

# Health and Adult Social Care and Communities Overview and Scrutiny Committee

## Agenda

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**Date:** Thursday, 7th February, 2019  
**Time:** 10.00 am  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

### **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 17 January 2019

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**

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For requests for further information

**Contact:** Joel.Hammond-Gant

**Tel:** 01270 686468

**E-Mail:** [joel.hammond-gant@cheshireeast.gov.uk](mailto:joel.hammond-gant@cheshireeast.gov.uk) with any apologies

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

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. **Healthwatch Cheshire East - Overview and Update**

To receive a presentation on the work of Healthwatch.

7. **Delayed Transfers of Care update** (Pages 7 - 16)

To receive an update report and presentation, following on from the Delayed Transfer of Care (DToC) 'Deep dive' that was conducted in June 2017.

8. **Everybody Sport and Recreation Performance Report 2017/18** (Pages 17 - 60)

To give consideration to the performance report for 2017/2018

9. **Performance Scorecard - Q2** (Pages 61 - 70)

To give consideration to the performance scorecards for Adult Social Care and Public Health.

10. **Forward Plan** (Pages 71 - 80)

To give consideration to the areas of the forward plan which fall within the remit of the Committee.

11. **Work Programme** (Pages 81 - 90)

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, 17th January, 2019 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor S Gardiner (Chairman)  
Councillor B Dooley (Vice-Chairman)

Councillors Rhoda Bailey, S Brookfield, E Brooks, L Durham, S Edgar,  
C Green, G Hayes, L Jeuda, D Mahon, A Moran and J Rhodes

**Portfolio Holder in Attendance**

Councillor J Clowes, Portfolio Holder for Adult Social Care and Integration

**Officers in Attendance**

Mark Palethorpe, Acting Executive Director of People  
Fiona Reynolds, Director of Public Health  
Linda Couchman, Acting Strategic Director for Adult Social Care and Health  
Rachel Graves, Democratic Services Officer  
Katie Small, Scrutiny Officer  
Gordon Leonard, Specialist Forensic Lead, Cheshire and Wirral Partnership  
NHS Foundation Trust (minute 85 only)  
Sharon Hicking, Contract Director, Mitie (minute 85 only)  
Tracey Shewan, Executive Director of Quality & Safeguarding, NHS South  
Cheshire and Vale Royal CCG (minute 86 only)  
Suzanne Edwards, Associate Director of Operations, Cheshire and Wirral  
Partnership Trust (minute 86 only)  
Jacki Wilkes, Associate Director of Commissioning, NHS Eastern Cheshire  
CCG (minute 86 only)

**80 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors C Andrew and G Baxendale.

**81 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 6 December 2018 be approved as  
a correct record and signed by the Chairman.

**82 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**83 DECLARATION OF PARTY WHIP**

There were no declarations of a party whip.

**84 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**85 LIAISON AND DIVERSION INPUT CHESHIRE (CWP)**

The Committee considered a report on the Integrated Custody Healthcare and Liaison and Diversion Service for Cheshire Police Custody and Court environments.

The Service had commenced in May 2018 and provided a 24/7, all age custody health care and liaison and diversion across Cheshire.

The report detailed the service delivery model and key performance indicators, with a summary of performance from May to October 2018.

The Committee asked questions of the attending officers in relation to performance against targets, attendance of the service at Courts, training provided to custody Sergeants and service users feedback.

It was agreed that the Committee should receive a further report in a year's time on the Services' progress, with a case study example included.

**RESOLVED:**

That the report be received and the representatives from the Integrated Custody Healthcare and Liaison and Diversion Service be asked to provide a progress report in a year's time.

**86 FINDINGS OF THE PUBLIC CONSULTATION ON THE RELOCATION OF INPATIENT SERVICES FOR COMPLEX MENTAL HEALTH REHABILITATION PATIENTS IN EASTERN CHESHIRE, SOUTH CHESHIRE AND VALE ROYAL**

The Committee received an report on the four week consultation carried out on the proposed Option 2 Plus for the redesign of mental health services in Cheshire East.

The Consultation findings were detailed in the Appendices to the report and in summary found that there was overall general support for Option 2 Plus.

The Committee sought clarity on crisis response and provision of beds, services users travelling to Chester and the recruitment and retention of staff.



It was agreed that the officers be invited to report back to the Committee six months after the transfer of services.

**RESOLVED:** That the Committee

- 1 note the approach taken, as outlined in Appendix 1, to ensure meaningful engagement with service users, their carers, family members and members of the public.
- 2 note the findings from the additional public consultation on the relocation of inpatient rehabilitation services.
- 3 note the intent to enact the decision of the three CCG Governing Bodies to progress the implementation of Option 2 Plus; and
- 4 request that an update report is brought to the Committee six months after the transfer of services.

### 87 **FORWARD PLAN**

The Committee considered the council's Forward Plan for the four month period ending 30 April 2019.

**RESOLVED**

That the Forward Plan be noted.

### 88 **WORK PROGRAMME**

Consideration was given to the Committee's work programme.

It was noted that the Everybody Sport and Recreation Annual Performance Report, requested at the last meeting would be brought to the 7 February 2019 meeting.

**RESOLVED:**

That, subject to the addition of the update report in 12 months for the Integrated Custody Healthcare and Liaison and Diversion Service and the feedback of the implementation of the mental health service, the work programme be approved.

The meeting commenced at 10.00 am and concluded at ?

Councillor S Gardiner (Chairman)

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## **Health and Adult Social Care Overview and Scrutiny Committee**

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**Date of Meeting:** 07 February 2019

**Report Title:** Delayed Transfers of Care update

**Portfolio Holder:** Cllr. Janet Clowes (Adults Social Care and Integration)

**Senior Officer:** Linda Couchman, Interim Director of Adult Social Care and Health

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### **1. Report Summary**

- 1.1. This report provides an update to Health and Adult Social Care Overview and Scrutiny Committee following on from the Delayed Transfer of Care (DToC) 'Deep dive' that was conducted in June 2017.
- 1.2. This report provides a definition of DToC, information on the national targets, the DToC targets for future years (as noted in the NHS Long Term Plan) and finally the High Impact Change Model. Findings from the 'Deep dive' have enabled a number of recommendations. An accompanying presentation will follow this report and will provide an update on: recommendations, current performance and next steps.
- 1.3. Cheshire East Council along with its local system partners has a DToC target of 733 total DToC days per month across the system and a 3.5% DToC target per hospital site. These commitments and targets are linked to the Better Care Fund.
- 1.4. Significant progress has been made to reduce DToC in the two years since the last review with monthly DToC's reducing from approximately 2,000 days per month to approximately 1,000 days per month. However further effort and focus is required to reduce this further.

#### **1.5. Successes**

- 1.6. During the period following the review in June 2017 a number of successes have been achieved in relation to DToC these are shown in the table below:

Number	Successes achieved
1.	Cheshire East Council, NHS South Cheshire CCG and NHS Eastern Cheshire CCG recently undertook a joint tendering exercise for both

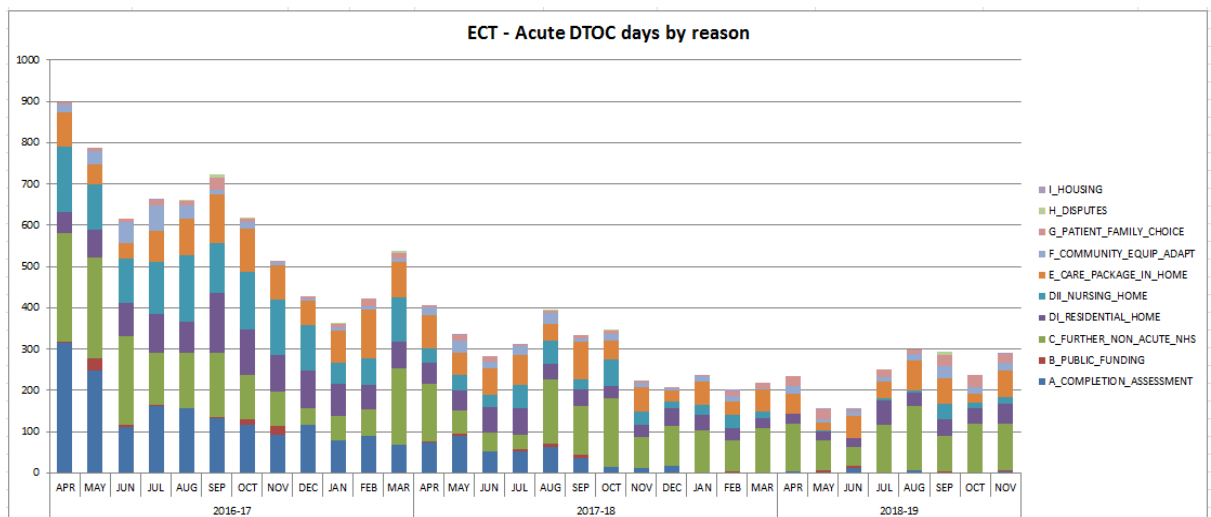
	<p>Accommodation with Care and Care at Home.</p> <p>NHS Eastern Cheshire CCG block purchase arrangements with a number of care homes for intermediate care.</p>
2.	New pathways of care for Discharge to Assess have been developed based on the principle of home first with proactive and integrated multi-disciplinary discharge planning processes in place.
3.	NHS Eastern Cheshire CCG and NHS South Cheshire CCG contract with the End of Life Partnership who provide the advanced dementia support team. The aim of the service is to give guidance and educate both professional and informal caregivers in the delivery of best practice end of life care, for people with advanced stage dementia.
4.	Health and Social Care staff (including from care homes) involved in the discharge process attended a Trusted Assessor course delivered by Sheffield Hallam University on behalf of NHS Health Education England. Local agreements for Trusted Assessment processes are to be developed further with care homes.
5.	<p>The pathway for patients presenting at A&amp;E includes a comprehensive assessment on attendance at A&amp;E or admission. People are assessed and supported to return home or into a step-up community intervention bed if a return home is not possible. The aim is to minimise inpatient stay and avoid unnecessary hospital admissions. The following elements relate to the different parts of the pathway:</p> <ul style="list-style-type: none"> <li>• Patients who cannot be supported at home are transferred to an appropriate ward and tracked to ensure there is a pathway of care towards discharge.</li> <li>• A&amp;E link into existing care plans via Cheshire Care Record and 'real-time' access to Primary, Community and Social Care records.</li> <li>• Rapid support is in place to support a return home via increased nursing and therapy support to A&amp;E and outreach into community.</li> <li>• Transport and support to 'settle back home' is available.</li> <li>• Community (home-based) intermediate care service, including social care, to enable recovery at home – both to prevent admissions and support people following an admission to hospital.</li> <li>• Social Workers working weekends has been in place for over 12 months.</li> <li>• Where domiciliary care cannot be secured in a timely manner alternative short term residential care or domiciliary care is being offered to clients.</li> <li>• Escalation process and 'full capacity protocols' have been developed and implemented locally in line with national guidance. Flash/Action cards (actions towards de-escalation) have been jointly agreed for each organisation within the local health and social care economy to ensure improved management of system escalation.</li> </ul>
6.	Two new Consultants and specialist nursing roles in place at the emergency department at East Cheshire NHS Trust.
7.	Named Social Worker for each Nursing and Residential Care Home

