living Wage, recruitment and retention issues which is resulting in a rise in care costs.

- 1.5 The demand for care services will be significant over the next few years and we need to sustain and stabilise both the domiciliary care markets and care home markets, therefore doing nothing is not an option. This means transforming the care and support offer to ensure Cheshire East has greater capacity and an improved range of services that are value for money.
- 1.6 The key risk to Social Care is maintaining the quality, capacity and sustainability of the care market. Any market failure or disruption will have a huge impact not only on delayed transfers of care but the critical care provided in the community to thousands of vulnerable individuals.
- 1.7 For the past two decades the focus of government policy has been to widen choice and increase autonomy for people who receive support services. The Care Act (2014) places responsibility on local authorities to ensure that people's wellbeing and the outcomes which matter most to them will be at the heart of every decision made about the care and support they receive. Every person using health and social care should receive quality services that promote their independence and lead to an improved quality of life.

2.0 Recommendation

- 2.1 The re-commissioning of care at home services which are potentially procured in partnership with Cheshire West and Chester Council and both Eastern and South Cheshire Clinical Commissioning Groups, with CEC as the lead Commissioner.
- 2.2 To enter into a Memorandum of Understanding with East and South Clinical Commissioning Groups if appropriate.
- 2.3 Following the prescribed procurement process to award contracts to suppliers.

3.0 Reasons for Recommendations

- 3.1 Cheshire East Council has a duty under Section 5 of the Care Act to promote the efficient and effective operation and sustainability of a market in services for meeting the care and support needs of individuals. There are increasing financial pressures on the social care market, for example National Living Wage, recruitment and retention issues which is resulting in a rise in care costs.
- 3.2 There is a need to transform the care and support offer to ensure Cheshire East has greater capacity and an improved range of services that are value for money.
- 3.3 East and South Clinical Commissioning Groups currently commission Continuing Health Care from our care at home market. The re-commissioning presents an opportunity to jointly commission integrated care and support services with both CCGs which could include discharge to assess beds, step

up/step down beds and more specialist provision for complex needs. The commission will build on the findings of the CCG commissioned report into Older People's services undertaken by independent consultants Fusion 48.

- 3.4 The joining up of commissioning and contracting will provide partners with an opportunity to promote and champion a single and shared view of high-quality care and support. With our partners we need to ensure that health and social care services provide people with safe, effective, compassionate, high quality care and that as partners we encourage care services to improve, this may include quality payment premiums to providers.
- 3.6 The key risk to Social Care is maintaining the quality, capacity and sustainability of the care market. Any market failure or disruption will have a huge impact not only on delayed transfers of care but the critical care provided in the community to thousands of vulnerable individuals.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 This report is in line with the requirements under the Care Act 2014.

7.0 Financial Implications

- 7.1 There are currently 73 providers with a weekly spend of £259,000 which equates to £13,468,000 per year.

8.1 Legal Implications

- 8.1 It is proposed that the Council will provide care at home services in conjunction with Cheshire West and Chester Council and Eastern and South Cheshire CCGs. Cheshire West will hold and manage their own contract. If there is a partnership with the CCGs with the Council as host then the parties will need to enter into a Memorandum of Understanding which will set out the obligations of the parties in relation to the provision Service and confirm the funding contributions and the responsibilities of each party in delivery of this service.
- 8.2 Section E of the Council's Financial Procedure Rules set out requirements and approval routes for Partnerships and Jointly Funded Projects, such as this. The Council will host the partnership and its contribution to the budget for this service is likely to exceed £1m, and therefore in accordance with Rule E.18,

Council approval is required to enter any agreement for the jointly funded project, in this case the Partnership Agreement.

- 8.3 The aggregate value of the care at home provision is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU compliant procurement exercise. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.
- 8.4 Recommissioning care at home in collaboration with partners and following a period of review and engagement with service users and stakeholders will assist the Council in meeting its duties under Section 5 of the Care Act to ensure sustainability of the market for services meeting the care and support needs of individuals. The procurement is a change to the way services are currently provided and the Service have engaged with stakeholders including service users to co-produce the service specification. Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies etc. on certain protected groups to ensure equality is promoted, and inequality minimised. For example, there must be an assessment made of the impacts on groups or individuals who are disabled, who belong to ethnic or racial groups, on the grounds of age or sex discrimination etc. An Equality Impact Assessment has been completed and can both assist in evidencing that these equality duties are being met and can inform decision taking.
- 8.5 Undertaking an open and transparent review of fees paid to care at home providers is a means to ensure that the Council meets its duties under the Care Act 2014 to formally consider the cost of care locally when setting care fees.

9.0 Risk Management

- 9.1 Ensuring adequate services in the independent sector market to meet current and future needs of local residents is critical.
- 9.2 By taking account of the local fee structure when making its own recommendations about its future fee structure the Council is mitigating this risk, both for the Council and residents.

10.0 Background and Options

- 10.1 Care at Home is one of the largest contracted services that the Council commissions in the external care market with approximately 1,300 adults and older people in Cheshire East supported to live at home. The Council current spends approximately £13.5 million per annum on Care at Home services and a further £13.7 million per annum on Supported Living services. Night Support provision across both services currently costs the Council £2.6 million per annum.

- 10.2 The Council is currently contracted with 97 CQC registered Care at Home providers. 73 of these registered providers deliver services in blocks of 30, 45 and 1 hour calls. 44 of the 97 deliver Supported Living provision, i.e. blocks of hours of support or 24/7 support to younger adults with a range of complex learning disabilities, physical disabilities and mental health needs. A number of providers deliver both services within Cheshire East.
- 10.3 The current contractual arrangements have been in place since 2011. All current provision is commissioned on a 'spot purchase' basis. This model of commissioning is not conducive to market stability. The lack of guarantee that is offered to providers can be detrimental to service consistency and continuity, and monitoring is difficult in openly competitive situations where there are a large number of providers. This approach also fails to offer commissioners any potential economies of scale and are deficient as a planning tool. Spot contracts do however assist individuals who are self-directing their care and support.
- 10.4 This model of commissioning can impact on provider's abilities to recruit and retain care staff, provide continuity of care and impacts on the Councils ability to source care in hard to serve areas. The current commissioning model does not support providers to develop viable rounds or to take ownership of a geographic area. Commissioners are also currently exploring the use of an electronic call monitoring systems to allow commissioners to be assured that commissioned services are being delivered as planned.
- 10.5 Whilst there are a high number of contracted care at home providers, the majority of care, approx. 80%, is carried out by 20 providers. There are a further 4 providers which are considered to be 'strategic', i.e. they provide very specialist support or are the only provider operating in a certain geographical area.

Care Fees

- 10.6 The Council last reviewed the care fees paid to Care at Home Providers during 2015/16. The fee review was undertaken by independent consultants and recommendations were presented to Cabinet in February 2016. Cabinet agreed the recommendations and fees were uplifted to their current levels in April 2016.
- 10.7 A commitment was made to undertake a further of review of care fees during 2016/17, with a view to move to a flat hourly rate from April 2017 in order to move away from commissioning time and task and move to a model of outcome based commissioning. This review was put on hold.
- 10.8 A review of care fees is currently underway to ensure that the Council is meeting its responsibilities under the Care Act to provide an affordable, viable and sustainable care market. The fees currently paid by the Council to care at home providers are:

Call length	Rate
30 mins	£8.20
45 mins	£10.65
60 mins	£14.20

Market Engagement

- 10.9 A series of meetings have been held with care at home providers and senior Council Officers since April 2017 to start building relationships and exploring how both parties can work together to co-produce the new model of care at home provision.
- 10.10 A provider steering group is now in place and meeting on a monthly basis, the meeting is chaired by the Director of Commissioning to offer assurances to Providers of the Councils commitment to working in partnership.
- 10.11 In addition a series of tasks and finish groups have been set up to work with providers to explore the following areas as part of the recommissioning work:
- Care Fees
 - Internal processes
 - Recruitment and Retention
 - New service model
 - Contract Monitoring / Quality Assurance
- 10.12 Alongside the re-commissioning work, a separate pilot is being run in the Crewe SMART area to look at how local community based services can support care at home providers to reduce / deliver existing care packages differently. This pilot is being worked on jointly by adults commissioning, adults operations, communities and partnerships and four care at home providers.
- 10.13 As a result of the above, there is already an improvement in communication and relationships between commissioners and providers, which needs to be built on and maintained moving forwards.

10.14 The proposed timeline is as follows

Action	Milestone
Consideration given to extending or ceasing existing contracts to cover any gaps etc.	Up to April 2018
New tender goes out on to CHEST	January 2018
Contracts awarded	By April 2018
New contracts signed and sealed	By June 2018
New services begin	By June 2018

11.0 Access to Information

N/A

Name: Joanne Sutton
Designation: Senior Commissioning Manager: Long Term Care and Health
Tel. No.: 07811 821005
Email: joanne.sutton@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

REPORT TO: Health & Adult Social Care and Communities Overview and Scrutiny Committee

Date of Meeting: 9th November 2017
Report of: Chief Operating Officer
Subject/Title: Everybody Sport & Recreation
Portfolio Holder: Councillor Liz Wardlaw

1.0 Report Summary

- 1.1 This report provides Members of the Committee with the background information on the leisure centre and sports development services transferred from the Council to management of the charitable trust “Everybody Sport & Recreation” (Everybody). It also provides an update on the third year of its operation and performance.

2.0 Recommendation

- 2.1 The Committee is requested to note the progress made by the Trust in its third year of trading as an independent Charitable Trust. It is requested to examine the performance information provided in the Trust’s Annual Report, and suggest ways that members of the committee can work to help ensure that maximum benefits and required outcomes, in particular improved health for the residents of Cheshire East are achieved.

3.0 Reasons for Recommendation

- 3.1 “Everybody” as one of the Council’s Alternative Service Delivery Vehicles (ASDVs) is in line with the Council’s “best fit” approach as it works to establish the most appropriate provider for the delivery of a range of services and “outcomes” for local residents, in particular Outcome Five “People Live Well & For Longer.” It is important to ensure that these are achieved through the ongoing monitoring of the Contract
- 3.2 Responses and comments from Members will further help strengthen and support the monitoring and challenge process

4.0 Other Options Considered

Under the Performance Reporting Framework for the Council’s ASDV’s there is a requirement on Everybody Sport & Recreation to report back to the Council on its Annual Performance Report

5.0 Background

- 5.1** Members are reminded that in February 2014 Cabinet approved the transfer of the management of a range of services to the new Charitable Trust “Everybody Sport & Recreation”. The new Trust was formally established in March 2014 with a Board of eleven including two Cheshire East Council representatives.
- 5.2** The services and staff formally transferred to the Trust on the 1st May 2014. In addition to the leisure and sports development team the management of the following leisure facilities was also transferred –

Alsager Leisure Centre
Barony Park Sports Complex
Congleton Leisure Centre
Crewe Lifestyle Centre (since April 2016) and Cumberland Arena
Holmes Chapel Leisure Centre
Knutsford Leisure Centre
Macclesfield Leisure Centre
Middlewich Leisure Centre
Nantwich Swimming Pool and Fitness Centre
Poynton Leisure Centre
Sandbach Leisure Centre
Shavington Leisure Centre
Wilmslow Leisure Centre

Over 750 staff transferred under TUPE and in addition to those from the original leisure service also included a small number of “support service” staff from the Council’s finance and human resources teams. The Trust were also provided with the required accommodation, plant and equipment to continue to operate.

- 5.3** The Leisure Operating Agreement between the Council and the Trust contains a range of elements to ensure that the Trust provides the services required by the Council. These are set out in a Service Specification which helps form the basis by which the Council monitors that the Trust is delivering on the outcomes expected by the Council.
- 5.4** The commissioning and monitoring of these services is undertaken by the Strategic Commissioning team who receive quarterly reports on the Trust’s progress against contractual performance indicators and a general overview of the contract’s performance.
- 5.5** Whilst Everybody Leisure is required as part of the Leisure Operating Agreement to present an Annual Performance Report to the Council on its operations for the financial year, Appendix 1, it is also required to report on a number of quarterly performance indicators as part of the Council’s Performance Management Framework - in particular on increasing active participation at leisure facilities, delivery of “Bikeability” and on the development of volunteering. Those for the third year of operation are attached at Appendix 2.

- 5.6 In order to allow Members the chance to ask questions on the performance of both the Trust and its progress in delivering on the “One You Cheshire East” contract, Peter Hartwell as Chief Executive Officer of the Trust will be in attendance at the meeting.

6.0 Wards Affected & Local Ward Members

- 6.1 Everybody Sport and Recreation provides a service across the whole of Cheshire East Borough

7.0 Implications of the Recommendation

7.1 Policy Implications including Health and Wellbeing

The establishment of the Trust was in line with Council's drive to become a “Commissioning Council” and as set out in 3.1 above the Trust is expected to be a significant contributor to the Council's “Outcome Five” in support of improving the health of local residents as set out in the Council's Corporate Plan. The Trust's Annual Report 2016/17 evidences this in more detail.

In addition Public Health has commissioned ESAR to deliver services as part of its integrated lifestyle programme ‘One You Cheshire East’. These cover; healthy eating, weight management, physical activity and falls prevention services. These aim to address lifestyle related issues within the local community such as obesity and physical inactivity using an approach based on national recommendations, thereby improving the long-term health of the local population. Residents must meet screening criteria such as BMI in order to be eligible. One You Cheshire East was formally launched to the public in March 2017.

Formal contract management for these services occurs on a quarterly basis via a face to face meeting. This is conducted by review of outcomes, which are evidenced through supporting material such as key indicators (such as number of residents completing a programme). See Appendix 3 for a list of these outcomes and indicators.

7.2 Legal implications

- 7.2.1 ESAR currently operates a contract of ten years in length which can be extended for a further five years subject to agreement by both parties. The contract commenced on 1st May 2014 and includes a range of leisure centre leases that also run co-terminus with this timescale.

7.3 Financial Implications

- 7.3.1 The Trust receives a Management Fee for the delivery of service to be renegotiated annually with the Council. In addition the Trust also “buys back” a range of services including ICT services. The latter was to ensure a smooth transition into the new way of working. In the current financial year the Trust has transferred over to using its own HR and payroll system. Whilst the Council has transferred the majority of the

leisure centre sites to the trust via way of a lease the responsibility for the buildings remains with the Council as corporate landlord. This at present includes the provision of elements such as repairs and maintenance, capital improvements and energy provision.

- 7.3.2 Whilst the Trust is a fully independent organisation it is required by the Charities Commission to submit a full set of accounts as recently presented to Cabinet on the 10th October as part of the company's Annual Report. As a company limited by guarantee, under this status the Trust is a "not for profit" organisation and has to reinvest any surpluses into services and facilities.
- 7.3.3 The annual Management Fee takes into account a number of elements including the success of the previous financial year and the commissioning requirements of the Council for the forthcoming year. Whilst the Leisure Operating Agreement has a default of a 3% reduction in the management fee year on year, the management fee for 2017/18 is £1.845m which represents a reduction of 10% on 2016/17 offered by the Trust.

8.0 Access to Information

Appendix 1 - Everybody Sport & Recreation – Performance Report 2016/17

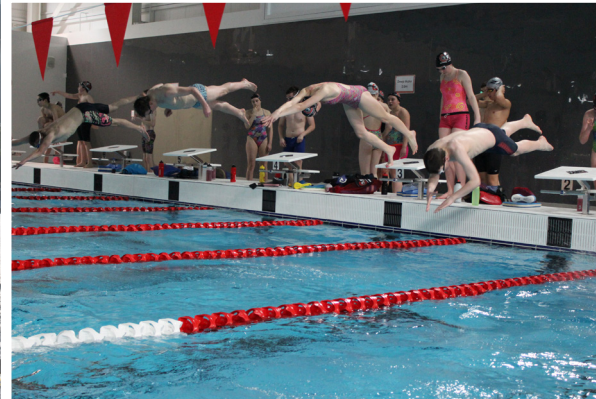
Appendix 2 - ESAR Performance Indicators - Annual Monitoring Report 2016/17

Appendix 3 – Outcomes Monitored as part of the One You Cheshire East Service

9.0 Contact information

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

Name:	Mark Wheelton
Designation:	Corporate Commissioning Manager - Leisure & Wellbeing
Tel No:	01270 686679
Email:	mark.wheelton@cheshireeast.gov.uk



PERFORMANCE REPORT 2016-2017

 **everybody**

providing
'Leisure for Life'

Registered Charity Number: 1156084
Registered in England & Wales (No. 08685939)

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Chief Executive's Report

As we approach our 3rd anniversary, I am delighted to be able to report on our achievements and successes during another wonderful year delivering 'Leisure for Life' for local people.

2016-17 has been our best year yet and we have seen participation numbers increase by over 200,000 extra visits. Over the same period we have grown our memberships by almost 4,000 and our Learn to Swim Scheme by over 1,000 learners.

We opened the new Crewe Lifestyle Centre on 1st April 2016 and, as a result of this investment by Cheshire East Council and the quality of service from the Everybody team, we have welcomed over 500,000 customer visits and made great progress in improving the health and wellbeing of local people.

Residents deserve and demand modern, municipal leisure centres and the success of Crewe demonstrates the financial **and** social return of investing in new facilities and providing customers with better value for money.

Future planned investment, agreed this year, in Congleton, Alsager and Sandbach will deliver similar benefits to those communities from 2017-18.



Our latest customer survey shows another increase in overall satisfaction to 8.15/10 with marked improvements in the scores for our refreshments offer and maintenance issues – both areas which we set out to show progress on from last year's survey.

In August 2016 we successfully tendered for the Public Health One You contract, valued at £2.5M over the next 5 years. This new range of health interventions was formally launched with partners in November at our recently refurbished facility in Holmes Chapel. We are already seeing the impact of these innovative services on tackling poor health and reducing inactivity across Cheshire East.

Our Bikeability Scheme has again exceeded its performance targets and we have trained over 5,600 children to cycle safely. We have now secured a further £600,000 in Department for Transport grants which means we can continue this vital and successful scheme to 2020.

Our volunteering programme continues to grow and we have achieved over 6,500 hours spent by local people supporting and encouraging their local communities to get involved in sport and leisure activities.

Financially, according to our auditors, we continue to be 'viable & solvent', achieving a good surplus of £111,000 last year on top of the £5.2M cumulative savings we have already delivered. At the same time we have seen record investment by Cheshire East Council and Everybody in modern centres, improved facilities, the latest equipment and new products and services. All our surpluses are reinvested back into providing services to improve health and wellbeing in Cheshire East.

We launched our new Taste for Life catering service at Crewe Lifestyle Centre in April and since then we have opened new cafés at Wilmslow and Holmes Chapel. This is an entirely new venture for us and it has helped serve our customers better and provide a much improved customer experience.

We took on our second cohort of apprentices in the autumn and celebrated the success of our first 2015 intake that had all completed their training too. All our apprenticeships have a guarantee of a job on completion, giving us the skills and knowledge we need for our future success.

In February 2017 we heard that we were successful in our bid to manage the new sports and leisure facilities planned for Alderley Park in 2018. This was the first real test of our culture, values and way of working through a very commercial and competitive tendering process. We are looking forward to working with Alderley Park Limited as they develop their exciting and ambitious bio-science business park.

It only remains for me to thank the staff and trustees of Everybody for their continued hard work, expertise, support and commitment to our business. We have had a very successful first 3 years and achieved so much together for the benefit of our customers and communities across the borough.

With more investment to come, combined with our ambition and determination to do more and get even better, I cannot wait to get started on the next 3 years and see where our adventure takes us.

Peter Hartwell

Chief Executive
30th April 2017



Who We Are...

Everybody Sport & Recreation is a company limited by guarantee with charitable status, formed in March 2014 from the transfer of the leisure services portfolio of Cheshire East Council. We are an independent not for profit organisation and reinvest all surpluses back into the services we provide.

Everything we do will seek to support our charitable objects, as set out in our Articles of Association and demonstrate a public benefit. Our objects are;

“the provision or assistance in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare such facilities being provided to the public at large save that special facilities may be provided to persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services” and;

“the promotion and preservation of good health including but not limited to through community participation in healthy recreation”

Everybody is responsible for the day to day management of a range of facilities and leisure development activity through the staff and executive management team.

Strategic direction is provided by the independently appointed Board of Trustees in accordance with the contract and funding agreement with Cheshire East Council. The Board has ultimate responsibility for the governance of the Trust and supports and challenges the executive management team.



There are 11 Trustees on the board, all of whom are local volunteers with a wide variety of professional backgrounds from various sectors. They bring a wealth of expertise and experience to help shape and improve our services.

At Everybody, we don't just believe in getting more people, more active, more often – that goes without saying! In order to make a real impact on the health and social issues affecting our communities, we need to target our efforts and our service offer. Only in this way can we make participation in leisure and recreation an important part of everybody's day to day lives, whatever their ability or need.

Our simple vision of providing 'Leisure for Life' seeks to make participation in any activity an enduring habit from the earliest years to later life, helping people to live well and for longer.

An essential part of establishing Everybody as an independent charity was to develop a new set of organisational values.

If we are to succeed in delivering on our mission and strategic aims, we will only do so by working with these values at the heart of all that we do.

Fit For The Future

We will give everyone the opportunity to train and enhance skills by encouraging people to develop themselves and others. Creating and promoting 'careers in leisure'.

Working As One

We will all work to the common goal of providing "leisure for life" and support each other in all we do.

Trusted And Honest

We respect and value the input of every person and at all times act with integrity and respect.

In The Service Of Others

We will provide first class facilities and services that are well maintained, inviting and valued by our customers.

Free To Do Our Best

Our culture and business processes will support people to act on their own initiative - with innovation being recognised and rewarded.

Caring For All

We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.

What We Do...

The fifteen leisure facilities managed by Everybody Sport and Recreation are the main component of the Trust's wider offer to enhance the health and quality of life of the residents of Cheshire East, as well as those who work in or visit the area.

With over 3 million visits each year from all ages and now almost 15,000 members across the borough, the leisure centres provide programmes and activities that contribute enormously to the social, educational and economic life of the community and to the physical and mental health & wellbeing of local people.

By providing targeted initiatives in those areas of greatest need, whatever the cause, we will actively seek to reduce health inequalities across the Borough. Our new 'One You' contract, working with public health and local GP's, will reinforce that ambition and drive our desire to help people live well and for longer.

Involvement in sport and active recreation has the potential to enable everyone to gain access to an avenue of activity and social networks which will remain with them throughout their lives, for some it will lead to performance at the highest level.

Our development programme ensures that pathways and structures are in place to enable people to learn basic skills, participate in an activity of their choice, developing their competencies and reach levels of performance according to their individual aspirations and ability.

Everybody Sport & Recreation will create the right conditions so that sport, play and active recreation can flourish at all levels. Through effective partnerships we will introduce people to active recreation opportunities, teach them the necessary skills and give them the opportunity to participate and enjoy leisure at their own level and whatever their age or ability - whether this is simply playing in a local park with friends, joining in at their local leisure centre or even, representing their country.



Strategic Aims

1. Grow An Ethical & Sustainable Business

Alderley Park Success

In March 2017, after a highly competitive bidding process involving a number of other local and national operators, Everybody Sport & Recreation was announced as the preferred delivery partner for the new sports facilities at Alderley Park.

Alderley Park will host a multi-million pound bio-science park, conference facilities and a residential development. Everybody continues to work closely with Alderley Park Limited to develop the facility mix and overall offer ready for the new facilities to open to local businesses and residents in summer 2018.

One You Health Contract

In July 2016 Everybody Sport and Recreation was delighted to announce winning the One You Cheshire East contract to deliver health programmes and cookery courses to Cheshire East residents.

One You is a national campaign created by Public Health England to improve lifestyles, by reducing health inequalities. As part of this national campaign, services across Cheshire East have come together to provide help and support for residents from smoking, drinking, healthy eating and much more.

We are proud to be a key part in helping Cheshire East residents make sustainable and achievable lifestyle changes from looking after their health by eating well, moving more and losing weight with a variety of different programmes.

Opening Of Crewe Lifestyle

Friday 1st April 2016 was the opening of £15m state of the art Crewe Lifestyle Centre. The Lifestyle Centre houses an impressive range of leisure and community facilities accessible for everybody. The development has given us a chance to enhance our leisure offer to both existing and new customers in the area, with exciting facilities available for all.

The team had just one week to close down the old pool facility and move in to the Lifestyle Centre with all of the usual snags you would expect with a new build. The team did so with enthusiasm, passion and many late nights, culminating in the team winning both Team of the Year and Manager of the Year at our internal awards as well as being in the finalists at the National Fitness Awards for Newcomer of the Year. On the 26th May 2016, President of the International Paralympic Committee Sir Philip Craven officially opened the Crewe Lifestyle Centre.