8.	NHS 111 went live in Cheshire July 2018.
9.	GP extended hours went live in October 2018.
10.	<p>MCHFT and South Cheshire CCG have invested in technology to:</p> <ul style="list-style-type: none"> <li>- streamline the discharge planning processes, improve communication and support between all partners including the independent sector; by implementing a bed management system</li> <li>- introduce remote consultations in some local care homes via Skype</li> <li>- implement a web based portal to provide 'real-time' data on nursing care home bed vacancies.</li> </ul>

### 1.7. System performance

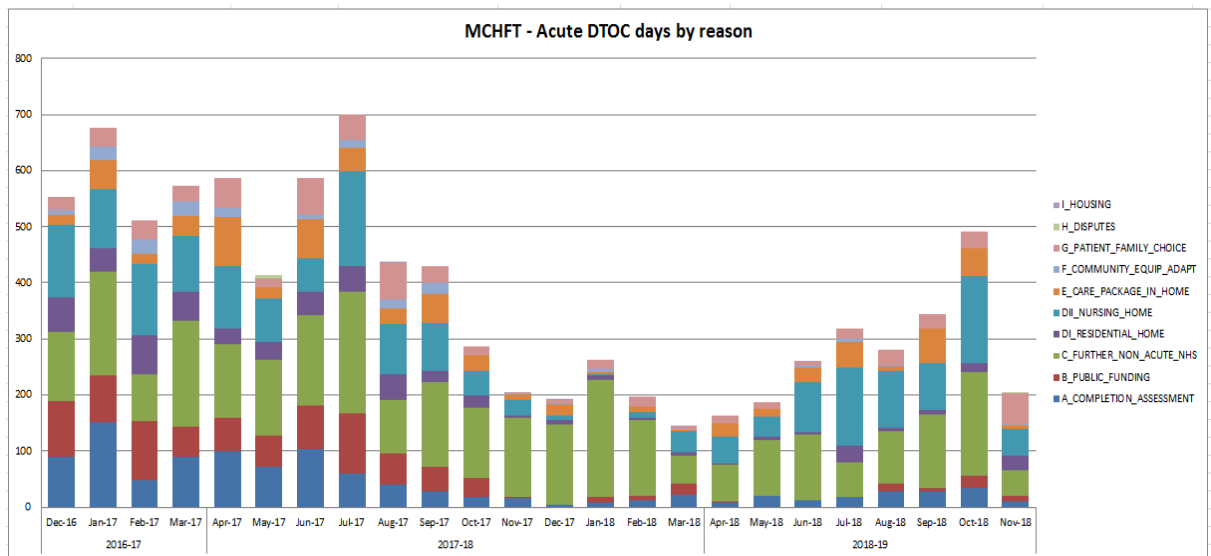
1.8. The following three graphs show the performance of the system as well as partner organisations in reducing DTOC's over the period from April 2016 until November 2018.

1.9. Graph 1 - 'East Cheshire NHS Trust – Acute DTOC days by reason'. The graph below refers to acute delays between April 2016 and November 2018. The DTOC's are those occurring at East Cheshire Trust within Macclesfield District General hospital. The graph illustrates the considerable reduction in DTOC's from 900 per month in April 2016 to just under 300 per month by November 2018. The graph illustrates reasons for delay with a considerable reduction achieved across: community equipment, delays in the completion of assessments for people in hospital and delays in accessing intermediate care ('further non-acute').

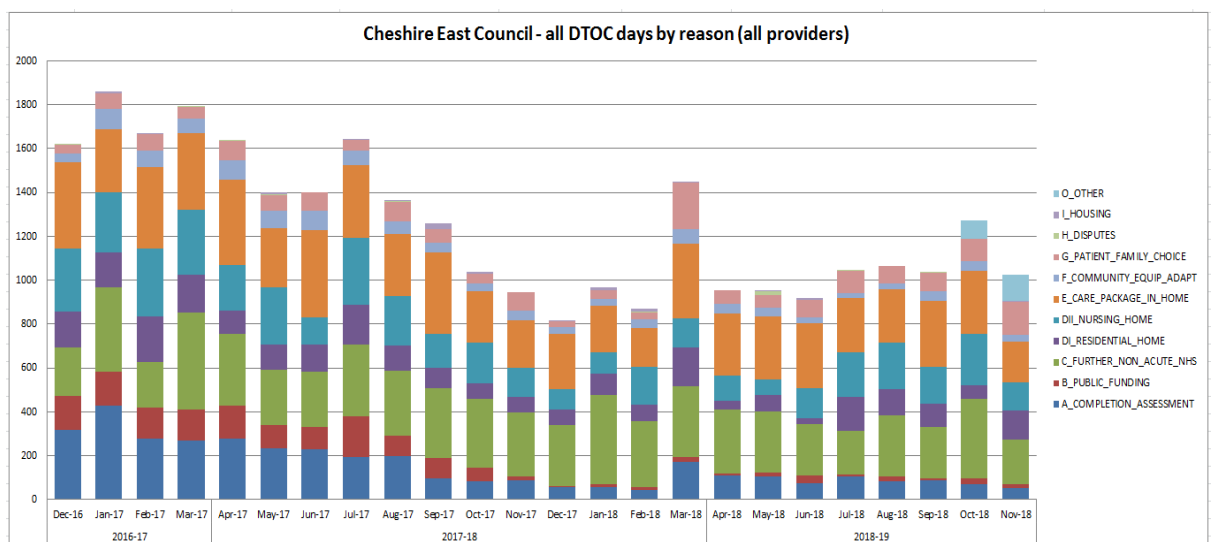


1.10. Graph 2 – 'MCHFT – Acute DTOC days by reason'. The graph below refers to acute delays between December 2016 and November 2018. The DTOCs are those occurring at Mid Cheshire Hospitals Foundation Trust within Leighton hospital. The graph illustrates once again a considerable reduction in the number of DTOC days per month. In December 2016 (approximately 550 days per month) In November 2018 (approximately 200 days per month).

The graph illustrates reasons for delay with considerable reduction being achieved across: public funding and completion of assessments for people in hospital.



1.11. Graph 3 – ‘Cheshire East Council DToC days by reason across all providers’. The graph shows DToC’s across all providers covering both acute and non-acute delays. The graph illustrates that total delays in December 2016 were approximately 1600 per month and by November 2018 these had reduced to approximately 1000 per month. The graph goes on to illustrate reasons for delay emphasizing a gradual reduction in all reasons for delays with larger reductions across public funding and completion of assessment.



1.12. On- going challenges

1.13. We need to ensure that we are making the best use of available technology to support Home First developments.

1.14. Successful Discharge to Assess models rely on strong effective relationships between partners to enable challenging conversations to be

undertaken in a trusting and respectful environment. In the context of challenging targets for the health and social care system, there needs to be continued investment of time and energy in these relationships.

1.15. Dementia is becoming increasingly prevalent nationally increasing the volume of referrals made to mental health services such as the memory service and primary care. To address this matter NHS Eastern Cheshire CCG and NHS South Cheshire CCG are working with mental health providers including Age UK and the Alzheimers Society to investigate how capacity can be released from secondary care dementia clinics to improve support available through primary care.

1.16. To ensure a focus remains on DToC levels going forward:

NHS South Cheshire CCG is working with partners to consider four areas which include:

1. Review management of community bed as current arrangements vary dependent upon location. This would seek to improve efficiency utilisation and reduce the length of stay.
2. Investigate opportunities for widening and embedding further the principles of home first.
3. Review the Integrated Discharge Team at MCHfT to improve integrated working, service offer and care outcomes.
4. Review Contracts and Service Level Agreements between providers to develop appropriate performance management arrangements.

NHS Eastern Cheshire CCG and system partners continue to focus on:

1. Assessment prior to admission with an emphasis on prevention and involvement of community services.
2. Doing today's work to day which relates to system flow in the hospital.
3. The further development of the Home First approach.
4. Frailty as an approach to the assessment and support of older people.

## **Recommendation/s**

1.1. Health and Adult Social Care Overview and Scrutiny Committee should:

- a) Note the progress that has been made in meeting the recommendations following the 'Deep dive' as noted in the presentation which will follow this report.
- b) Note the current performance and next steps.

## **2. Reasons for Recommendation/s**

2.1. These recommendations have been made as a result of the requirement to update Health and Adult Social Care Overview and Scrutiny Committee following the 'Deep dive' that was carried out in June 2017.

## **3. Other Options Considered**

- 3.1. This section is not applicable as there isn't a realistic alternative to the course of action proposed.

## 4. Background

### 4.1. DToC definition

- 4.2. Delayed Transfer of Care (DToC) from acute or non-acute (including community and mental health) care occurs when a patient is ready to depart from such care and is still occupying a bed. A patient is ready for transfer when:

- a) A clinical decision has been made that the patient is ready for transfer AND
- b) A multidisciplinary team decision has been made that the patient is ready for transfer AND
- c) The patient is safe to discharge/transfer.

### 4.3. Delayed Transfer of Care Review undertaken

- 4.4. In June 2017, a Delayed Transfer of Care Review was delivered to the Health and Adult Social Care Overview and Scrutiny Committee, in relation to the review the chairman noted the following:

- 4.5. Delayed Transfer of Care is an area of concern that is affecting large areas of the United Kingdom and Cheshire East is no exception.

- 4.6. This is why this Committee decided that more needs to be done to address and understand the issues causing the problem, with the belief those recommendations could be made which could help mitigate the problems.

- 4.7. There needs to be collaboration between all partners to achieve a delivery model for Health and Social Care that meets the needs of all of our residents, the market needs to become broader and be able to react quickly to any excess or shortage in provision. Our residents are living longer, and may need more complex care packages measures to address this need to be introduced quickly.

### 4.8. New national targets

- 4.9. New nationally set targets have been introduced for the Delayed Transfers of Care (DToC). The DToC target for Cheshire East will be 733 and within this 498 delayed days will be attributable to the NHS and 235 delayed days will be attributable to Social Care. On a daily basis the DToC expectation is that there will be a total of 24 delayed days, this is made up of 17 delayed days attributable to the NHS and 8 days attributable to Social Care.

### 4.10. DToC Long Term Plan

- 4.11. The goal over the next two years is to achieve and maintain an average Delayed Transfer of Care (DToC) figure of 4,000 or fewer delays across



the country and over the next five years to reduce them further. We will achieve this through measures such as placing therapy and social work teams at the beginning of the acute hospital pathway, setting an expectation that patients will have an agreed clinical care plan within 14 hours of admission which includes an expected date of discharge, implementation of the SAFER patient flow bundle and multidisciplinary team reviews on all hospital wards every morning.

#### 4.12. High Impact Change Model

4.13. The High Impact Change Model, as defined by the Local Government Association offers a practical approach towards managing transfers of care. The model identifies eight system changes which will have the greatest impact on reducing delayed discharge.

4.14. The model itself can be used to complete a self-assessment on how the local care and health systems are working now. It can also be used to help reflect on, plan for, and action improvements on reducing delays throughout the course of the year. It was the basis of the original report to the Committee and of the presentation that accompanies this report.

### 5. Implications of the Recommendations

#### 5.1. Legal Implications

5.1.1. There are no direct legal implications arising from the report but CEC Legal Services have been consulted at this stage and will support in relation to any specific legal issues that arise in the future.

#### 5.2. Finance Implications

5.2.1. The Health and Social Care sector remains under intense financial pressure with demands for services exceeding the limited resources available. This pressure applies locally with large deficits reported at the end of the last full financial year and in one case annual accounts being qualified by the external auditor. Efficiencies are continually being sought in how both parties further work together.

5.2.2. The NHS has recently been given a long term funding settlement that will lead to an extra £20.5 billion pounds being invested in the NHS over the next 5 years. Further work is being undertaken that will translate this national investment down to local plans and actions on the ground across the Council's footprint. In addition, further clarity is required in terms of a number of factors affecting funding going forward. This includes the next Comprehensive Spending Review, later in 2019 and also, the publication of the long awaited Adults Social Care Green paper. Performance against national metrics is considered on a regular basis by the BCF Governance Group and resources are redirected to maintain / improve performance when the affordability position allows.

#### 5.3. Policy Implications

5.3.1. The NHS Long Term Plan cites the importance of continuing to reduce Delayed Transfers of Care.

## 5.4. Equality Implications

5.4.1. In respect of the Equality Act 2010, public bodies across Great Britain have an equality duty. All partners in Cheshire East are conversant and compliant with the Equality Act 2010. The Equality Duty has three aims. It requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected.

## 5.5. Human Resources Implications

5.5.1. Poor performance against national metrics could see intervention and escalation process implemented that could see funds directed differently, which in turn could bring with it human resource implications.

## 5.6. Risk Management Implications

5.6.1. Ongoing performance monitoring and management to ensure improving performance against the national metrics.

## 5.7. Rural Communities Implications

5.7.1. DToC performance information does typically demonstrate differentiation between rural and urban locations when considering for example the availability of homecare packages of care.

## 5.8. Implications for Children & Young People/Cared for Children

5.8.1. There are no direct implications for children and young people.

## 5.9. Public Health Implications

5.9.1. There are no direct implications for public health.

## 6. Ward Members Affected

6.1. The implications are borough wide.

## 7. Consultation & Engagement

7.1. Consultation and engagement with CCG and provider partners has taken place.

## 8. Access to Information

8.1. Monthly Delayed Transfer of Care Situation Reports - Definitions and Guidance.

## 9. Contact Information

- 9.1. Any questions relating to this report should be directed to the following officer:

Name: Alex Jones

Job Title: BCF Programme Manager

Email: [Alex.T.Jones@cheshireeast.gov.uk](mailto:Alex.T.Jones@cheshireeast.gov.uk)

OFFICIAL



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## **Report to Health and Adult Social Care and Communities Overview and Scrutiny Committee**

**Date of Meeting:** 07 February 2019

**Report Title:** Everybody Sport and Recreation Performance Report 2017/18

**Portfolio Holder:** Cllr Liz Wardlaw – Portfolio Holder – Health / Deputy Leader

**Author:** Mark Wheelton – Corporate Commissioning Manager Leisure

**Senior Officer:** Frank Jordan – Executive Director of Place

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### **1. Introduction and Policy Context**

- 1.1.** This report provides Members of the Committee with the background information on the leisure centre and sports development services managed on behalf of the Council by “Everybody Sport & Recreation” (Everybody). It also provides an update on the fourth year of its operation following the recent production of its annual Performance Report for 2017/18.

### **2. Background**

- 2.1.** The Leisure Operating Agreement between the Council and the Trust contains a range of elements to ensure that they provide 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 the requirements expected, particularly Outcome 5 – People Live Well & For Longer.
- 2.2.** The commissioning and monitoring of these services is undertaken through quarterly reviews which include the Portfolio Holder to assess progress against both contractual indicators and general overall performance. In addition the Trust are required to submit an Annual Report to the Council and which was recently presented to Cabinet (Appendix 1).

### **3. Briefing Information**

- 3.1.** Members of the Committee requested the opportunity to examine the performance information provided in the Everybody Annual Report for 2017/18, and to review how maximum benefit and outcomes, in particular improved health for the residents of Cheshire East, are being achieved. Any responses and comments from Members will further help and strengthen the future monitoring of the Leisure Operating Agreement.
- 3.2.** 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” health contract, Peter Hartwell the Chief Executive will be in attendance at the meeting.

### **4. Policy Implications including Health & Wellbeing**

The establishment of the Trust was in line with Council’s drive to become a “best fit” authority and 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 2017/18 evidences this in more detail.

In addition, the Public Health team have commissioned Everybody 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. Performance information on this is highlighted on page thirty six of the Report

Contract management with Everybody occurs on a quarterly basis via a formal review meeting involving the Portfolio Holder and other relevant Cheshire East officers. This includes a review of key outcomes and performance indicators required in the Leisure Operating Agreement as set out on page thirty five of the Report.

#### **4.1. Legal Implications**

- 4.1.1.** Everybody currently operates a contract of ten years in length but due to its excellent performance has recently been extended by Cabinet on 6<sup>th</sup> November for a further five years. The contract commenced on 1<sup>st</sup> May 2014 and includes a range of leisure centre leases that also run co-terminus with this timescale.

## **4.2. Financial Implications**

- 4.2.1. 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 6<sup>th</sup> November 2018 as part of the company's annual Performance 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.
- 4.2.2 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. In the previous 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, programmed asset improvements and energy provision.
- 4.2.3 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 2018/19 is £1.778m and there has been a reduction in the total fee of 31.8% since transfer in May 2014. This is set against the Trust also being required to absorb all its expenditure growth pressures

## **4.3. Human Resources Implications**

- 4.3.1 There are no implications as a result of this report.

## **5. Access to Information**

Appendix 1 – Everybody Sport & Recreation – Performance Report 2017/18

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## PERFORMANCE REPORT 2017-2018

 **everybody**

providing  
'Leisure for Life'

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

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# Chief Executive's Report

Welcome to our Annual Performance Report for 2017-18, reflecting back on all our achievements and successes over another record-breaking year for Everybody.

Our purpose is to provide 'Leisure for Life' – helping local people to participate in sport & recreation so they can enjoy a long and healthy life. For that reason I am delighted that we have seen a remarkable increase in the number and frequency of residents using our centres and services.

During 2017-18 overall participation has grown by over 397,000 extra visits representing an increase of almost 13% since last year. Our customers are certainly getting more active, more often which is great to see.

Crucially, whilst this rise is across all age groups and all abilities, our under 16's make up almost half of this figure thanks to the introduction of our Teen Gym sessions and bolt-on family memberships.

With local children and young people getting more involved in sport and recreation and becoming increasingly active, we believe this will become an enduring habit throughout their lifetime helping them stay healthy and achieve more than ever in the years to come.



We have all seen the child obesity epidemic headlines nationally and the 'ticking time-bomb' of poor health often reported in the press. Here in Cheshire East, the Council and Everybody are doing what we can to help children get active, stay active and prevent associated health problems from emerging later in life.

As a result of the previous years and continued capital investment in facilities and equipment, we have seen our memberships grow from 14,872 at the start of the year to 17,938 in March 2018, an increase of 21%. In September 2017, we opened the doors to our new 55 station gym in Sandbach following our £500,000 joint investment with Cheshire East Council. For the first time, disabled customers can now access their local gym and make use of the new inclusive fitness equipment available on the ground floor.

This year has been our first full year of delivering Cheshire East Council's 'One You' Public Health contract. These innovative services, designed to help inactive residents and people with existing health issues, are making a real impact on their lives and reducing health inequalities across the borough.

With over 5,000 referrals to physical activity, healthy eating and falls prevention sessions, we have seen a dramatic improvement in the lives and lifestyles of these customers. The following pages will give you just some of the real-life, personal stories of those who have taken part in these programmes and realised the benefits of getting more active, with just a little bit of help from others.

Our volunteering programme continues to thrive with 28,000 hours freely given back to their communities by our volunteers. I would especially like to thank them for the precious gifts of their time and expertise simply to help others get involved in a wide-range of sporting, leisure and recreational activities.



The Bikeability Scheme, funded by the Department for Transport, has trained 6,774 children to cycle safely on our roads and estates. This represents an increase of almost 2,000 more places than our original funded target this year.

Our cohort of Talented Athletes has grown from 81 in 2016-17 to 130 this year. We are proud to support these athletes, across a diverse range of sports, as they develop their potential at regional, national and sometimes international levels.

The Everybody Foundation made its first grant awards to local residents and groups in February 2017 with over £2,500 given to help them achieve their aims and ambitions. We will continue to fundraise and award more grants this year and support those who just need that little bit of financial support to achieve great things.

Our swimming pools are busier than ever and our Learn to Swim Scheme continues to excel, teaching over 8,000 people, giving them enjoyment and a vital life skill.

Our Everybody Awards 2017, held last October, was a fantastic night with over 140 nominees across 37 different sports being recognised for their achievements in 10 separate award categories. Sharron Davies was our guest speaker, inspiring us all

with her personal story of Commonwealth and Olympic success. It was a night to remember for everyone involved and Sharron will be joining us again this year to host the entire evening.

Financially, we continue to make savings, keeping all our centres open and offering an improved service year on year. We have achieved our target surplus this year of £74,000 and this money will be reinvested in accordance with our charitable aims back into our facilities and services.

The latest Customer Survey, undertaken in February 2017, gave us a satisfaction score of 8/10, with staff friendliness and expertise scoring even higher at 9/10. This survey tells us exactly where we need to invest and, with our partners, there are plans already in place for a further £21M during 2018-19 and beyond. We hope that these improvements will help to improve our satisfaction score next year.