ONE YOU PROGRAMMES



**Be Steady
Be Safe**



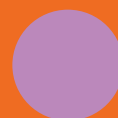
**Taste for Life
Cookery
Courses**



**Active
Lives**



Re-Shape



**Let's Get
Movin'**



Taste For Life Cafés

Taste for Life aims to deliver an excellent customer experience, offering exceptional customer service and quality, plus value for money products whilst promoting healthy eating. Our first café in Crewe Lifestyle Centre had its first birthday on the 1st April 2017. Since Crewe, we have also opened 2 further cafés in other centres plus a café bar and events suite in Holmes Chapel. Our Macclesfield café is due to have refurbishments in June to then relaunch in July and we hope to develop the events arm of Taste for Life this year whilst also developing the healthy range in our current outlets.

Our bespoke coffee is Fairtrade and organic, our fish is sustainably sourced MSC and the majority of our takeaway containers are biodegradable, in the case of our takeaway cups, a number of trees are planted for every order we place. We aim to develop the sustainability and promotion of healthy living over the coming year to ensure Taste for Life grows with the ever diversifying Everybody Sport & Recreation.

Membership Growth

A new Everybody membership scheme launched in April 2016 which aimed to simplify memberships to customers and staff while encouraging friends and family members to join together, attend together and stay members for longer. The membership offer also recognised the quality difference between a number of smaller sites by introducing a single site local membership at a reduced price.

A dedicated sales team was launched to support larger sites with a more structured approach to membership sales which has seen an increase in corporate membership sales, making up 20% of the total membership.

These improvements, alongside investments in the new Crewe Lifestyle Centre and Holmes Chapel Community Centre in particular have supported membership growth of a further 36% in 2016/17 with 14,872 live members (growth of 86% since transfer).

Holmes Chapel Community Centre Phase 4

On Saturday 12th November Holmes Chapel Community Centre was officially opened to the public by Paralympic Gold Medallists Sophie Thornhill and Megan Giglia.

The open day was an opportunity for Everybody Sport and Recreation, in partnership with Holmes Chapel Parish Council, to thank everyone involved in the project and to share this momentous day with the community and the loyal customers at Holmes Chapel Community Centre. The open day was a great success with a range of activities available for the whole family, such as smoothie making, paint bikes, save a life taster sessions provided by the Everybody Academy, refreshments and catering from Taste for Life and stalls which were provided by the local community.

Holmes Chapel Community Centre now houses a 48 station fitness suite, fitness class studio, sauna, steam room and Jacuzzi, rugby pitch and function rooms which are available to hire for a range of meetings, conferences, social events and much more. The Taste for Life Café Bar and the Everybody Academy Training Suite are also available.

**Membership
Growth of**

36%

2016/17

**(Growth of 86%
since transfer)**



2. Provide A Great Customer Experience

748,746
Website Visits
2016/17

8.15^{/10}
Overall
Satisfaction
2016/17

322,726
Website Visitors
2016/17

Customer Survey Results

The annual user survey was completed in February 2017 and saw a significant increase in responses with improvements made in a number of our priority areas including:

- Overall Satisfaction 8.01 to 8.15
- Value for Money 8.02 to 8.46
- Refreshments 6.74 to 7.25

Customers are also accessing the website more to book and find out information about our services with an increase from 41.73% to 63.90% over the past 12 months, as a result, we have committed to make significant improvements to our online accessibility in the next financial year linked back to that customer demand.

Everybody Awards Night

The third annual Everybody Awards evening in October 2016, sponsored by Applewood Independent, saw over 100 nominations for local athletes, coaches, clubs and volunteers, all contributing to the health and wellbeing of Cheshire East residents through sport. Racing Driver, Nicolas Hamilton, provided the evening's inspiring keynote speech, telling his story of becoming a racing driver in a modified car due to his cerebral palsy as part of a highly competitive racing family.

The evening concluded with Paralympian and Everybody Volunteer Daniel Bramall taking the Sports Personality of the Year Award and local U3A volunteer Jean Hicks receiving the Lifetime Achievement award.



Crewe Lifestyle Centre

Memberships have grown from 900 at the previous 3 sites combined up to 3,915. Attendances at the former sites totalled 354,257 per year, now attracting 513,874 per year. Learn to Swim participants have increased from 692 to 951, school swimmers increased from 688 to 964 with 133% increase in school swimming time available.

The quality of the offer has also improved, demonstrated by annual user surveys. In particular the NPS* has risen from 25 at the old site, up to 45 at the Lifestyle Centre.

*NPS (Net Promoter Score) is an internationally recognised measure of customers' overall satisfaction and loyalty to a brand

One You Feedback

Taste for Life Cookery Courses "Fantastic course, girls were great. Put us at ease from day one. Very informative and would recommend to friends and family to attend if eligible. Couldn't fault anything. Big thanks."

"I cooked my husband a lovely meal, one evening and my confidence has grown (first time I have cooked for him oops!) I have also cooked a rice pudding which was lovely from the Change4Life recipe app. Ruth, Isabella and Natalie have been extremely helpful. Thank you for all your help, I will miss my cooking course."

"I really enjoyed it. Weeks 2-6 are really good as we have learnt lots of techniques. Also, everyone gets to know each other and have a laugh and banter. Learning how to prepare food was taught in a very down to earth way. I was never made to feel stupid/daft by asking questions which would've made me feel silly otherwise. Really good course - just finished too quickly. Thank you ladies."

Be Steady Be Safe "Since starting the programme I have increased my awareness of my balance and posture. My confidence has increased, I can judge the depth when stepping off a curb better, I have not fallen since taking part in the programme, no longer need my walking stick, have made new friends and feel better in my mood."

"6 months ago I couldn't get out of bed, I used to have a rope which I tied to my bedroom door which I used to drag myself out, now I sit up and get out and that's because of Craig and the classes."



Active Lives “I have improved my mobility greatly, feel a lot better, have come off two of my diabetes medications and my cholesterol level has come down. I enjoy coming into the centre to exercise, even though I come in early before I go to work.”

“The programme is really good, useful, the right level of support and challenge, I have noticed a difference in my physical and mental state, I am happier and more positive”

Re-Shape “I’m now on week 11 and I’ve lost over 2 stone so far in the programme. I fit my clothes better, in fact I’ve had to go down a size in my clothes, I’ve got more energy, feel less stressed at work. It’s great to get proper information from trained nutritionists and trainers, people who know their stuff and you can trust the information you are given.”



Facility Developments

In partnership with Cheshire East Council, 2017/18 will see further investment into a number of our facilities. In June, Knutsford Leisure Centre’s fitness suite will have a complete overhaul. The investment will involve redecoration, a 25% increase in the number of fitness stations available, a full replacement of the existing equipment plus the addition of an eGYM circuit, which will be the first of its type in a public sector setting in the North West of England.

Sandbach Leisure Centre will also benefit from significant investment later in the summer. The eight week redevelopment will include the creation of a new 60 station fitness suite, the introduction of a spinning studio, improved changing facilities and greatly enhanced accessibility.

Work is also expected to start in late 2017/18 at both Congleton and Alsager Leisure Centres. The £8.8m Congleton Leisure Centre project will be supported by a leisure development partner who will bring additional knowledge and expertise from the national leisure market place to assist us in designing an exciting and vibrant centre that will be fit for future generations. As a minimum the facility mix will include a new pool, enhanced fitness, a café and much improved ancillary services.

The Alsager development will see improvements being made to both the indoor and outdoor provision. The current fitness suite will double in size and a new multi-purpose studio will be created which will be able to facilitate group exercise classes, meetings and training courses. An outdoor sports hub will also be included that will result in improved grass and 3G playing pitches being made available for club, education and community use.

**Future
planned
investments
will add
significant
innovation
to our
existing
offer**



The recent investments made at the Crewe Lifestyle and Holmes Chapel Community Centres have resulted in significant increases in the levels of participation, membership and customer satisfaction and it is therefore vital that we aim to replicate this offer across the whole of our estate. These planned investments will add significant innovation to our existing offer which should not only appeal to our existing clientele, but will also attract a much wider audience and support our targeted work around health, families and inclusion.

Learn To Swim Scheme Growth

Everybody Sport & Recreation provides a large and diverse Learn to Swim programme through the Everybody SWIM brand, catering for almost 7,000 learners. These lessons follow the Swim England guidelines and best practice for teaching swimming to ensure that highest standards are delivered.

Our junior lessons start with classes for pre-school children in Adult and Child classes for the younger learners, progressing to our Duckling classes for children from 3 years old. Once children are 4 years or older they will then progress to our main stream Learn to Swim Scheme which aims to develop the basic and essential skills required for building confidence and technique in the water.



During this financial year we have seen a significant growth in participation in our Learn To Swim Scheme, with the total number across our sites rising from 5,917 to 6,939 in 2016/2017. Whilst our complimentary swimming offer saw participation increase by 21% from 318,627 to 385,307 in 2016/17.

Moving forwards we plan to grow and develop the provision of swimming lessons even further, so that we can minimise the waiting time for all learners, providing everybody with the opportunity to improve their swimming skills no matter what their age or ability.

Paul & Debbie Jones Transform Their Bodies At Crewe Lifestyle Centre

Paul and Debbie are members at the Crewe Lifestyle Centre and have made amazing lifestyle changes not only to their bodies, but to their confidence too. Debbie once wore size 20 clothes and now wears size 14/16 and Paul once wore a snug extra large and now wears a loose large after losing 2 stone since becoming members.

Ricky Shares His Inspirational Story After Losing Almost 5 Stone

Member Ricky has battled with weight issues, his self esteem and confidence to lose almost 5 stone. In March 2016, things started to change for Ricky, "I finally acknowledged that not only did I have a weight issue but a mental battle with self-esteem and confidence so I threw myself into gym at the Crewe Lifestyle Centre. Because of my great experience with the managers, the staff and the members I kept going back and in 7 months I managed to lose almost 5 stone. I love the gym and the atmosphere there and I've gone from the guy quietly struggling in the corner to someone who can look himself in the mirror and be happy with what he's achieved"

Real Life Transformation Alison Wright

Alison Wright has been a member at Holmes Chapel Community Centre since it opened in November 2015 after wanting to get her fitness back up after being diagnosed with breast cancer. Since being a member, Alison has noticed many benefits "I am a lot more toned, my stomach is a lot flatter than it was, I can wear clothes which I couldn't wear before." Since attending the gym, fitness classes and eating a healthy diet, Alison has now lost an amazing 3 1/2 stone.



"Because of my great experience with the managers, the staff and the members at Crewe Lifestyle Centre I kept going back and in 7 months I managed to lose almost 5 stone"





Walking Football Helps Heart Attack Survivor Ian Get Back On His Feet

"At first I lost all confidence and was afraid to tackle anything too strenuous. I was given information about the hospital's cardiac rehab programme, based at Wilmslow Leisure Centre. Over the next few months my confidence and (a degree of) fitness returned, so when I heard that the centre was starting walking football sessions I was keen to give it a go. It's been a great decision. I never thought I would play football again, a sport I love, but this has given me an opportunity to relive my youth a little – though that may be more in my head than on the pitch! We are a group of like-minded men of a certain age who enjoy a kickabout. I feel fitter for playing each week, but it's more than that. It's a game that has to be thought about. The fact that you're walking doesn't mean it's lacking tactics, so it gets the old grey matter going too. There's a sense of exhilaration at the end of each session. I have made new friends and we enjoy our chats after the sessions."

TASS Athlete Hannah Bristow Competes In The Aon World Championships

"We put in 3 days of good racing in mixed conditions and we're very happy with how we competed and feel we did ourselves, and everyone who supports us, proud by finishing in 5th place in one of the best events we've ever had the opportunity to compete in. Being part of a team that did so well also made us immensely proud; Emma Wilson the GBR windsurfer and Tommy and Crispin the 29er boys came away with gold medals and Team GBR came away a very close second in the Nations Cup which is the best result we've had in a long time."

Crewe Member Makes Lifestyle Changes

Becky has been a member at the Crewe Lifestyle Centre since April 2016 after wanting to incorporate exercise with healthy eating. Becky has gone from size 24 to recently purchasing a size 16 which is her goal for March. "I have noticed my body changing, my mental health has improved and I am walking a lot quicker than before." She explains "I never thought I would enjoy the gym but I do, I have gone from attending 3 times a week to 4/5 times plus a day at the weekend. The support I have received has been amazing, staff regularly ask me if there is any support I need and the customers are friendly."

"My mental health has improved and I am walking a lot quicker than before!"



3. Develop Our People To Be The Best

Apprentice Facts 2016/17

14
Apprentices
Employed
2016/17

70
Qualifications
Completed

APPRENTICESHIPS IN:
Leisure Operations
Business Support
Sports Development
Activity Leadership

Apprentices Awards Day & Our 2nd Cohort

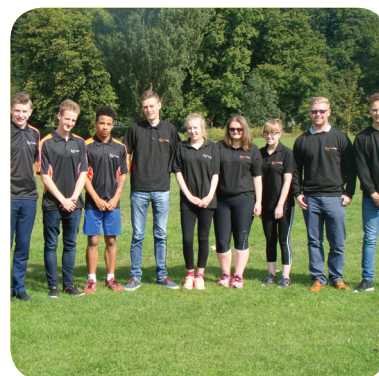
Apprenticeships have become a key training route for both entry level employees and current employees, providing good value, high quality training. We have enrolled 50 since the launch of the Academy and will continue to utilise this training route as apprenticeships develop further including the opportunity for the Academy to become more involved in the direct delivery.

In September 2016 our second cohort of 7 apprentices started with us, undertaking apprenticeships in Leisure Operations, Business Support and Catering and Hospitality.

We have completed our first satisfaction survey with our entry level apprentices which has been completed by 7 year 1 apprentices and 2 in their second year. 89% of those responding have stated that the apprenticeship is what they expected, 100% are happy with the overall training and support available from the Academy and the support offered in their place of work. 89% are happy with the support they receive from their course tutor/assessor with those unhappy stating lack of support and change of tutor as being issues. Although all respondents believe that their role is valued within Everybody Sport and Recreation there are 78% who believe that the rate of pay is not fair predominantly because of the difference in pay between themselves and other members of staff doing the same job role. We will review the results of this feedback to help us to improve the apprenticeship scheme in the future.

In November 2016 we held our first Apprenticeships Presentation event where we congratulated our first 7 entry level apprentices and 10 employees who completed work place apprenticeships. Since that time a further 6 work place apprenticeships have been completed and a further 11 are in flight.

We have now started the recruitment process for our third cohort of up to 10 apprentices in Lifeguarding, Catering and Hospitality, Business Support and Health and Wellbeing roles to start with us in September 2017.



Staff Awards Night

Our first awards night took place in December 2016 to recognise the hard work of all Everybody staff and volunteers. The evening recognised innovation, coach of the year, customer hero, volunteer of the year, fundraiser of the year and manager of the year as well as employee of the year (Josie Hurst – Alsager Leisure Centre), team of the year (Crewe Lifestyle Centre) and special recognition (Sheila Latham – Nantwich Pool).

A number of key milestones were also celebrated including staff with 20 and 30 years of service as well as volunteers with 50, 100, 150, 250, 500 and 1000 hours completed.



Academy Performance

2016/17 was the first full year for our Everybody Academy, which continued to grow its provision of internal and external training and development services. The Academy team has continued to build on key partnerships with industry learning and development partners, specifically as members of the Institute of Qualified Lifeguards (IQL) Industry Group and CIMPSA Employer Partners and members of the CIMSPA Leisure Operations Professional Development Committee. Since the launch of the Academy, 50 apprentices have been enrolled, with the first cohort now in their second year of employment with Everybody undertaking roles in leisure operations, sport development, business support, catering and hospitality as well as health and wellbeing.

The core training provision of the Academy continues to deliver at a high quality, with 99% of course respondents saying they would recommend the course to somebody else and 99% saying that they felt their training represented value for money.

The Academy supported 3,559 learning interactions in 2016/17, an increase of 53% of which 92% was delivered directly through the Academy. The learning and development investment per Everybody employee was £204.96, an increase of 48% on the previous year.

**99% Would
Recommend
The Course
To Somebody
Else**

**99% Felt
Their Training
Represented
Value For
Money**



Volunteer Programme Performance

The Everybody Volunteer Programme has grown again this year supporting 123 people find a fun, suitable & safe volunteer opportunity. We have supported a wide range of volunteers with our youngest being 13 and oldest being 71 years old; both became more involved with their community, healthier and sociable through volunteering.

We have supported 14 volunteers with training & qualifications to upskill them and help them become ready for employment, and have supported 8 volunteers move into paid roles within Everybody and other businesses. This year has seen some of our long term volunteers achieve milestones of 500 hours and some new volunteers reach the 50 & 100 volunteer hours milestones, all of which are fantastic achievements. The volunteer programme is now supporting various services across Everybody including the swim scheme, fitness roles, health programme & Sports Development team. The end of the 2016-17 year sees the programme hit the 20,000 hour mark, half way towards the target of 40,000 hours by 2020.



Volunteer Hours Completed

6675

2016/17 Target: 6551



Number of Volunteers

123

Female 79
Male 44



"I really enjoy helping Andy and Ellie run Activ8 each week, it has been fun. I am proud of being a volunteer for Everybody."

Volunteers that
have received
training or
qualifications

14



Age Range

13 yrs - 71 yrs

"The volunteer programme has not just enabled me to gain valuable experience within the sport and leisure industry, it has also provided me with a variety of training and development opportunities, all of which have significantly supported my personal development."

4. Build Strong Communities & Effective Partnerships

Volunteering Stories

Tim Broadhurst started out as a participant at Activ8, which is a disability & inclusion session, organised by Everybody Sport and Recreation. Tim, from Bollington, has Downs Syndrome but has never let this stop him from enjoying sport and encouraging others. He has been attending the Activ8 sessions as a participant from the age of 10, and when he turned 21 decided he would like to continue at the session but as an Everybody Volunteer.

Now 25, he has achieved over 150 hours supporting other children & teenagers with disabilities at Activ8, helping them engage in sport, games and fun activities each week plus been awarded the Volunteer Of The Year Award at the staff awards.

"I really enjoy helping Andy and Ellie run Activ8 each week, it has been fun. I enjoy helping the children who enjoy playing football, and I have really enjoyed helping with the trampolines. I am proud of being a volunteer for Everybody."

Sam Richardson joined the volunteer programme in 2011 with a passion for Sport & Leisure and started his degree in Sports Development & Coaching at Stafford University.

"Since joining the Everybody Volunteer Programme, the support and opportunities have been brilliant and I feel extremely proud to be part of the volunteer programme. In 2013 not only did I graduate with my degree, but I was also offered the opportunity to become a sports coach with Everybody. Alongside being a sports coach, I continued volunteering and also continued with my studies at Staffordshire University, where I enrolled on a Master's Degree in Youth and Community Work."

Finally, I want to thank everyone who has supported me with my master's dissertation, particularly the volunteer programme and all the staff and volunteers who were involved in the study. Also, thank you to my supervisor Nicola Gratton and everyone else from Stafford University Creative Communities Unit, everyone's support made the study possible so thank you all very much."





20,000 hour mark achieved - The Everybody Volunteer Programmes aims to inspire a wide age range of people to want to volunteer, providing them with a safe, supportive and rewarding experience within a health, sporting or leisure environment. We have an amazing team of volunteers who are dedicated to supporting their community become more active, social and healthier.

Since the start of Everybody Sport & Recreation we have recorded the hours that people have volunteered to support our, clubs, activities, and members, which has been a phenomenal number.

We want the volunteer programme to have as big an impact as possible so set a target to achieve 40,000 volunteer hours by 2020, and since the start of the trust in 2014 we have hit the half way mark of 20,000 hours.

Dan Bramall is selected for the Rio Olympics 2016 - Paralympic wheelchair racer Dan Bramall who volunteers at Shavington Leisure Centre and Crewe Lifestyle Centre was selected for the Rio Olympics 2016. Dan has been wheelchair racing since 2012 which all started through a friend. At first Dan started racing for fitness which progressed into competing in local competitions, which Dan saw a fantastic result in his times which were brought down from 23 seconds to 18 seconds.

Dan continued to compete in local competitions and took on his first major championship in Doha, Dubai, where he received Silver medal in 2015. In 2016 Dan continued to compete in various local competitions where his times reduced again to his personal best of 17.82 seconds after having a new wheelchair. Dan returned from the European championships where he again received a Silver Medal. The success didn't stop there, on his return from the European Championships he received a phone call to say he had been selected for the Rio Olympics.

Since volunteering for Everybody Sport and Recreation, Dan met Personal Trainer, Mitch Lawrence who has trained Dan in the gym at Crewe Lifestyle Centre on the run up to competing at Rio and ever since. Mitch explains "What Dan has achieved in such a short period of time is inspiring for anybody and I'm sure will motivate many people. This just proves that if you have the determination and are prepared to put in the work any goal can be achieved."

He is now continuing his training with Mitch working towards competing in the 2017 European championships followed by the 2017 world championship held in London in July. We wish Dan the very best of luck in his ongoing training and competitions.

Public Health / Clinical Commissioning Group

A key area of Everybody Healthy is working in partnership with Public Health commissioners as the lead provider of lifestyle services for One You Cheshire East, we have a very close working relationships with local GPs, practice nurses, healthcare assistants across Cheshire East, as well as our local hospitals, community health providers, third sector and voluntary organisations, ensuring there is a seamless access into our services.

Our health programmes show a high level of building effective partnerships such as our Move More Cancer programme which was jointly funded with the County Sports Partnership, Active Cheshire, and delivered in partnership with Macmillan Cancer Support, Leighton Hospital (Crewe), Macclesfield General District Hospital, St Luke's and East Cheshire Hospices. Almost two fifths (37%) of the participants of a Macmillan survey (2012) were not currently physically active. Also only one in five cancer patients who have received treatment have been told how regular physical activity could benefit them. This illustrated a clear need for the programme and a partnership was required to deliver it. In the development phase we approached Macmillan and East Cheshire Hospice for their support and experience.

Holmes Chapel Community Centre Opening & Usage

The opening of Holmes Chapel Community Centre has shown an effective partnership between Everybody Sport and Recreation and Holmes Chapel Parish Council which has resulted in achieving the high standard of facilities that we accommodate for the community.

Councillor Brian Bath of Holmes Chapel Parish Council, who is the Council's representative on the Community Centre's Joint Management Committee said: "The investment in these social facilities on behalf of residents by the Parish Council and by Everybody Sport and Recreation will provide great facilities now and for the future and enable residents and others to have a great place to meet and enjoy for many years to come. We are particularly pleased that the Taste for Life bar and lounge area is now open offering coffee and light refreshments and encouraging residents to come and enjoy these facilities."

Holmes Chapel Community Centre has achieved a total of 66,345 users and memberships have increased from 848 to 1,167 at the end of 2016/17.



Family Focus Contract

The Family Focus programme provides individuals within families access to regular physical activities, advice on a healthy diet and support with losing weight.

Individuals are able to access any Everybody leisure facility free of charge for 12 weeks and receive weekly support through one of our qualified Health Trainers. On completion of the 12 week programme, families will be offered a reduced membership for 12 months to continue their good work.

One of our member's main goals was to become more physically active and to improve her mental wellbeing. In her initial assessment the physical activity score was deemed as low and mental wellbeing score of 13.

Following completion of the programme, her new physical activity score was deemed as high, visiting the centre several times per week on her own as well as with her Health Trainer. Her mental wellbeing score increased to 26, with mainly positive answers to the wellbeing questions.

A significant positive outcome to her engagement in the programme is that she has stopped taking her medication for her mental wellbeing. When asked how the programme has helped her, she now has increased energy and feels more useful.

"This programme helped me with my depression and mood and self-confidence tremendously. I have loved it and gutted it's come to an end."

"My stamina has improved, I can do things in the gym I've never been able to do before."

"I've absolutely loved this programme and its done so much for me; I wish I could keep doing this for longer."

At two members' 6 week review meeting, they had both lost an inch from their waist with the mum also losing 3 pounds that week after focusing on healthy eating. They have both increased their physical activity levels weekly by regularly attending the leisure centre and meeting their Health Trainer. It has been agreed that the membership of the young person will be funded by CEC for 12 months following completion as a reward, and to continue their activity.