This introduction cannot hope to do justice to everything that we have achieved with our communities, clubs and partners. I hope you will read on and see for yourselves over the next few chapters, the individual stories and case studies of remarkable people doing extraordinary things.

If there was ever any doubt about the power of sport & recreation to change lives, build confidence and self-esteem, improve personal wellbeing and boost attainment in education and at work, these pages are proof of what can be achieved.

Finally, I would like to thank all our staff and our Board of Trustees for their support, dedication and enthusiasm throughout the year. Everyone has played their part in delivering this performance throughout the year. 2017-18 has been our best year yet and with a scheduled £21M investment still to come, combined with our future ambition and development plans, 2018 and beyond look very exciting too!

Best wishes

**Peter Hartwell**  
Chief Executive  
30th April 2018





# 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.



Who We Are...

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 sixteen leisure facilities managed by Everybody Sport and Recreation Trust 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 almost 3.5 million visits each year from all ages and now almost 18,000 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. At the same time, sport and recreation will help tackle anti-social behaviour and assist with town centre regeneration through greater participation, events and activity resulting in increased footfall in our centres.

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 - 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. Improve Wellbeing Through Physical Activity & Healthy Recreation

### Participation Increase

Attendances have soared during 2017/18 increasing by over 397,000 additional visits across all age categories.

Importantly, under 16's participation has grown by 16.5% this year following the introduction of 'Teen Gym' and Family Memberships.

### Membership Growth

In 2017/18 the Sales Team was increased from 3 to 4 Sales Advisors. The sales team provided on site training and mentoring that ensured consistency within the embedded sales processes.

The newly adapted processes have improved the customer experience which is reflected in mystery shopper scores, new membership sales and the increased overall live membership total.

These improvements, alongside investments in refurbishment at Knutsford and Sandbach Leisure Centres have supported membership growth by a further 20% in 2017/18 with 17,938 live members (growth of 117% since transfer)

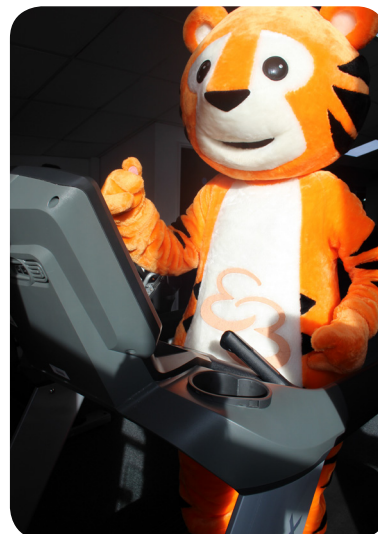
### One You Performance Headlines

One You is a series of six services, commissioned by Cheshire East Council, which are delivered across Cheshire East by ourselves, including:

- Physical Activity (Active Lives, Fit For Birth)
- Adult Weight Management (Re-Shape)
- Children's Weight Management (Lets Get Movin')
- Falls Prevention (Be Steady Be Safe)
- Healthy Eating (Taste For Life Cookery Courses for Adults, Fakeaway Classes and Children and Family Workshops)

In 2017/2018 we saw fantastic results from our customers who have made incredible changes to their health, lifestyle and wellbeing. See page 36 for figures.

To raise awareness of these programmes we partnered with multiple organisations across Cheshire East to run



four very successful health campaigns during 2017/18, including, Men's Health Week, Know Your Numbers, One You Wednesdays, and ESCAPE-Pain.

We are delighted to be working closely with our partners Cheshire East Council, NHS Eastern Cheshire CCG, NHS South Cheshire CCG, East Cheshire NHS Trust, and MCHFT Leighton Hospital.

As well as linking in with more organisations this year including, Plus Dane Housing, Cheshire West and Chester Council, Peaks & Plains, Cheshire and Wirral Partnership NHS Foundation Trust and NHS Vale Royal Clinical Commissioning Group, to raise awareness of the importance of looking after our health and wellbeing.

This year our focus will be around Mental Health Awareness Week, Know Your Numbers, Self Care Week, and Dry January.

## One You Case Studies

### Be Steady Be Safe

Mary Dickinson, who attends the Be Steady Be Safe classes in Sandbach, shares,

"The classes are absolutely super – I had balance and strength problems and it has improved tremendously since doing these "happy" classes. It has been a very positive experience. Something else which is good is at the end of the class we get together and have tea and cakes (if we are celebrating someone's birthday) – the classes have helped me settle so well and everyone is friendly. My balance is much better – I was on the verge of using a stick and now I feel more confident and don't need a stick."

### Re-Shape

Hannah was diagnosed with Polycystic Ovarian Syndrome at the age of 17, which brought a lot of health problems and weight loss barriers, such as low mood and depression.

She explains "I had high blood pressure, anxiety, depression, sleep problems, back pain and I was overweight. The weight was creeping up and up, as I ate my feelings rather than doing something about them and taking control of my diet and exercise."

Re-shape gave Hannah the motivation and support in getting back into exercise and trying new things. Hannah lost an incredible 1st 8 lbs on the programme, her waist

## ONE YOU PROGRAMMES

**Be Steady Be Safe**

**Taste for Life Cookery Courses**

**Active Lives**

**Re-Shape**

**Let's Get Movin'**



measurements fell from 123cm to 115cm, and after her last meeting with Lifestyle Coach Chris in December 2017, Hannah's blood pressure has reduced from 148/98 to 118/84.

The biggest difference Hannah has noticed since finishing the programme in April, is her motivation to continue her programme. She has continued with her gym membership, makes healthier choices with food and now shares her story on her own weight loss account on Instagram. Hannah now has over 1 600 followers @hannahsjourneyweightloss which is inspiring others like her to lead a healthier more active lifestyle.

"My confidence, self-esteem and positivity have all increased and friends, family and colleagues keep pointing out the changes in me which is a real boost, and again keeps me motivated to keep going. I have also lost two dress sizes which makes clothes shopping a lot more fun! Since maintaining my weight loss and positivity, I have recently been able to reduce the dosage of some medication for my anxiety and low mood."

### **Cookery**

Our Taste for Life Cookery Courses have been extremely popular, resulting in an increase in courses, new fakeaway themed courses and brand new children's healthy cookery courses being introduced.

"Very good programme delivered in a very easy to understand way by knowledgeable and informative tutors. Very approachable too and delivered in a calm and relaxed manner. Nothing was too much trouble. Very enjoyable way to spend a Monday morning. To go home with a meal was a treat and very generous."

"I have really enjoyed the course. I have learnt how to cook basic foods and making them into a family meal and adding flavouring, herbs to enhance the taste. I feel more confident now to cook from scratch and have cooked some of the recipes again already. The tutors are lovely and knowledgeable and the group has been fantastic. I have learnt valuable cutting techniques which I can pass onto my son and I feel more knowledgeable about healthy eating and portion sizes. Really enjoyed it. Thank you."

"Really enjoyed the course, found it very informative and met new people, learned how to cut food up better and cook food from scratch. I also got a better knowledge of my 5 a day and when shopping now I read the labels on the food and know about the traffic light system e.g. more greens are better."



**"I have lost two dress sizes which makes clothes shopping a lot more fun!"**





### Active Lives

Great results from our Active Lives member Roy who has been training with our Lifestyle Coach Kevin. Roy had a total knee replacement last year and had little range of movement in his joint, in fact Roy couldn't use our bikes at the start of his journey. Over the 12 weeks Roy has managed to improve the range of movement over 90° greatly improving his quality of life.

Roy had this to say "It was very good and got me back into wanting to do more exercises to help me improve my quality of life"

Paul has completed our Active Lives programme and has an amazing story. Paul's brother died last year due to his lifestyle, heavy drinking and heavy smoking.

Paul was very overweight, unfit and down in the dumps. In January he started to diet to lose a little weight but was still very unhealthy. In February he went to see the doctor who put him on medication for his blood pressure and was told he was pre-diabetic and that if he didn't change his lifestyle he was heading for a heart attack or stroke.

Since starting the Active Lives programme he has gone from 103kg to 77kg, a BP of 171/91 to 121/77 and has been taken off medication now. He swims 4 times a week, uses the gym, walks everywhere and is generally more active. He says becoming active has given him a new lease of life, and people are asking for his secret.

### Learn To Swim Scheme Success

Everybody Sport & Recreation provides a large and diverse Learn to Swim programme through the Everybody SWIM brand, catering for almost 7,800 learners in 2017/2018.

Our lessons follow the Swim England guidelines and best practice for teaching swimming to ensure that highest standards are delivered.

As testament to our development Everybody SWIM was nominated in two categories in the Swim England's national awards, recognising the improving customer experience, visibility and swim product innovation to help more people learn to swim.

Our very own Judith Goodwin won the highly acclaimed 'Teacher of the Year' to the delight of the staff across Everybody and especially her peers at Macclesfield



**"It was very good and got me back into wanting to do more exercise"**



Leisure Centre. We were short-listed in the 'Swim England Facility Operator of the Year (up to 11 wet sites)' category, our Everybody SWIM brand fought off tough established opposition to gain second place at this prestigious national award ceremony.

Our swim journey starts with Adult and Child classes for babies aged 6 months onwards, progressing to our Duckling classes for children from 3 years old, swimming without parents in the water. Once children are 4 years or older they will then follow the pathway into 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. On completion of the main swimming framework we encourage 'leisure for life' through Rookie lifeguard courses, competitive swimming and also general public swimming.

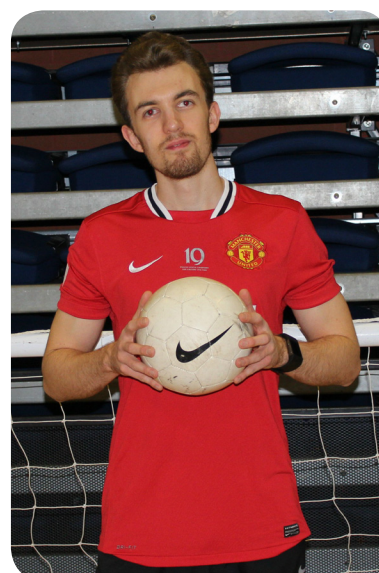
In September 2017 we introduced an Alpha swim option at Congleton, Macclesfield and Crewe. The Alpha swim is a small fun group lesson to help young people with a disability or impairment learn to swim. We up-skilled our teaching staff to meet the expectations of the swimmers and the parents, to provide a lesson with extra support and understanding, we have already received some fantastic feedback, such as "this swim scheme is the best extracurricular activity that I have got my son into. I am extremely happy". These lessons have resulted in a third of the swimmers with their families swimming more regularly.

During this financial year we have again seen a significant growth in participation in our Learn to Swim Scheme, with the total number across our sites rising from 7,034 to 7,771 in 2017/2018. As well as over 100 schools using our sites on a regular basis giving more children than ever the chance to learn to swim. 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.