"I've absolutely loved this programme and its done so much for me; I wish I could keep doing this for longer"

To help promote the Family Focus programme, we held an event at Crewe Lifestyle Centre. This event gave opportunity for Family Support Workers to book families that they thought may be interested in the programme to have a taste of the type of activities they could take part in together. They also had the opportunity to meet the programme manager and local Health Trainer to familiarise themselves. During the event, the families were able to take part in bowling, badminton, Ultimate Frisbee, Xbox Kinect, paint biking, access to the gym and swimming.

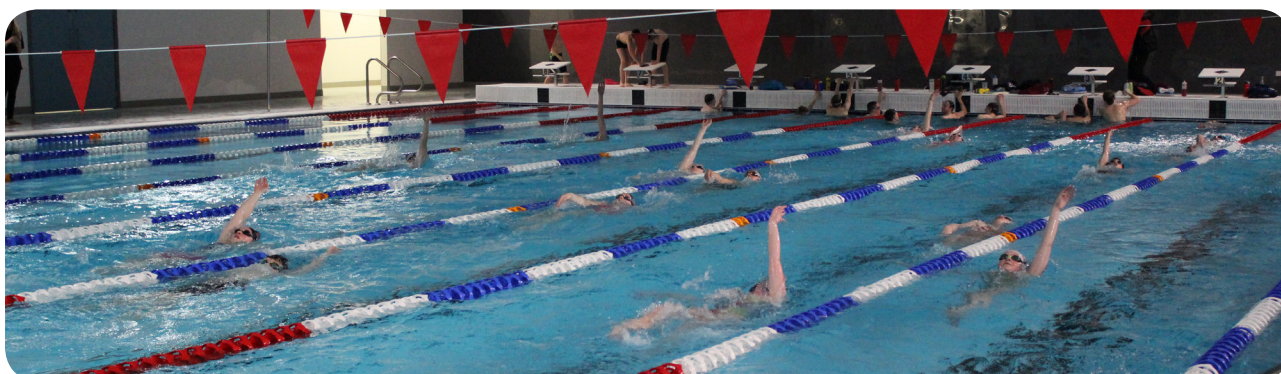
We are pleased to have secured a further year of delivering the Council's 'Family Focus' contract which was agreed based on our performance last year and the positive impact we have had on their family lives and relationships.

Crewe Flyers

The new Crewe Lifestyle Centre opened on 1st April, a £15m facility housing a range of community and leisure facilities which Cheshire East Council states is the first of its kind in the region. Significant investment has been put into the new 25m, 8 lane swimming pool which caters for the public and competitive swimming clubs including Crewe Flyers and the Seahorse Swimming Club.

Crewe Flyers were invited to be the first swimmers into the pool on 21st March 2016, holding their usual training session in the brand new facilities. Chris Pugh, Head Coach commented, "I'm astonished with how it's all turned out, I came here in September when it was still a building site, I couldn't tell much about it, but coming here today I'm really impressed with how things are looking, the whole site looks brilliant." Chris went on to say, "having a facility like this I can see us going from strength to strength."

The Flyers now use the pool daily for their pool training and club nights for their younger and elite swimmers and have seen a significant increase in their swimmers since they have held their training at Crewe Lifestyle Centre.





Swimming Club Relationships

Throughout 2016/17 Everybody worked tirelessly with the eleven local swimming clubs utilising our facilities in order to establish, maintain and improve working relationships as well as improving swimming development pathways for participants.

Macclesfield Amateurs and Congleton Amateurs are just two of those swimming clubs that have now signed Partnership Agreements with Everybody, as well as a Volunteer Agreement which has many benefits for both parties.

Those benefits include discounted training opportunities for the club's volunteers, whilst the clubs have realigned their provision of swimming, so to ensure that both they and Everybody Sport & Recreation now offer a complementary swimming provision. These improved relationships are proving beneficial for the local and surrounding swimming communities, and participation in swimming has increased by 21% this year alone. (Nationally Sport England shows a 7% decline).

Joint-Use Changes At Poynton & Alsager

New ways of working with a number of our joint-use school colleagues have started to take effect, with one of the key benefits of opening up more public access to Alsager and Poynton Leisure Centres in the future.

At Alsager, more primary schools will be able to use the pool facilities during the day time as well as providing daytime sports facilities to groups such as the U3A, taking pressure off peak times and making sites more accessible to those who would not normally access sport at those times.

Additional daytime swimming opportunities have also been opened up, providing more lunchtime swimming times to increase future active participation for our key target groups.

Ben Returns To Complete Marathon Number 224 At Macclesfield Leisure Centre

UK runner Ben Smith set himself the inspirational challenge of completing 401 marathons in 401 consecutive days across 309 different UK locations and we were lucky enough to see Ben at Macclesfield Leisure Centre twice to complete marathons number 133 and 224.

The 401 challenge aims to raise both awareness of the issues of bullying along with £250,000 for 'Stonewall' and 'Kidscape' two charities both dedicated to tackling bullying. Both these charities work to support award winning initiatives which really get to the heart of bullying in our UK schools and society in all its forms. Ben started off the event by giving a talk to 100 school children from 10 local schools around the seriousness of bullying and how we can all help to stop this from happening. The children then went on to complete the warm up and 1 mile around the athletics track with Ben.



Team Everybody Wins Active Cheshire Team Games

On Sunday 18th September Active Cheshire held the first Team Games tournament at Chester Racecourse. The event was held to encourage people in Cheshire and Warrington to have fun whilst getting active.

Active Cheshire said, "Thousands of people were in attendance, including 800+ children from local schools who came to take part in the Bubble Run. Around 600 parents/guardians were there to watch the kids and at least 500 spectators came down to see all the various activities. There were also around 1000 participants from local businesses, contributing to a minimum total of around 3,000 people on the day".

Everybody Sport and Recreation entered a team of 10 employees into the Team Games tournament. They battled it out over It's a Knock Out style obstacle courses, sports day challenges and testing their fitness and coordination to the limits. The whole team showed commitment and team spirit having fun at each activity area.

The results came in with Everybody Sport and Recreation taking the lead with 166 points to top the table. We were crowned winners of the first Active Cheshire Team Games Tournament 2016!

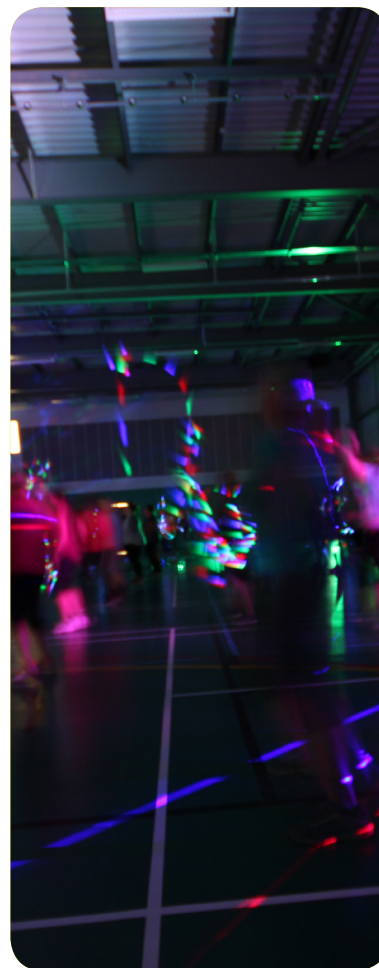
Alsager Clubbercise Launch Raises £200 For Breast Cancer Charity

On 11th March, group fitness instructor Josie Hurst from Alsager Leisure Centre launched a brand new fitness class with a charity evening for Everybody members, family and friends. Clubbercise is a craze is sweeping the country, which is a dance exercise class in the dark to the best club classics and to top it off everyone gets their very own glow stick to light up the room!

The evening was a great success with over 50 men and women in attendance raising almost £200 for Breast Cancer.

Josie Hurst commented, "We knew that Clubbercise was going to be a popular group fitness class to bring to Everybody centres in Cheshire and I wanted to make the launch as much fun as possible. We invited Everybody members to bring along their friends and family and asked for donations on the night to raise money for Breast Cancer Research. I was pleased to see so many people turn up and dance the night away and we can't wait to welcome everyone back on a regular basis."

The session was so popular that it has now become a regular session across several of our leisure centres across Cheshire East.



Wilmslow Evans Theatre

Wilmslow Leisure Centre has been proud host to many public events during 2016 including theatre shows, speeches, music festivals, boxing nights, dance shows and the Wilmslow Symphony Orchestra's Concerts. These events have been a huge hit with the community bringing in upwards of 15,000 visits in total and highlighting the standard of the facility.

Sue Morris of Sue Morris School of Dance said, "I would just like to commend Sam Tompkins and your staff at the Leisure Centre on their help with our third dancing school show in the Evans Theatre. Our shows have been a great success each time and 'the team' are unfailingly helpful and professional. The atmosphere is very friendly and welcoming and nothing is too much trouble for them. In the run up to the show, Sam is constantly available to discuss our needs. We will definitely be using the Leisure Centre for our next show."

"Our shows have been a great success each time and 'the team' are unfailingly helpful and professional."

Everybody Foundation

The Everybody Foundation was officially launched at the December 2016 Staff Awards. The Everybody Foundation is Everybody Sport and Recreation's charitable foundation that raises funds to support individuals and groups to promote a healthy and active lifestyle. So far the staff at Everybody have raised money through running various events and activities such as, raffles, mince pie bake off competitions and more.

The projects that the Foundation may decide to fund are endless and may include helping a sports club to develop a new session for a hard to reach group, supporting young athletes to access specialist training facilities, or assisting a local group to purchase new equipment.

The Foundation's aims are to promote a healthy and active lifestyle in Cheshire East, to improve facilities used to fulfil an active lifestyle and to assist individuals to achieve their potential.



5. Change Lives Through Healthy Recreation

Participation & Membership Growth 2016/17

14,872
Everybody
Members

(10,934 in 2015/16)

3,076,591
Attendances

(2,855,470 Target)

36%
Membership
Increase Since
2015/16

Participation Numbers

In an Olympic year, combined with the huge support from Crewe residents for the new £15M Lifestyle Centre, attendances continue to grow across all categories. Over 220k additional attendances have been recorded during the year, with overall attendance up 8% against target and over 60s up 16%.



Everybody Healthy Success

Susan Heathcote was diagnosed with Breast Cancer and the Move More exercise programme changed everything for her. Since starting, Susan has now been attending on a weekly basis and has lost over 1 stone and no longer feels breathless. "Kevin springs us on through the exercises – nothing is too much trouble. I have become less fatigued by exercising, I have met other people and I enjoy working as a group. The support and guidance from the coach is brilliant."



Bikeability Success

The Department for Transport (DfT) has awarded Cheshire East Council with a grant of £590k for Bikeability cycle training until 2020 and Everybody Sport and Recreation will be delivering the programme on behalf of the Council due to the success of the scheme over the last two years. Since May 2014 Everybody Sport and Recreation has delivered cycling training to over 12,000 children in cycling proficiency.

Councillor David Brown, Portfolio Holder for Highways and Cheshire East Council commented, 'Bikeability is a great way to encourage children and their families to get active and have fun on their bikes. The programme teaches vital road safety information and cycling skills, helping to reduce the number of children being injured on our roads and enabling them to enjoy cycling safely.'



Bikeability 2016/17:

Number of schools taken part:	132
Number of children taken part:	5612
Age range:	5 to 17yrs

(2016/17 Target 4,542)



Everybody Awards

The 2016 Everybody Awards showed once again the massive impact sport can have by changing lives, especially for this year's Sports Personality of the Year winner, Daniel Bramall.

Daniel, who has cerebral palsy which affects his lower limbs, is an Everybody volunteer at Shavington Leisure Centre and Crewe Lifestyle Centre, he started wheelchair racing in 2012 with no previous sporting background, inspired by the London Olympics.

Daniel trains 4 days a week with Stockport Harriers as well as locally at Queen's Park Crewe, at home and with Personal Trainer Mitch Lawrence at Crewe Lifestyle Centre. In just 4 years he started to compete locally and nationally before being selected for the T33 100m at Rio in September.

Disability Sports Programme

Everybody Sport and Recreation believes that leisure and learning activities are not passive ways of spending time, rather a way of gaining enjoyment, satisfaction, achievement, pleasure and inclusion. Leisure time is where people develop social skills, form friendships and increase their practical abilities, self-worth and independence.

Inclusive Cycling & Multi-Sport Event

On Friday 2nd September Macclesfield Leisure Centre held an Inclusive Cycling and Multi-sport event, bringing together community groups to take part in a cycle challenge.

26 adults with disabilities and their carers, family and friends from the Macclesfield Lifestyle Group and the David Lewis Centre attended the event along with the Cheshire Fire Service and Tesco's Food to Fork project volunteers. Everyone had the chance to try the 12 inclusive bikes and they managed to cycle around the Macclesfield Athletics Track 310 times clocking up a great 77 miles!

In support of the Cheshire Tour of Britain we organised an inclusive cycling event to take place with an aim to achieve as many miles of the Cheshire Tour of Britain route as we could. 310 laps of the athletics track with our inclusion bikes was a fantastic effort by all involved.

Lorryn Dixon, Macclesfield Lifestyle Group commented, 'Every one from the lifestyle group had a fantastic day, it was a real pleasure to be involved in such a positive and worthwhile event, we can't wait for the next one!'



Carers & Family Holiday Activity Programme Success

In September 2015 Everybody was successful with a funding application to start an activity programme for carers. For February 2016 it was decided to do something different as a pilot session. Rather than run separate holiday and carer activity sessions Everybody Sport and Recreation combined both for one session at Alsager Leisure Centre to hopefully attract whole families to the session.

The holiday offer was very well received with a total of 55 children and adults attending the session. 8 adults took part in the taster session who have not attended a carer session previously. During this session people took part in PiYo, a combination of Pilates and Yoga, as well as Clubbercise. In the main sports hall there were a range of activities available for people of all ages to try. This included the giant bouncy castle, arts & crafts, wheelchair basketball, soft archery, ten pin bowling, parachute games and badminton.



There were coaches and volunteers supporting these activities. Parents had the opportunity to join in with the activities themselves, use the equipment to do some free play with the younger children if they didn't want to take part in the main activity, or to relax and chat to other parents while their children were taking part in the activities. 7 families took up the option of going swimming by joining the public swim session running at the centre that afternoon.

There was fantastic feedback from the Carer and Family session with mentions all over social media and comments from the activity survey including how carers were gaining respite from these sessions and that the whole family could now be involved in getting active.

Cared For Children

During 2016 our Cared for Children scheme continued to provide fitness and activities in Cheshire East growing to 446 memberships for eligible children, their carers and siblings. We saw attendances of 3,062 swimming, gym and class sessions from these members in comparison to 1,926 the previous year which shows a great impact in the physical activity happening in this group of people.

One carer said, "The free pass has had a positive impact on my young person, it has given them meaningful activities to engage with and has helped to improve relationships between himself and staff members. It also has allowed them to speak more openly as the distraction of the gym has allowed the guard to come down slightly, which has given a greater insight to that person."

446

**Cared for
Children
Members**

3062

**Gym, Swim &
Class Sessions
Attended**

60%

**Increase in
Member's
Attendance**



Key Performance Indicators At A Glance

Page 64

Live Memberships

Total
14,872

CEC Contract
13,705

HCPC Contract
1,167

Growth
36%

Cared For Children

Memberships

446

(402 in 2015/16)

Attendances

3,062

(1,926 in 2015/16)

Talented Athletes Support Scheme

Number of Athletes

81

Visits per Athlete

42

(20 in 2015/16)

Disabled Users

Memberships

858

(642 in 2015/16)

Attendances

13,376

(11,757 in 2015/16)

Bikeability

Attendances

5,612

(DFT Funded 4542)

Volunteer Hours

6675

(6,486 in 2015/16)

Participation

Total Attendance

3,076,591

(2,811,694 in 2015/16)

Adult

1,338,323

(1,122,972 in 2015/16)

16 Years & Under

1,028,948

(1,020,241 in 2015/16)

60 Years +

143,491

(117,816 in 2015/16)

Other

565,829

(550,665 in 2015/16)

Customer Survey 2016 Overall Responses

Overall Satisfaction

8.15

Staff Friendliness

8.73

Staff Knowledge

8.48

Staff Politeness

8.75

NPS
34.09

General Cleanliness

7.82

Value For Money

8.46

Refreshments

7.22

Variety

8.41

Rehabilitation Exercise

Helping people gently recover and get back into exercise with specialist support. Conditions: Phase IV Cardiac Rehab, COPD, Cancer, Fibromyalgia and Dementia.



Family Focus

Supporting targeted individuals and families to lead healthier lifestyles.

103
Referrals

40
Families

Results include weight loss, reduction in medications, increased physical activity levels and improved mental wellbeing.

acti**life**

Everybody Workplace Challenge

Wearable technology to increase physical activity levels within the workplace.

60

Participants

19 Million
Steps

9816
Miles
Travelled

642,254

Calories
Burned

76%
Participants
Increased
Their Physical
Activity Levels



Bikeability and Bikeability Plus

Cycle training, giving the next generation the skills and confidence to ride their bikes on today's roads.

6558

Participants

261

Schools
Took Part

4249

Children Passed
Levels 1 to 3

Activ8

Fun activity sessions for children with disabilities.

2460
Attendances

126
Sessions Delivered

334

Impairments Catered For

Home Education Programme

A multi sport session for children who are educated at home.

144
Attendances

17
Families

Results include increased confidence, skill set and physical activity levels

Lifestyle Coach Programme

Helping people make healthier choices and improve the quality of their life.

307

Completers

219

Went From
Inactive To
Active

9kg

Average
Weight Loss

5cm

Average
Waist
Reduction

40

Went From
Pre-Hypertension
To Normal
Reading

104

Increased
Their Fruit
Consumption

123

Increased Their
Portions Of
Vegetables

76%

Took Out A
Membership

"I have not self harmed in the first 4 weeks of starting the programme"

"I'm no longer afraid of exercising"

"The sessions allow children to be themselves"

"The programme has helped my depression tremendously"

OUR NEW COMMISSIONED SERVICES

Active Lives
Physical Activity
Referral

Taste for Life
Cookery Courses
Healthy Eating

Be Steady
Be Safe
Falls Prevention

Fit for Birth
Healthy
Pregnancy

Re-Shape
Adult Weight
Management

Let's Get
Movin
Family Weight
Management

ReferAll
Referral Management System Embedded

ROYAL SOCIETY FOR PUBLIC HEALTH
RSPH
QUALIFICATIONS APPROVED CENTRE

everybody
HEALTHY

www.everybody.org.uk
Registered Charity Number: 1156084

Finance

Operating Surplus 2016-17

	Unrestricted Funds	Restricted Funds	01 Apr 2016 - 31 Mar 2017	01 Apr 2015 - 31 Mar 2016
	£	£	£	£
<u>Income:</u>				
Donations and Legacies	2,781,274	-	2,781,274	2,897,611
Charitable Activities	9,060,803	7,681	9,068,484	7,974,221
Other Trading Activities	318,158	-	318,158	37,216
Investment Income	2,057	-	2,057	-
Grants & Contracts	2,420,049	231,208	2,651,257	2,725,622
Total Income	14,582,341	238,889	14,821,230	13,634,670
<u>Expenditure On Charitable Activities</u>				
Other Trading Activities	350,671	-	350,671	44,684
Charitable Activities	14,062,921	296,158	14,359,079	13,405,829
Total Expenditure	14,413,592	296,158	14,709,750	13,450,513
Net Income (Expenditure)	168,749	(57,269)	111,480	184,157
Transfers Between Funds	(57,269)	57,269	-	-
Operating Surplus/ (Deficit)	<u>111,480</u>	<u>≡</u>	<u>111,480</u>	<u>184,157</u>
Funds of the Charity				
Unrestricted Funds			111,480	69,374
Designated Funds			-	114,783
Total Funds			111,480	184,157

YOUR everybody TRUSTEES

FINANCE & RISK COMMITTEE



Andrew Kolker
BOARD CHAIRMAN



Phil Bland
COMMITTEE CHAIR



Zoe Davidson

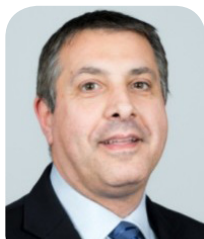


Steve Percy

CUSTOMERS & PARTNERS COMMITTEE



Christine Gibbons
COMMITTEE CHAIR



Harry Korkou



Richard Middlebrook



Andy Farr

PEOPLE & GOVERNANCE COMMITTEE



Martin Hardy
COMMITTEE CHAIR



Helen Gowin



Colin Chaytors

Company Number: 8685939

Registered Charity Number: 1156084

HEAD OFFICE:
Holmes Chapel Community Centre
Brooklands Building,
Station Road, Holmes Chapel,
CW4 8AA

COMPANY SECRETARY & REGISTERED OFFICE:
Oakwood Corporate Services, 3rd Floor,
1 Ashley Road, Altrincham,
Cheshire
WA14 2DT

BANKERS:

Barclays Bank
1 Churchill Place,
London,
E14 5HP

SOLICITORS:

Bates, Wells & Braithwaite
10 Queen Street Place,
London,
EC4R 1BE

AUDITORS:

Crowe Clarke Whitehill LLP
3rd Floor, The Lexicon,
Mount Street,
Manchester, M2 5NT



**Everybody Sport and Recreation
Quarterly Monitoring Report
2016/17
1st April 2016 to 31st March 2017**



Content:

Membership & Utilisation Data
Key Participation & Performance Update
Leisure Development
Participation - Health and Wellbeing
Bikeability Programme

**Everybody Sport and Recreation
Membership & Utilisation**

2016/17

1st April 2016 to 31st March 2017

Memberships					HCCC	TOTAL			
Membership Sales 2016/17:		Net Gain / Loss:	3,619	Live Memberships:					
Corporate DD	1,410			Corporate			1,975	187	2,162
Annual DD	1,710			Annual DD			4,518	220	4,738
M>M DD	8,436			M>M DD			6,237	647	6,884
Annual Cash	990			Annual Cash			975	113	1,088
Total New Sales	12,546			Total			13,705	1167	14,872

Live Memberships as at 3.4.17

Venue	Corporate	Annual DD	M>M DD	Annual Cash	Total
Alsager	82	329	385	74	870
Barony	60	131	141	21	353
Congleton	72	332	234	83	721
Crewe (CSP & CLSC)	678	625	2476	136	3,915
Holmes Chapel LC	2	25	37	11	c
Knutsford	49	329	298	94	770
Macclesfield	202	758	681	167	1,808
Middlewich	22	44	70	4	140
Nantwich	270	642	703	148	1,763
Poynton	28	160	162	49	399
Sandbach	111	239	237	39	626
Shavington	226	495	442	50	1,213
Wilmslow	173	409	371	99	1,052
TOTAL	1,975	4,518	6,237	975	13,630

Fitness Suite Refurbishments:

Crewe	July 2012
Knutsford	June 2011
Macclesfield	November 2012
Nantwich	August 2013
Shavington	August 2012
Wilmslow	September 2012
Alsager	November / December 2014
Shavington	December 2014 (Partial)
Congleton	March 2016

Promotions:

Spring into Fitness	1.4.16 to 31.5.16	First 3 months at £10 per month
Festival of Fitness	1.7.16 to 31.8.16	First month, pro-rata & joining fee - all half price
Winter Warmer	1.11.16 to 31.12.16	New Annual DD members pay nothing until Jan-17

**Everybody Sport and Recreation
Key Participation & Performance**

**2016/17
1st April 2016 to 31st March 2017**

Participation	Actual	HCCC Actual	Total Actual inc. HCCC	Target *	Variance
Adult	1,293,527	44,796	1,338,323	1,155,720	182,603
16ys & under	1,018,032	10,916	1,028,948	1,025,245	3,703
60 Years +	138,551	4,940	143,491	124,133	19,358
Other	560,136	5,693	565,829	550,372	15,457
Total Attendance	3,010,246	66,345	3,076,591	2,855,470	221,121
Disabled (included above)	13,376	-	13,376	11,875	1,501
Comment: * Target = 1% uplift on previous year's actual attendance. 16 years & under affected by Nantwich Pool closure for 6 weeks and revised calculation at Knutsford and Wilmslow since December 2016. Learn to Swim Scheme changes have increased number of learners by almost 1,500 in year. Crewe Lifestyle has significantly increased participation in all categories during 2016-17.					