## Volunteering

### Tom Paterson Reaches 100 Hours Of Volunteering

Tom Paterson, 26 from Wilmslow, volunteers as a Walking Football Coach and has recently secured his dream job as a Wellness and Fitness Advisor, he said "Volunteering with Everybody has been life-changing for me as not only has it given me the confidence and experience to go out and get a job, but it is also great fun and I have made new friends in the process."





"I'm always learning and growing in confidence which I had greatly lacked in the past. I didn't have the opportunity to learn to swim until I was a teenager so to support the Everybody Swim Scheme and help give young children the chance to learn this life saving skill is incredibly rewarding. I would highly recommend volunteering with Everybody Leisure if you want a career in the fitness industry, improve self-confidence, have fun and meet new people you otherwise wouldn't have."

Tom is now looking to do his Level 1 Swim Teaching Award with the support of the Everybody Academy & Volunteer Programme and has achieved a fantastic 100 hours!

### **Abi Painter achieves 250 hours**

Abi Painter from Crewe volunteers at Active 8 Hub in Shavington, working with children with disabilities. She has just achieved 250 volunteer hours!

"I volunteer because it can give you a whole range of different opportunities. I get to work with people with various abilities which comes as a reward because you know you have helped someone try new activities and have fun. That's why I love what I do!"

### **Mike and Kath Lead Health Walks in Crewe and Nantwich**

Mike and Kath Povall lead our Health Walks from Crewe and Nantwich week in week out and they have done this for 17 years.

In May 2018 both Mike and Kath were presented with the Salt of the Earth award by the Mayor of Nantwich recognising them for all the work they have done within the local communities and giving their time back and making physical activity accessible for people in our community to participate in. Between them they have volunteered an incredible 1,422 hours!

They said, "We volunteer because we like to help, support, encourage and engage others in physical activity and we do this by leading the weekly Health Walks. We get to work with a range of different people and we feel this is very rewarding"

### **Sharon supports Active 8 sessions in Crewe**

Sharon Burrows supports our Active 8 adults sessions in Crewe, she shares, "I love my volunteer role with Everybody. It's a way of giving something back to the community. When my son turns 14 he's going to sign up too!"

**"I volunteer because it can give you a whole range of different opportunities!"**



**"We volunteer because we like to help, support, encourage and engage others in physical activity"**

## Bikeability

The Department for Transport awarded Cheshire East Council a grant of £590k for Bikeability cycle training until 2020. We continue to deliver the programme on their behalf, due to the success of the scheme over the last three years. Bikeability is cycle training which gives the next generation the skills and confidence to ride their bikes on today's roads.

During 2017-18, we delivered Bikeability to 6775 participants with a total of 130 schools taking part. We had 5848 children pass level 1 to 3. We also now deliver Bikeability for Adults in Crewe, Congleton and Macclesfield which includes commuter confidence and Learn to Ride training.

We continue to have a strong relationship with Cyclist Training Limited who deliver all training, including core Bikeability and Bikeability Plus on our behalf, receiving positive feedback from both participants and schools.

## Family Focus

Family Focus is a service commissioned by Cheshire East Council, supporting targeted individuals and families to lead a healthier lifestyle. Families have access to regular physical activities, advice on a healthy diet and support with losing weight.

In year 1, we welcomed 133 referrals, 58 adults and 75 children. The results were 82% Improved Diet, 50% Adults Lost weight, 53% Increased Activity Level and 73% Improved Mental Wellbeing.

Individuals are able to access any Everybody leisure facility free of charge for 8 weeks and receive weekly support through one of our qualified Health Trainers. On completion of the 8 week programme, families will be offered a reduced membership for 12 months to continue their good work.

Due to the success of the scheme Everybody has secured an additional year of funding to deliver the Family Focus Health Trainer service for a second year.

## Case Study One

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.

### Case Study Two

Family 2 arrived at Macclesfield Leisure Centre and met with the Health Trainer, Denise. During the consultation Mum was very clear and stated she was 75% not wanting to be here and 25 % wanting to do the course.

Mum had low self-esteem and motivation but during the consultation the Health Trainer worked with Mum and because of a positive intervention during the consultation she felt the Health Trainer believed in her so she would try the course.

During the 8 week programme Mum agreed to meet with Denise at different touch points to check how she and the family were doing and to introduce new activities. Since going on the programme the whole family has become more active and home life is so much happier. Mum has achieved some great outcomes as a result of being more active and has now lost 13 pounds and uses the facilities on a regular basis.

### Swimming Performance

Throughout 2017/18 Everybody worked tirelessly with the eleven local swimming clubs as well as lifesaving clubs and disability clubs utilising our facilities in order to establish, maintain and improve working relationships as well as improving swimming development pathways for participants.

We are proud of the achievements of all our clubs that use our facilities, especially Crewe Flyers who have made significant achievements over the last 12 months finishing 3rd in division 1 last season. The improved relationships are proving beneficial for the local and surrounding communities not only increasing participation in swimming in our facilities, but also helping more children leave primary education meeting the 25 metre swimming requirement.





## Disability Programmes

### Ability for All

Ability for All is our overarching programme for our disability and inclusion activities. The Ability for All programme provides a range of bespoke activity sessions for under represented groups with specific medical conditions to help them have a healthy and active lifestyle to maintain their health and wellbeing. These activities are across the age spectrum from early years and reception right through to those who have finished work or retired.

Between April 17 and March 18 we've delivered 188 activities and have had over 1900 attendances.

During this year we've also been successful in being commissioned by Cheshire East Council to deliver Short Break activities as part of our Ability for All programme from 2017 to 2019.

### Alpha Swim

Ability for All includes a wide range of activities including some new sessions such Inclusive Gym, multi-sport activity hubs and the Alpha Swim Scheme.

The launch of the Alpha Swim Scheme has proved popular. The scheme provides a 12 week block of swim lessons for non swimmers or very limited ability and in smaller groups to support the young swimmers and their additional needs.

Feedback from parents "This swim scheme is the best extracurricular activity that I have got my son into. I am extremely happy."

"Exceeded expectations as my son has gone from relying on swim aids (floats) to swimming unaided lengths of the main pool."

"It is brilliant: I love it, he loves it, and he's more active he's safer - it's all so good! Thank you, thank you, thank you."

As part of our holiday programme we've also teamed up with Cheshire East Ranger Service to run some Outdoor Experience Days at Astbury Mere Countryside Park. These days have provided children and parents (or carers) the opportunity to cycle around the mere using adapted bikes or try out other activities such as orienteering, archery, pond dipping and other sports activities. We've run 3 holiday events at Astbury during the year and each event has been popular with the families.



**"It is brilliant.  
I love it, he loves  
it and he's more  
active!"**



Feedback from parents included:

"Came home very happy and wanted to go again."

"My child, although usually eager to try new things, sometimes lacks confidence to do so; these sessions give her the confidence to go for it!"

In addition to the commissioned activities we also provide regular activities to a Home Education Group. These are a group of children and young people who are not in full time education due to their disability, impairment or behaviour.

These sessions provide the group the chance to be physically active in a group as well as the social interaction with other young people. During this year we've run 19 activity sessions and have nearly 300 attendances.

### **Swimming Star Nathan Combats His Fear of Water**

In October 2017, 13 year old Nathan Greenford from Sandbach, joined Alpha Swim lessons at Crewe Lifestyle Centre.

Before attending Alpha Swim lessons, Nathan had a fear of water and used to feel uneasy when near a swimming pool. Now just 12 weeks on, Nathan has a love for swimming and is so committed, that even when feeling poorly, his family can't get him out of the pool!

Alpha Swim is a 12 week course of swimming lessons for young people with a disability. These lessons are a basic introduction to swimming which encourage children to have fun and be more relaxed in the water whilst learning basic water skills.

Since attending Alpha Swim, Nathan has learnt that swimming can be fun and his self confidence has grown immensely. He receives individual attention and has built trust with the instructors. Nathan's mum Nikki commented;

"Alpha swim has exceeded expectations as Nathan has advanced from relying on a float to aid him to swim, to swimming lengths of the main pool unaided with his Swimming Teacher Zac, encouraging him at the side of the pool."

Nikki continued; "We now come once a week outside of the Alpha Swim lessons to practise and reinforce what Nathan has been learning during his lesson. When Zac spots Nathan outside of lesson time, he always comes over to encourage him and push him to his limits."



**"Nathan can now swim lengths of the main pool unaided!"**





Now that Nathan has finished his initial course of Alpha Swim lessons, he has signed up for a second course and looks forward to seeing the other swimmers weekly.

### Adult Activities 2017/18 Achievements

In addition to our young peoples activities we also provide a range of adult activities as part of our Ability for All programme which includes our Activ8 Adults and Aqua Relax sessions.

Our Activ8 Adults sessions provide multi-sports and gym sessions to give the participants the opportunity to try new sports or activities. We also link in with day service groups from Cheyne Hall Day Service, The Acorn Centre and The Beeches (David Lewis Centre).

Aqua Relax is a pool session for people with long term medical conditions who are inactive or don't feel confident to go to the gym or a public swim session.

We've had a range of people with different impairments accessing the session and included people who are physically impaired and in a wheelchair, stroke survivors, Fibromyalgia & Rheumatoid Arthritis as well as people with Dementia.

We've also delivered regular activity sessions for the Stroke Association and the IRIS Centre, a visually impaired group in Crewe to help their members to be active and maintain their health. Members from the IRIS Centre have commented:

"I love the archery, I never thought I'd be doing that!"

"It's the only exercise I get, but it's not like doing exercise"

"I like it when we all sit in a circle, I can hear different people in the room that I don't usually hear anything from"

### Cared For Children

During 2017/18 our Cared for Children scheme continued to provide fitness and activities in Cheshire East to 443 memberships for eligible children, their carers and siblings. We saw attendances of 2,904 swimming, gym and class sessions from these members maintaining the positive impact on the physical and mental health of these children and their families.

Young Person A uses the Lifestyle Centre frequently, she finds this relaxing. Also she has a diet plan as she wants to lose weight. This has helped young person A with her emotional



well-being and how she feels about herself. She gets a lot of advice from the Lifestyle Centre regarding her diet.

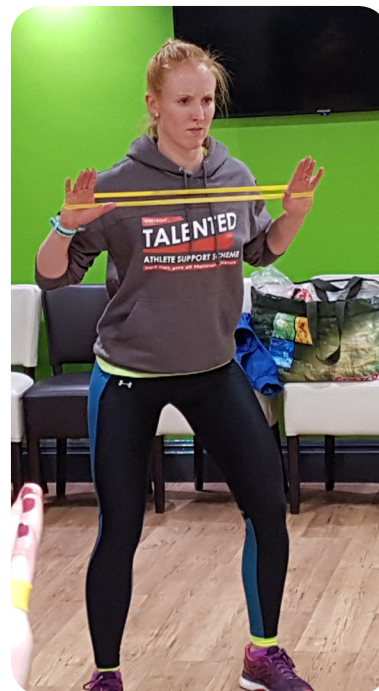
## Talented Athlete Stories

2017 has been another year filled with success and astounding achievements from our talented athletes. We have welcomed more athletes onto the scheme and now support 130 athletes with access to use our facilities and gain expert advice from our coaches and fitness advisers.