Quest	Alsager	Congleton	Crewe Pool	Holmes Chapel LC	Knutsford	Macclesfield
Assessment Level	QE	QE	QE	QE	QP	QE
Score	S	S	S	R	G	S
	Middlewich	Nantwich	Poynton	Sandbach	Shavington	Wilmslow
Assessment Level	QE	QE	QE	QE	QE	QE
Score	S	R	S	S	S	S

Assessment Level: Banding Options:
Assessment Level: Banding Options:
Assessment Level: Banding Options:

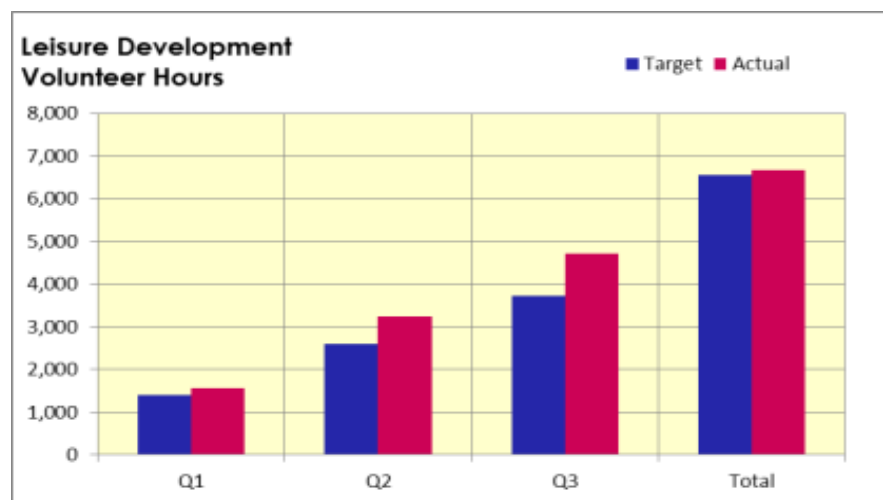
QE Quest Entry Unsatisfactory; Registered (previously Satisfactory)
QP Quest Plus Unsatisfactory; Satisfactory; Good; Excellent
QS Quest Stretch Outstanding

**Everybody Sport and Recreation
Leisure Development**

2016/17

1st April 2016 to 31st March 2017

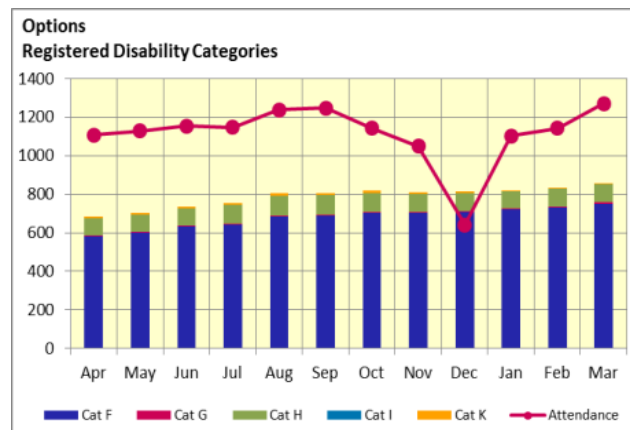
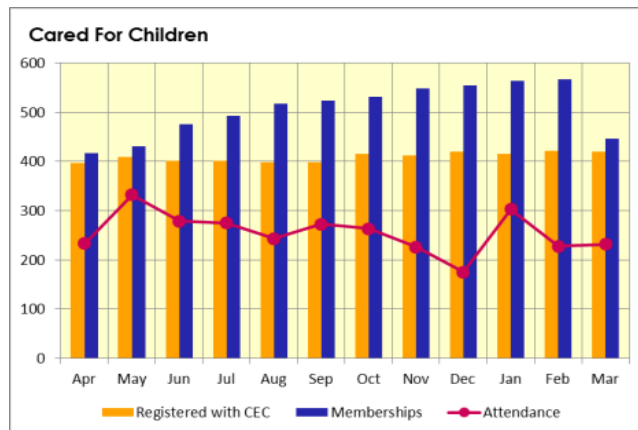
Volunteer Hours	Target	Actual	Variance
Total Hours Q1	1,394	1,560	166
Cumulative Q2	2,605	3,252	647
Cumulative Q3	3,720	4,723	1003
Cumulative Q4	6,551	6,675	124
<u>Comment:</u>			



**Everybody Sport and Recreation
Participation - Health and Wellbeing**

**2016/17
1st April 2016 to 31st March 2017**

	Registered with CEC	Members	Attendances
Cared for Children	420	446	3,062
Talented Athlete Support Scheme		81	3,401
Registered Disabled		752	13,376
Cardiac Rehab		112	1,940
Everybody Healthy		90	2,213
Bikeability Programme	Ave. No. Schools Visited p.m.	13	
	Young People Trained - L 1 to 3	5,612	



Options Categories:

Cat: For Customers in Receipt of:

- F Disability Living Allowance / Personal Independent Payment / Armed Forces Independence Payment / Severe Disablement Allowance
- G Attendance Allowance
- H Incapacity Benefit Long Term / Employment & Support Allowance
- I War Disablement Pension with Mobility Supplement
- K Concessionary Travel Scheme for people with Disabilities

Bikeability Programme

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
No. Schools Visited	11	15	15	18	0	15	18	17	6	16	9	11
No. Young People:												
Level 1	210	221	176	270	0	87	106	159	56	225	94	89
Level 2	189	398	469	404	0	298	338	430	174	359	239	413
Level 3	0	37	0	43	0	31	60	17	0	20	0	0
Total	399	656	645	717	0	416	504	606	230	604	333	502
Total Funded	189	435	469	447	0	386	480	565	202	559	333	477

Comments:

Ave. Schools Visited per Month
13
Attendance
1,693
3,711
208
5,612
4,542

APPENDIX 3

A. Outcomes monitored against as part of the One You Cheshire East Service

	High Level Outcome	Outcome measure	Evidence
1	To provide services which contribute to increasing both Life Expectancy of residents and Healthy Life Expectancy	<p>To deliver evidence based lifestyle programmes for Cheshire East which achieve high customer satisfaction, low-drop out rates and success in helping residents to meet both short and long-term health outcomes (i.e. by focussing on behaviour change).</p> <p>This relates to the following commissioned programmes; healthy eating, weight management, physical activity and falls prevention classes.</p> <p>Benefits also include improvement in linked outcomes (e.g. emotional and mental wellbeing, social isolation and independence, reductions in secondary and specialist referrals) [see service spec for detail].</p>	<ul style="list-style-type: none"> Information to be supplied from Refer-All using pre-agreed list of KPIs e.g. no. of referrals, no. of referrals uncontactable, no. of referrals live in the programme etc [see B]. This also includes longer term impact of health related interventions.
2	To provide services which contribute to increasing both Life Expectancy of residents and Healthy Life Expectancy	<p>To contribute towards the integrity and success of the One You Cheshire East system as a whole</p> <p>This includes by providing intelligence for the programme, signposting to relevant services, material/engagement for marketing purposes e.g. social media (with an understanding of the role of partners), and supporting the place based approach</p>	<ul style="list-style-type: none"> Clients receiving services based on individual's home location (as part of the placed based approach) Source of referrals Signpostings to other One You CE/Public Health services (alcohol, smoking services) Material supplied for publicity purposes e.g. photos, videos, case studies Assistance with ICT system required for One You CE Participation in ad-hoc

			events that publicise local One You and national One You programmes
3	To provide services which contribute to increasing both Life Expectancy of residents and Healthy Life Expectancy	Ensuring that services are aligned to the health needs of residents from protected characteristic groups and any additional groups specified e.g. adults with a mental illness diagnosis, pregnant women [see service specification]	<ul style="list-style-type: none"> ▪ Characteristics of service users (relevant to groups) ▪ Special measures taken to ensure that individuals from identified groups are able to participate

B. KPIs

Programme	KPI / Outcome	Code	Category
Physical Activity (Active Lives)	KPI	AL-1	Number of referrals
		AL-2	Number of referrals uncontactable
		AL-3	Number of referrals not wanting to join
		AL-4	Referral sources
		AL-5	Number of referrals completing mid way point
		AL-6	Number of referrals live in the programme
		AL-7	Number of participant drop-outs
		AL-8	Number of participants completing 12 week programme
		AL-9	Number of individuals active 3 months after completion
		AL-10	Number of individuals active 6 months after completion
	Outcomes	AL-11	Number of completers showing change in activity levels from low to moderate to high, using IPAQ
		AL-12	Percentage of completers showing change in activity levels from low to moderate to high, using IPAQ
		AL-13	Number showing an improvement in wellbeing (WemWebs)
		AL-14	Percentage showing an improvement in wellbeing (WemWebs)
		AL-15	Numbers showing changes in physical measurements
		AL-16	Percentage showing changes in physical measurements
Adult Weight Management (Reshape)	KPI	R-1	Number of referrals
		R-2	Number of referrals uncontactable
		R-3	Number of referrals not wanting to join
		R-4	Referral sources
		R-5	Number of referrals engaged in the programme
		R-6	Number of participant drop-outs

	Outcomes	R-7	Number of participants completing 12 week programme
		R-8	Number of participants losing 5% body weight
		R-9	Number of individuals active and maintained their weight loss 3 months after completing the programme
		R-10	Number of individuals active and maintained their weight loss 6 months after completing the programme
		R-11	Number of completers showing change in activity levels from low to moderate to high, using IPAQ
		R-12	Percentage of completers showing change in activity levels from low to moderate to high, using IPAQ
		R-13	Numbers showing changes in physical measurements (is more specific detail required)
		R-14	Percentage showing changes in physical measurements (is more specific detail required)
		R-15	Number showing an improvement in wellbeing (WemWebs)
		R-16	Percentage showing an improvement in wellbeing (WemWebs)
		R-17	Dietary Quality Score (DQS)
Healthy Eating (Taste For Life Cookery Courses)	KPI	T4L-1	Number of referrals
		T4L-2	Number of referrals uncontactable
		T4L-3	Number of referrals not wanting to join
		T4L-4	Referral sources
		T4L-5	Number of referrals engaged in the programme
		T4L-6	Number of participant drop-outs
		T4L-7	Number of participants completing 6 week course
		T4L-8	Number of completers continues to cook from scratch 3 months after completing the course
	Outcomes	T4L-9	Dietary Quality Score (DQS)
		T4L-10	Numbers showing an increase in cooking from scratch
		T4L-11	Percentage showing an increase in cooking from scratch
		T4L-12	Improvement in ability cooking from scratch
		T4L-13	Numbers showing increased confidence, knowledge and understanding in cooking, healthy eating and a balanced diet
		T4L-14	Percentage showing increased confidence, knowledge and understanding in cooking, healthy eating and a balanced diet
Falls Prevention (Be Steady Be Safe)	KPI	BSBS-1	Number of referrals
		BSBS-2	Number of referrals uncontactable
		BSBS-3	Number of referrals not wanting to join
		BSBS-4	Referral sources
		BSBS-5	Number of referrals completing mid way point
		BSBS-6	Number of referrals live in the programme
		BSBS-7	Number of participant drop-outs
		BSBS-8	Number of participants completing 24 week programme
		BSBS-9	Number of individuals active 3 months after completing the programme
	Outcomes	BSBS-10	Number of completers showing an improvement in strength and balance
		BSBS-11	Percentage of completers showing an improvement in strength and balance
		BSBS-12	Number of completers showing an improvement in wellbeing (WemWebs)
		BSBS-13	Percentage of completers showing an improvement in wellbeing (WemWebs)

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FORWARD PLAN FOR THE PERIOD ENDING 31ST JANUARY 2018

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's 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 £1M.”

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's 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 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 at Council Offices.

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such 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, together 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 the 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, please email:

Paul Mountford, Executive Democratic Services Officer
paul.mountford@cheshireeast.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 clear 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 provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-44 Conditional Sale of Land at Longridge, Knutsford	To authorise officers to advertise the intention to dispose of land identified as open space in accordance with the Local Government Act, the consultations to be considered by the Portfolio Holder for Regeneration, and, subject to due consideration of any representations made, approve the freehold disposal of the Land at Longridge, Knutsford.	Cabinet	10 Oct 2017	The proposal will be advertised and due consideration will be given to any representations made.	Lee Beckett	The appendix to the report will contain exempt information of the types specified in paragraphs 3 and 5 of the exempt information categories.
CE 16/17-48 Asylum Seeker Dispersal	The report will set out the steps towards delivering asylum seeker dispersal within Cheshire East. The report will seek authority for officers to consider further with the Home Office asylum seeker delivery in the Borough over a three year period.	Cabinet	10 Oct 2017		Lucia Scally, Manager of strategic Commissioning	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-12 Apprenticeship Levy Procurement	To approve the development of a preferred supplier list in partnership with Stockport MBC and potentially Cheshire West and Chester Borough Council for the delivery of apprenticeship levy funded training across three councils, any ASDVs and maintained schools via a formal OJEU tendering process. The intention is that Cheshire East Council will act as the lead authority. Cabinet will be asked to delegate authority to the Head of Strategic HR in consultation with the Cabinet Member for Corporate Policy and Legal Services to award and enter into contracts with the successful providers for contract periods covering an initial three years with the option to extend for a further one year.	Cabinet	10 Oct 2017		Sara Barker, Head of Strategic HR	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-11 Public Space Protection Order - Dog Fouling and Dog Control across Cheshire East Borough - A Consistent Approach	To set out the circumstances in which a public spaces protection order covering the whole of Cheshire East Borough should be considered in relation to dog fouling and dog control, and to authorise the officers to take all necessary actions to implement the proposal.	Cabinet Member for Finance and Communities	October 2017		Fiona Reynolds, Director of Public Health	N/A
CE 17/18-7 Community Equipment Service Section 75 Memorandum of Understanding	That the Section 75 partnership between Cheshire East Council, Eastern Cheshire CCG, South Cheshire CCG and Vale Royal CCG be renewed for four years in line with the new Cheshire community equipment framework. This will be a continuation of the existing memorandum of understanding.	Council	19 Oct 2017		Mark Palethorpe	N/A
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	7 Nov 2017		Andrew Ross	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 17/18-13 Bus Service Review - Proposals for Implementation	To consider the feedback from the public consultation and approve the proposals to redesign the supported bus network to take account of the consultation results and maximise value for money within the reduced budget approved by Council in February 2017. The report will seek authority for officers to take all necessary actions to implement the proposals by April 2018.	Cabinet	7 Nov 2017		Jenny Marston	N/A
CE 17/18-16 CERF Alternative Pension Scheme	To approve the appointment of an alternative pension scheme provider for the CERF group of companies; and to approve the closure of the LGPS to all new starters in the CERF group of companies from 1 st December 2017.	Cabinet	7 Nov 2017		Peter Bates, Chief Operating Officer	Fully exempt - paras 3, 4 & 5

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-22 Construction-related Consultancy Services Framework	To approve the establishment of a framework agreement through which to commission construction-related consultancy services. To delegate authority to the Executive Director of Place, in consultation with the Portfolio Holder for Regeneration, to award contracts to providers meeting the requirements of the framework, and to abort the procurement should it no longer be required.	Cabinet	7 Nov 2017		Debra Wrench	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-23 Building an Investment Portfolio	<ol style="list-style-type: none"> 1. To authorise the Executive Director of Place to commission consultants to search for investment opportunities that fit within the criteria set out in the report. 2. To delegate to the Executive Director of Place in consultation with the Portfolio Holder for Regeneration and the Portfolio Holder for Finance and Communities and in consultation with the Director of Legal Services and the Director of Finance and Procurement: <ol style="list-style-type: none"> a. the decision to acquire; and b. the decision to establish management arrangements for the newly-acquired asset. 	Cabinet	7 Nov 2017		Andy Kehoe	Part exempt - paras 3 & 5

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-24 Local Flood Risk Management Strategy 2017	To approve the adoption and publication of a Flood Risk Management Strategy.	Cabinet	7 Nov 2017		Paul Traynor	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-17 Cheshire East Integrated Carers Hub	<p>The current contracts for Cheshire East's Carers Services are due to expire on 31st March 2018. The proposal for Cabinet is for:</p> <ul style="list-style-type: none"> • Service redesign and transformation through a programme of engagement and co-production with carers and the market. • To develop, procure and commission a Cheshire East Integrated Carer's Hub to provide a single point of contact for carers, both adults and young carers, through the coordination and delivery of a wide range of services. • To support the development and procurement of a Cheshire East Integrated Carer's Hub utilising the funding available through the Better Care Fund. <p>The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director of People in consultation with the Portfolio Holder for Adult Social Care and Integration.</p>	Cabinet	5 Dec 2017		Hayley Doyle	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-18 Substance Misuse Service - Recommissioning	<p>The Cheshire East Substance Misuse (SMS) contract is due to expire on the 31st October 2018. The proposal to Cabinet is for:</p> <ul style="list-style-type: none"> • service transformation of the SMS through a programme of consultation, engagement and co-production with stakeholders; • to re-commission an integrated early intervention and prevention, treatment and recovery SMS (Drugs and Alcohol) for young people and adults; • to go to the market with an open tender procurement process. <p>The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director of People in consultation with the Portfolio Holder for Health.</p>	Cabinet	5 Dec 2017		Shelley Brough	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-19 Respite Review	To seek approval to review, engage and co-produce a new more effective offer of respite to be re-commissioned. To enable authorised officers to take all necessary actions to implement the proposal following the prescribed procurement process. The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director for People in consultation with the Portfolio Holder for Health.	Cabinet	5 Dec 2017		Joanne Sutton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-20 Commissioning of Care at Home	To seek approval to review, engage and co-produce a new more effective offer of care at home (domiciliary care) to be recommissioned. To authorise officers to take all necessary actions to implement the proposal, following the prescribed procurement process. The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director People in consultation with the Portfolio Holder.	Cabinet	5 Dec 2017		Joanne Sutton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-21 Commissioning of Accommodation with Care	To seek approval to review, engage and co-produce a new more effective offer of accommodation with care (residential and nursing care homes) to be recommissioned. To authorise officers to take all necessary actions to implement the proposal following the prescribed procurement process. Authority to enter into a contract with the supplier(s) will be delegated to the Executive Director People in consultation with the Portfolio Holder.	Cabinet	5 Dec 2017		Joanne Sutton	N/A
CE 17/18-14 Congleton Leisure Centre	To recommend to Cabinet the appointment of the preferred bidder for the redevelopment of Congleton Leisure Centre; to submit the awarded design to planning; and subject to this, to commence construction and the redevelopment of the facility.	Cabinet	16 Jan 2018		Mark Wheelton	Exempt - para 3

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-47 Medium Term Financial Strategy 2018-21	To approve the Medium Term Financial Strategy for 2018-21, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	22 Feb 2018		Alex Thompson	N/A
CE 17/18-5 Cheshire East Council Housing Strategy 2018-2023	To consider and adopt the Cheshire East Council Housing Strategy.	Cabinet	13 Mar 2018		Karen Carsberg	N/A
CE 17/18-15 Implementation of the Homelessness Strategy 2018-2021	To approve and adopt the Homelessness Strategy, commit to the resources detailed within the Strategy for the lifetime of the Strategy, and authorise officers to deliver the actions contained within the Strategy.	Cabinet	13 Mar 2018		Lynn Glendenning	N/A

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CHESHIRE EAST COUNCIL

REPORT TO: Health and Adult Social Care Overview and Scrutiny Committee

Date of Meeting: 9 November 2017
Report of: Director of Legal Services
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2017/18 Work Programme, to consider the efficacy of existing items listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

- 2.1 That the work programme be reviewed and updated following actions from the meeting and other amendments.

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 Background and Options

- 6.1 In reviewing the work programme, Members must pay close attention to the Corporate Priorities and Forward Plan.
- 6.2 Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.
- 6.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- 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

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

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

7.0 Access to Information

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

Name: Helen Davies
Designation: Scrutiny Officer
Tel No: 01270 686468
Email: helen.davies@cheshireeast.gov.uk

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Health and Adult Social Care

Future Meetings

Formal Meeting	Formal Meeting	Formal Meeting	Formal Meeting
Date: 9 Nov 2017 Time: 10:00am Venue: Committee Suites, Westfields	Date: 7 Dec 2017 Time: 10:00am Venue: Committee Suites, Westfields	Date: 18 January 2018 Time: 10:00am Venue: Committee Suites, Westfields	Date: 8th February 2018 Time: 10:00am Venue: Committee Suites, Westfields

Essential items

<u>Item</u>	<u>Description/purpose of report/comments</u>	<u>Outcome</u>	<u>Lead Officer/organisation/Portfolio Holder</u>	<u>Suggested by</u>	<u>Current position</u>	<u>Key Dates/Deadlines</u>
Care4CE Update	Presentation to the Committee about Care4CE	People live well and for longer	Linda Couchman	Committee	Action from meeting on the 15 June 2017	7 December 2017
Home First Model (prev, Bed Based Review)	No definitive report yet, the Terms of Reference underwent significant change as a result of DTOC work.	People live well and for longer	Linda Couchman	Portfolio Holder	Mark Palethorpe refresh the Terms of Reference	7 December 2017
South Cheshire & Vale Royal CCG	A review of 3 rd Sector Grant Provision.	People live well and for longer	Tracy Parker-Priest	Chairman	Scheduled to come to Scrutiny ahead of it going to the governing body.	9 November 2017
Cheshire and Wirral Partnership NHS Trust	Draft Redesign Consultation Proposal- Mental Health	People live well and for longer	CWP/ECCCG/SC & VRCCG	CWP Working Group	Awaiting update on original proposal and business case by CWP/ECCCG/SC	7 December 2017

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					&VRCCG	
Cheshire & Wirral Partnership	Review of Autism screening at Cheshire's custody suites. A campaign to identify suspects with, or suspected of having, a condition on the Autistic Spectrum.	People live well and for longer	CWP	Committee	Awaiting date for Committee-subject came via Quality Account.	May 2018
Budget Setting	Meeting to discuss budget setting	Cheshire East has a strong and resilient economy	Jan Willis	Chairman	TBA	18 January 2018
Accommodation with Care	Update to the Committee about the recommissioning of Residential and Care Homes.	People live well and for longer	Nicola Glover-Edge	Fiona Reynolds	TBA	9 November 2017
Care at Home	Update to the Committee about the recommissioning of Domiciliary Care	People live well and for longer	Nicola Glover-Edge	Fiona Reynolds	TBA	9 November 2017
North West Ambulance Service	Impact assessment on patient care in light of the changes to Ambulance target measures	People live well and for longer	NWAS	Jerry Hawker CEO Eastern Cheshire CCG	A paper from the CCG's is expected in January	January/February TBA
Respite Review	TBA	People live well and for longer	Nicola Glover-Edge	Jill Broomhall	TBA	9 November 2017
Delayed Transfer of Care	Follow up from Spotlight Review (Feb 2017) and Final Report (July 2017)	People live well and for longer	Pete Gosling + Associated health partners	Chairman and Mark Palethorpe	Partners asked to review key recommendations and agree them by 17/09/17	8 th February 2018
Palliative Care	A spotlight review to evaluate the	People live	TBA	Chairman	Arrangements to	March 2018

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Spotlight Review	end of life care across Cheshire East.	well and for longer			be scheduled	
Better Care Fund	Re-design work- TBA	People live well and for longer	Nicola Glover-Edge	Chairman	TBA	TBA
5 Year Forward View- Mental Health Investment Proposals	A review of Mental Health Services in South Cheshire and Vale Royal.	People live well and for longer	Tracy Parker-Priest	Committee	TBA	TBA

Monitoring Items

<u>Item</u>	<u>Description/purpose of report/comments</u>	<u>Outcome</u>	<u>Lead Officer/organisation/Portfolio Holder</u>	<u>Suggested by</u>	<u>Current position</u>	<u>Key Dates/Deadlines</u>
Local Safeguarding Adults Board	(Peer Review expected in May 2017, potential to become one board with Cheshire West and Chester Council.) The Committee wishes to receive a presentation from the Board at an informal meeting as part of it's scrutiny role to monitor the adult safeguarding	People live well and for longer	Business Manager LSAB	Committee	Robert Templeton invited to present Annual report	7 December 2017
ESAR	To monitor the performance of the Charitable Trust set up to run the Council's leisure facilities	People live well and for longer	Corporate Commissioning Manager: Leisure	Committee	Most recent item received in sept 2015	9 th November 2017
Carers Strategy and Delivery Plan	For the strategy to be noted by the Committee.	People live well and for longer	Rob Walker-Commissioning Manager	Commissioning Manager	Updating the delivery plan, report being drafted.	7 December 2017 (Chair and VChair of C&Fto be invited to attend)
Healthwatch	A representative of Healthwatch be	People live		Committee	Last update May	May 2018

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	invited to attend to the Committee with an outcomes led 12 months progress review	well and for longer			2017	
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Possible Future/ desirable items

- Outcomes of the Better Care Fund
- Integrated Carers Hub
- Voluntary and Community Framework
- Cheshire East Community Strategy “Empowering Communities”