We ran our first Athlete Camp in March 2018 which saw a group of athletes come together for workshops led by our coaches and Physiofit. They worked on core stability, stamina, speed and took away valuable resources and knowledge to help them reach their training potential. Some of our talented athletes also visited local community schools to support the gifted and talented, offering advice and inspiration to young people on how to get involved in sport.

### Our Athletes Achievements #BelieveitAchieveit

- Sian Heslop, long distance runner competed against 464 competitors in the English National Cross Country Championships at Parliament Hill where she finished with an 8 second gap between 1st and second place.
- Thomas Brindley finished 1st (youth category) and 2nd overall in the RYA North West Junior Traveller Series at Hollingworth Lake Sailing Club.
- Molly Griffiths and Isabelle Slinn from Crewe and Nantwich gymnastics club took part in the English gymnastics championships in Ilford, Essex.
- Team GB's Rowan Cheshire finished 7th in women's Ski half-pipe at the Winter Olympics.
- Reece Davies, rugby player, has made it into the second year with the Sale Sharks Development Programme.
- Amy Morris, GB Figure Skater wins 7 golds and 4 silvers out of 13 national and international competition. She competed at the British Championships becoming a silver medallist at Advanced Novice Level this year with personal bests achieved.





## Rehab Sessions

In 2017/18 we have welcomed 2405 attendances on to our Rehabilitation Exercise Classes, including Phase IV Cardiac Rehabilitation, Move More Cancer Rehabilitation and Pulmonary Rehabilitation.

Our Specialist Lifestyle Coaches are on hand to get customers back to exercise after suffering and managing long term conditions including Asthma, Chronic Obstructive Pulmonary Disease, Heart Disease and Cancer. Our staff are trained to help customers make positive lifestyle changes and encourage participation in exercise.

We are now celebrating, after being awarded National Lottery funding to deliver a new specialist rehabilitation programme, called ESCAPE- Pain.

The grant has been awarded through the Health Innovation Network in conjunction with Arthritis Research UK, as part of Sport England's Active Ageing Fund. This allows us to deliver a funded, 6 week, evidenced based rehabilitation programme, ESCAPE-Pain; sometimes called the 'knee or hip class', designed to reduce pain and disability for people with chronic joint pain.

Over the 6 weeks, customers receive:

- Information, advice and support from qualified ESCAPE-Pain Instructors, to help customers better manage chronic joint pain and lead a more active life.
- Take part in a group exercise programme, twice a week over 6 weeks, tailored to the customer's individual needs.
- A chance to socialise with and learn from other people living with Osteoarthritis and will result in customers being able to carry out normal activities, manage symptoms and be more active.

Janice who has just completed ESCAPE-pain shares:

"I am 71 years old and I have quite an arthritic left hip, which is also causing pain in my left knee. Before I came on this course, I couldn't get up out of a chair very well. I certainly wasn't very mobile, and I didn't have very much confidence in my physical abilities at all. Since coming on this course, I have very little pain in my left hip, I have almost no pain in my left knee. I can get up out of a chair very well and I have a lot more confidence in my ability to do physical things. It's an optimistic programme physically and mentally."



### Heart Attack Survivor Stephen Makes Lifestyle Changes

In January 2017, Stephen Pennell suffered a heart attack and decided to join our Cardiac Rehabilitation programme to ensure he made changes to his lifestyle, safely through exercising.

Since joining the programme, Stephen's exercise levels have increased. He has joined our Aqua Fit sessions, his blood pressure has reduced, and Stephen's confidence levels have increased. Not only this, Stephen has lost an incredible 11 stone through an external healthy eating programme.

After Stephen had a heart attack he wanted to strengthen his heart and muscles but wanted to be monitored to ensure he was doing it correctly.

Stephen first met our Lifestyle Coach Kevin at Leighton Hospital, following on from one of Kevin's regular talks that he carries out at the hospital, Stephen decided to join the Cardiac Rehabilitation Classes at Crewe Lifestyle Centre.

Stephen describes that his exercise levels were shocking before joining the programme, and now Stephen explains,

"My exercise levels have improved, I am getting there with my self esteem. Things like stairs are a lot easier than they used to be. I had a foot problem which is not as bad due to the weight loss and I also have a lot more energy."

He continues "The classes were friendly and very supportive. After having a heart attack I was worried about pushing it too far but Kevin was very experienced and supportive."

The classes offer safe and effective exercise under the guidance of a qualified exercise professional (British Association of Cardiac Rehabilitation) to help with long-term maintenance of physical activity or lifestyle change.

Stephen explains, "There was a good variety of exercises and it was also nice to meet people in similar situations as there was advice available not only from Kevin but advice from others about any aches and pains we were experiencing."

"For people in the same situation having had a heart attack, I would recommend the programme because of all the support and guidance that I received."



**"For people in the same situation, I would recommend the programme because of all the support and guidance I received"**





# Strategic Aims

## 2. Grow An Ethical & Sustainable Business

### Investment Stories

In partnership with Cheshire East Council, 2018/19 will see further significant investment into a number of our existing facilities. July will see the opening of the much awaited Speedflex Studio at Wilmslow Leisure Centre and by the Autumn of 2018, Alsager Leisure Centre will be unveiling a new 60 station gym, multi-use exercise area, group cycling studio and two full size astroturf pitches.

Macclesfield Leisure Centre will benefit from £4m worth of investment during 2018/19. The phased improvements are expected to include a new 90 station gym, improved wetside changing rooms, spa facilities, an updated group cycling studio, upgraded squash courts and an indoor athletics track.

Work is also expected to commence on the new, improved Congleton Leisure Centre in late 2018. A leisure development partner has now been procured and planning permission will be sought for the construction of a new 25m, six lane swimming pool, learner pool, extended gym, café, soft play, various multi-use spaces and improved parking on the existing Worrall Street footprint.

Construction of the new Alderley Park sports complex is expected to begin over the summer, in readiness to open in April 2019. Once complete the facility will include an 80 station gym, two large group exercise studios, a four court sports hall, tennis courts and enhanced astroturf and grass playing pitches.

### Surplus Position & Business Growth

2017/18 has been another successful year for Everybody Sport and Recreation and we continue to grow year on year.

Our turnover during this twelve month period has increased to £15,446,000. This turnover growth, alongside control of our expenditure, has enabled us to achieve in year surpluses of £74,000, exceeding our budget targets. This growth brings our free reserves figure in our fourth year of operation to £365,000, with additional designated reserves of £214,000.

These reserves figures continue to support us in our aim to have over £750,000 of free reserves by 2021.



## Environmental Policy

2017 saw the introduction of an 'Everybody environmental steering group' with all centres having a representative inputting ideas into the direction of the company's future environmental commitments.

In the space of just a few meetings, an Everybody Environmental policy has been discussed, agreed and implemented, alongside the centres using the platform to share best practice for Quests environmental modules.

The 6 steps of the environmental policy are:

- Set our policy with commitment from the highest level and embed environmental principles within our aims and objectives and review on an annual basis.
- Provide procedures which identify how environmental initiatives will be achieved.
- Review the effectiveness of our action plan through annual audits, such as QUEST to measure continuous improvement.
- Establish an effective environmental management structure, with key responsibilities identified and communicated.
- Monitor progress at improving environmental controls via internal and external audit, including benchmarking through accredited frameworks.
- Identify opportunities for improvement, allocate responsibilities that are Specific, Measurable, Achievable, Realistic and Time linked (SMART).

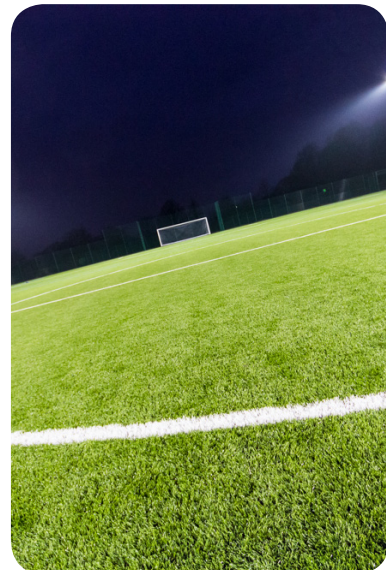
Positive links with Cheshire's East energy management team have already been forged with a close eye being kept on energy consumption and meter readings. The steering group also recently discussed ways of further assisting the council's energy team by tapping into site knowledge to assist with identifying future projects in areas where centre staff feel that energy savings and efficiencies can be made in the future.

## ASDV Review Findings & Commentary

In October 2017, EDGE Public Solutions Ltd was asked by the Council to carry out a review of all ASDV's established by them since 2012.

The objectives of this review were;

1) To ensure that the configuration of each ASDV and it's management is meeting the needs of the Council and it's residents.





2) To identify opportunities for possible financial savings and / or income opportunities that could form part of the Council's medium term financial plan.

The consultant met with our CEO Peter Hartwell on a number of occasions to discuss the original business case for transfer, previous year's performance, existing contractual arrangements, commissioning approach and Board governance.

In addition, our Growth Strategy, investment plans and commercial ambitions opportunities were considered.

To summarise the recommendations relevant to Everybody, in it was said that;

"Everybody should be retained and our services expanded to include other CEC activities."

"Everybody is governed well and has clear plans which are delivering."

"This is a successful model which has reduced costs and is recommended to flourish."

"Everybody have already shown demonstrable success."

## Foundation Grant Awards & Stories

The Everybody Foundation is a charity (Registered Charity No. 1174873) 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 various events such as raffles, a mince pie bake off and physical challenges.

The projects that the Foundation funds are endless and 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.

Organisations and individuals applied in January 2018 to receive up to £500 to help deliver projects encouraging people to be active, healthy and achieve their goals.



Eight were successful and have used the grants to deliver healthy eating programmes in schools, reach national and international sporting trials and purchase new sporting equipment.

**Cassius and Fynnlly Loupis**, 12 year old skiers from Church Lawton, were awarded £300 each to support with attendance to their first international competition in Switzerland and they took home 2 gold, 1 silver and 2 bronze medals. The twins both compete regularly in Freestyle Skiing and are both at entry level for team GB.

**Grace Litherland-Clews**, a junior badminton player for Alsager School and Alsger Badminton Club was awarded £150 to help purchase new badminton equipment so she can progress to county level with regional trials in 2018.

**Polly Holden**, from Nantwich is a national level swimmer who was awarded £355 to pay for her travel and entry to the British Championships in Edinburgh in which she came third in 800m freestyle, her first senior medal!

**Rueban Hanks**, 11 year old Skier from Congleton was awarded £210 to pay for attendance at a Race Camp in Manchester.

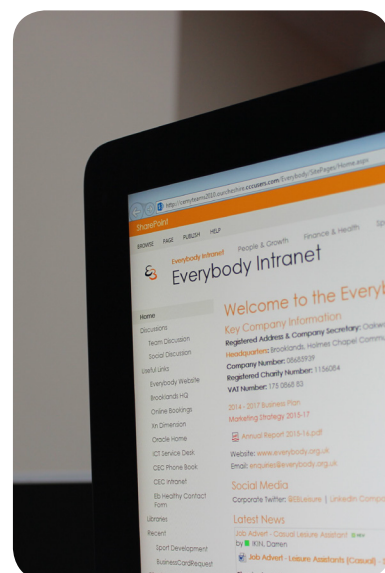
**Elworth Preschool Group** a charity run pre-school for ages 3-5 years near Sandbach was awarded £154.62 to purchase healthy eating and physical activity equipment to allow the children to be taught about these key principles from a young age.

**LS Gymnastic Club**, a volunteer run gymnastics club based in Crewe, was awarded £400 to pay for a Level 2 Coaching Qualification for a volunteer which will allow the club to build capacity and cover if one of the two existing coaches is off.

**Satellites of Macclesfield Swimming Club** was awarded £200 to support eight swimmers to attend the National Swimming Championships.

## iTrent, Payroll and HR Services

In July 2017, we successfully launched iTrent, our new HR and Payroll system. This enabled us to bring Payroll and transactional HR services in house, using a product built to suit our needs. During the project, we moved 835 employee records from the legacy Oracle system onto iTrent, with accurate data needed for payroll and





employment. We now run our own payroll - paying around 700 staff each month, and have managed to achieve ongoing annual savings of over £70k per annum. As part of the iTrent project, we achieved pensions auto-enrolment compliance on our deferred staging date of November 2017.

We offer a much improved 'front end' service to employees, who can access and update personal details using the MyEverybody site. They use the site to book annual leave, and submit time & expense claims, which route to managers for approval. Employees access online payslips and P60s and we've delivered a new payslip format, which helps multi-job workers better understand their pay.

We've successfully launched manager self-service. Managers can input, view and report on sickness absence and employment details for their staff. Using MSS, they can review and approve leave requests and time & expense claims. We've managed to harmonise timesheets and pay arrangements for all staff, and remove administrative burdens like calculating holiday pay and leave cards from sites. This frees up time to spend on delivering quality front line services.

Later this year, we plan to extend the iTrent offer to include learning & development and recruitment & selection.



### 3. Provide A Great Customer Experience

**858,148**

Website Visits  
2017/18

**8/10**

Overall  
Satisfaction  
2017/18

**326,253**

Website Visitors  
2017/18

#### Customer Survey Results

The final customer satisfaction score for 2018 is at an average of 7.98. As it is slightly down on last year we examined the detail of this survey, which showed that investment in infrastructure and equipment is key to customer satisfaction.

Where we have made investment, the average is 8.48, where we haven't, yet, the score is 7.68. Customers in these centres must regard the improvements in other towns with envious eyes and, through this survey, remind us we still have a lot to do to ensure we provide a consistent, quality offer across all our centres.

The good news is that Congleton, Alsager and Macclesfield will get their investment this year and Alderley Park will be a welcome addition to our estate and coverage across the borough.

Poynton, Knutsford and Middlewich, still need the investment boost enjoyed elsewhere.

Customers are continuing to access the website more to book with 35% of our group fitness and sport transactions now online and our website visits increasing from 748,746 visits to 858,148 over the past 12 months. As a result, we have committed to make significant improvements to our customers online experience with the launch of a brand new website in summer 2018!

#### Sandbach Gym & Spin Studio

Sandbach Leisure Centre has recently undergone an extensive refurbishment which has allowed a brand new,





two-storey, state of the art, multi functional gym to be built and a designated Spin Studio to be refurbished and kitted out with the latest range of MATRIX spin bikes.

The gym refurbishment allowed not only a membership growth of almost 600 between October 2017 and March 2018, but customers can now enjoy daily group cycling classes with a variety of instructors and, those undergoing our Health Programmes can use equipment that suits their needs.

### **Taste for Life at Macclesfield & Newcastle**

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 Macclesfield Café received a grateful refurbishment in July 2017 also introducing a small soft play area for the younger visitors. Since the re-launch we have seen a considerable increase in trading and very positive feedback. In May 2017 we opened a café in NewcastleJ2 Leisure centre in partnership with Newcastle Borough Council which has been welcomed by the users of the centre and continues to improve in performance. Our events arm of Taste for Life also continues to grow, we have held several successful events at Macclesfield Town Hall and provided refreshments at a number of our own facilities to support a variety of events taking place.

We continue to look at ways of improving our sustainability and in addition to our bespoke coffee, which is Fairtrade and rain forest alliance certified, our fish, which is sustainably sourced MSC and the majority of our takeaway containers being biodegradable, we have now introduced paper straws in all our cafés to reduce our plastic footprint and are looking to introduce further improvements over the coming months.



## Everybody Awards

The Everybody Awards 2017 sponsored by Applewood Independent, took place on Friday 6th October at the prestigious Wrenbury Hall; recognising exceptional achievements of sporting and community heroes in Cheshire East.

Over 200 guests enjoyed the evening with more nominations than ever before. Jon Winkle hosted the event and guests were given an inspiring keynote speech from Sharron Davies MBE, Silver and Gold medallist in competitive swimming.

Winners included Sports Personality of the Year Josh Betteley, who represented North England and the North West in the London Mini Marathon. After suffering a serious brain injury he is not letting anything get in his way, Josh has inspired those around him showing great courage and determination to continue in long-distance running. Josh is seen as a true inspiration to those close to him, so much so that his school (Sandbach Boys) have introduced the 'Josh Betteley Award' for students that have shown spirit and overcome significant obstacles.

## Everybody Junior Awards

Following the success of the annual Everybody Awards, in 2017, Everybody Sport and Recreation held an 'Everybody Junior Awards' ceremony in December 2017 which recognised the contributions of 21 local superstars aged 5-11 years and their families.

The winners included Jacob Cliffe, a 10 year old boy who raised £2000 for a charity close to his heart, PSC Support UK, by recruiting close to 40 of his Crewe FC team mates and taking on Tough Mudder's 'Mini Mudder' obstacle course.

Mia Brooks, who at just 10 years of age, is competing in snowboarding and ranking just behind our GB winter Olympians Aimee Fuller and Lesley McKenna.

Arthur Elliott who challenged himself to raise just £43 to provide clean water for a child and to pay a park ranger to look after endangered animals for 10 days and ended up raising an astonishing £500!





#### 4. Develop Our People To Be The Best

### Apprentice Facts 2017/18

**8**  
Apprentices  
Employed  
2017/18

**16**  
Qualifications  
Completed

**APPRENTICESHIPS IN:**  
Business Administration  
Level 2 & 3  
Activity Leadership  
(Swim/Gym Instructor)  
Leisure Apprentice  
(Lifeguard)

### Apprentices

The level apprenticeship scheme has been a success story since we employed our first apprentices in September 2015 but we are committed to continually improving the programme and we have recently reviewed and improved the scheme to provide more support and personal development training.

Our first cohort of 7 apprentices has now graduated from the scheme and all have permanent positions within the business. Cohort 2 are now in their second year undertaking specialist programmes in either fitness instruction or business administration and our third cohort are now more than half way through their first year in either Leisure or Business related roles.

Changes to the funding of apprenticeships and development of new apprenticeship "standards" have presented a number of challenges to us this year, and will continue to do so in 2018/19. We have been actively involved in the development of new leisure apprenticeship standards which has taken much longer than envisioned as the government process for approvals is very slow and there has been concern regarding the lack of industry knowledge within government that has affected development of standards.

We have developed a new delivery partnership with Macclesfield College to enable us to deliver elements of the new apprenticeship standards and have already being working alongside them with a Level 3 Business Administration apprenticeship. We are aiming to deliver as much apprenticeship training as possible ourselves to ensure that they are delivered to consistently high "Everybody" standards and practices.

The Apprenticeship Levy began in April 2017 with a percentage of our monthly wage bill being paid to a government held account to fund our apprenticeship



delivery. Nationally there has been a great deal of confusion regarding the levy and we believe that we are ahead of the game and built structures to ensure we are getting best value for money for this levy. The restrictions placed on what this levy can be used for does result in challenges to ensure that it does not turn into an additional tax on the business.

## Academy Performance

It has been a very busy 12 months with a number of challenges to delivery and business requirements throughout the year. We facilitated 233 different learning and development interactions during the year, up from 120 in 2016/17. This demonstrates that changing business requirements has resulted in us looking at a wider range of development opportunities ensuring that our core training needs are met. Despite this we have managed to increase internal delivery from 71% to 78% (excluding lifeguard ongoing training).

Lifeguard ongoing training is a core area of training for us and during 2017/18 we delivered 247 sessions at an 83% occupancy level. There were over 2,850 individual training interactions within this area this year. We continue to monitor staffing levels ensuring that we have the most effective number of sessions available at all 9 pools.

Significantly we have increased the number of individuals receiving training (outside of ongoing lifeguard training) with 671 receiving some form of formal training during the course of the year.

We continue to make as many courses as possible available to external candidates ensuring that internal training needs take priority to meet wider business goals. Although this does have an impact on Academy income we believe it has a beneficial effect elsewhere in the business allowing us to deliver better and more services to customers.

We are committed to providing high quality training interactions both internally and to customers. Monitoring shows that 98% of attendees were either Satisfied or Very Satisfied with the course that they attended. 90% of staff have reported that there had been an improvement in their competence following training and 91% had applied this to their job role, in most cases it had not been applied as it was emergency and first aid training that had not been required.





Community engagement is an important element of the role of the Academy helping to support Everybody objectives and to ensure that we are contributing to the wider community. In turn this helps to raise awareness of the Academy and the activities that it undertakes.

2017 saw the first apprentice organised community family fun day event at Holmes Chapel Community Centre. Apprentices were responsible for planning and organising the event, presenting to EMT and delivering the event on the day. The event didn't have the best weather but around 250 members of the local community attended and enjoyed a range of activities. This year our apprentices are organising a bigger and, hopefully, better event for this summer that will be a community and staff festival.

We have continued to support a wide range of community activity events throughout the year. This year we tried to concentrate on activities that had the most impact and benefit, learning lessons from previous years activities and those that did not work so well. In total the academy attended 22 events, attended by over 4,600 people. We are seeing the benefit of many of these events with applications for work placements, volunteering and apprenticeships

The work placement programme continues to be popular throughout the business but especially for front line leisure placements. A former apprentice now has a permanent position within Everybody with a specific responsibility for Work Placements and the Volunteer scheme to ensure high quality placements that has helped to increase the number of work placements from 28 in 2016/17 to 60 in 2017/18.

## Volunteers

The Everybody Volunteer Programme has grown again this year supporting 170 people find a fun, suitable & safe volunteer opportunity. We have supported a wide range of volunteers with our youngest being 13 and oldest being 72 years old; both became more involved with their community, healthier and sociable through volunteering.

We have supported 25 volunteers with training & qualifications to upskill them and help them become ready for employment, and have supported 16 volunteers move into paid roles within Everybody and other businesses. This year has seen some of our long term volunteers achieve



milestones of 1000, 500, 100 and 50 hours, 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 2017-18 year sees the programme hit the 27,500 hour mark, leading us closer towards the target of 40,000 hours by 2020.

## Staff Awards

Our second staff awards night took place in December 2017 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 (Lee Fahy- ICT), Team of the Year (Aquatics Team) and Special Recognition Kath Gibson (Cleaner, Shavington Leisure Centre).

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.

We are now looking forward to this years staff awards, taking place in November 2018. A chance for us to see more inspiring nominations from staff, recognising their colleagues for all the hard work they put in to going above and beyond in their job roles for the customers and the business.

## Life Saving Stories

On the evening of 6th March a customer collapsed in the changing rooms of Alsager Leisure Centre after playing squash. The team at Alsager responded magnificently and, using the defibrillator equipment, managed to revive him and keep him stable whilst they waited for the emergency services to take over. The customer is now recovering well and has sent his thanks to the team at Alsager.

John Penny while using Holmes Chapel Community Centre had a cardiac arrest whilst on the upright bike. Staff were alerted of the situation and a Leisure Assistant along with a customer performed CPR and AED. John was brought back with 1 shock from the AED.

These teams offered a calm and assured response, their





actions and the actions of all the staff involved in scenarios such as this, will be permanently recognised by us all.

## One You - Staff Training & Expertise

In 2017/18 the health team have invested into the skills and development of their staff to ensure a high quality of service, knowledge and support is delivered at all times to our customers. Courses and qualifications include:

- Weight Management & Obesity Diploma
- Level 3 GP Referral
- Level 3 Anti & Post Natal
- ESCAPE-Pain
- BACPR Cardiac Rehab
- Refer-all Training
- First Aid
- Level 3 Otago Leaders
- Move It Or Lose It Group Exercise
- RSPH Train The Trainer Level 2 Understanding Health Improvement
- Level 2 Gym Instructor
- Suicide Prevention
- Dementia Awareness
- Level 4 Chronic Lower Back Pain



# Key Performance Indicators At A Glance

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## Live Memberships

Total  
**17,938**

CEC Contract

**16,534**

HCPC Contract

**1,404**

Growth

**3,066**

New Members

### Cared For Children

Memberships

**443**

(446 in 2016/17)

Attendances

**2,904**

(3,062 in 2016/18)

### Talented Athletes Support Scheme

Number of Athletes

**130**

(in 2017/18)

**81**

(in 2016/17)

### Exercise Referral Schemes

Memberships

**202**

Attendances

**2,405**

### Disabled Users

Memberships

**763**

Attendances

**15,308**

(13,021 in 2016/17)

Visits Per Member

**20**

(15 in 2016/17)

### Bikeability

Attendances

**6,774**

(5,612 in 2016/17)

### Volunteer Hours

**6,995**

(6,675 in 2016/17)

## Participation

### Total Attendance

**3,474,264**

(3,076,591 in 2016/17)

### Adult

**1,381,846**

(1,338,323 in 2016/17)

### 16 Years & Under

**1,198,560**

(1,028,948 in 2016/17)

### 60 Years +

**154,415**

(143,491 in 2016/17)

### Other

**739,443**

(565,829 in 2016/17)

### Customer Survey 2017 Overall Responses

Overall Satisfaction

**7.98**

Staff Friendliness

**8.61**

Staff Knowledge

**8.35**

Staff Politeness

**8.64**

NPS

**26**

General Cleanliness

**7.55**

Value For Money

**8.36**

Refreshments

**7.04**

Variety

**8.33**

## Rehabilitation Exercise

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



## Health Campaigns



## Bikeability and Bikeability Plus

A commissioned service by Cheshire East Council, cycle training, giving the next generation the skills and confidence to ride their bikes on today's roads.



## Ability for All

Fun activity sessions for people with disabilities.



## Home Education Programme

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



## One You Programmes

A commissioned service by Cheshire East Council consisting of 6 individual programmes, including physical activity, falls prevention, weight management and cookery, to help children, young people and adults make healthier choices and improve their quality of life.



"It's been beneficial and I'm glad it's happened. It's helped us bond as a family, got the kids active instead of being on the gadgets all the time."

"The programme helped me with my depression and mood and self confidence tremendously."

"Exceeded expectations as Nathan has gone from relying on floats to swimming unaided lengths of the main pool."

"Really enjoyed the course, found it very informative and met new people, learned how to cut food up better and cook food from scratch."

## Family Focus

A commissioned service by Cheshire East Council. The Family Focus Health Trainer Programme provides individuals within families to access regular physical activities, advice on a healthy diet and support with losing weight therefore improving health and wellbeing physically and mentally.



## New Commissioned Services

### escapepain

Commissioned by Health Innovation Network, Arthritis Research UK & Sport England. A 6 week evidence based rehabilitation programme, designed to reduce pain and disability for people with chronic pain.

### Short Breaks

Commissioned by Cheshire East Council to deliver short break activities as part of our Ability for All programme. Such as Inclusive Gym, Activity Hubs and Alpha Swim Lessons.

# Finance

## Operating Surplus 2017-18

	Unrestricted Funds	Restricted Funds	01 Apr 2017 - 31 Mar 2018	01 Apr 2016 - 31 Mar 2017
	£	£	£	£
<b><u>Income:</u></b>				
Donations and Legacies	2,385,732	-	2,385,732	2,781,274
Charitable Activities	9,250,477	-	9,250,477	9,068,484
Other Trading Activities	705,340	-	705,340	318,158
Investment Income	1,414	-	1,414	2,057
Grants & Contracts	3,101,315	2,000	3,103,315	2,651,257
<b>Total Income</b>	<b>15,444,278</b>	<b>2,000</b>	<b>15,446,278</b>	<b>14,821,230</b>
<b><u>Expenditure On Charitable Activities</u></b>				
<b>Other Trading Activities</b>	620,907	-	620,907	350,671
<b>Charitable Activities</b>	14,749,154	2,000	14,751,154	14,359,079
<b>Total Expenditure</b>	<b>15,370,061</b>	<b>2,000</b>	<b>15,372,061</b>	<b>14,709,750</b>
<b>Net Income (Expenditure)</b>	74,217	-	74,217	111,480
Transfers Between Funds	-	-	-	-
<b>Operating Surplus/ (Deficit)</b>	<b><u>74,217</u></b>	<b>=</b>	<b><u>74,217</u></b>	<b><u>111,480</u></b>



# YOUR everybody TRUSTEES

## FINANCE & RISK COMMITTEE



Andrew Kolker  
**BOARD CHAIRMAN**



Phil Bland  
**COMMITTEE CHAIR**



Zoe Davidson

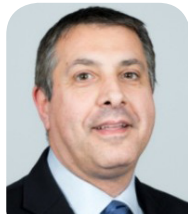


Steve Percy

## CUSTOMERS & PARTNERS COMMITTEE



Christine Gibbons  
**COMMITTEE CHAIR**



Harry Korkou



Richard Middlebrook



Kimiyo Rickett



Alex Taylor

## 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



Adult's Services Scorecard - Quarter 2 2018 - 2019

PI Ref	Measure	Polarity	NW stat Av	National Av	18-19 Target	Year end 2017-18	Quarter 1	Quarter 2	Quarter 3	Quarter 4	18-19 yr to date	RAG	Qtly dir of travel	Comments
Benchmarking/ ASCOF Indicators														
1.01	Residential Admissions for 18-64 age band (Total Admissions YTD)	Low is good			28	45	5	14			14		↑	Please note this is a Year to date figure. See below for rate per 100k of population
1.02	Residential Admissions for 18-64 age band per 100k population (ASCOF 2A1) ytd fig	Low is good	13.7	13.3	13	20.2	2.3	6.4			6.4		↑	Please note this is a yeat to date figure. The rate of residential admissions up to Q2 this year is consistent with the same point last year and indicates that we are track to meet the target. The small numbers involved in this measure however mean that the position can change very quickly.
1.03	Residential Admissions for 65+ age band (Total Admissions YTD)	Low is good			536	611	133	275			275		→	Please note this is a year to date figure. See below for rate per 100k of population
1.04	Residential Admissions for 65+ age band per 100k population (ASCOF 2A2) ytd fig	Low is good	715.0	628.2	628.2	728.0	155.8	322.2			322.2		→	Please note this is a year to date figure. There is a significant reduction in the rate of residential admissions up to Q2 this year compared to the same period last year where the rate was 383. Providing admissions remain at the same rate for the remainder of the year we should see a reduction compared to year and an outturn closer to target and national average. The ongoing scrutiny of all requests at panel, to ensure all options to support individuals in their own home have been explored, should assist in acheiving this.
1.05	Total number of individuals currently in residential/ nursing care 18-64	Low is good				196	196	184			N/A		↓	See below
1.06	Total number of individuals currently in residential/ nursing care 65+	Low is good				1173	1190	1175			N/A		↓	Across all age bands, 47% of Cheshire East (Permanent) Residential Clients are receiving Nursing Care compared to the (year-end) national percentage of 28%. Whilst this means that Cheshire East appear as a high outlier for active nursing clients in North-West benchmarking reports and a low outlier for active residential clients this could be indicative of a proactive approach to ensuring individuals remain in their own homes for longer and are only entering permanent care homes at a later stage in life
1.07	Delayed transfers of care from hospital - days per quarter total	Low is good				14,118	2822	3152			5974		↑	This is the raw monthly figure of total bed days lost for individuals resident in CE taken from the CE LA table produced by NHS Digital. Compared with the previous quarter there has been an increase of 330 days ( up 11.7%). However when compared with the same quarter in the previous year there has been a significant reduction in total delays from 4,261 days to 3,152 - a reduction of 1,109 days (-26%). This reflects the significant amount of work that has been done in partnership with health colleagues to ensure timely and appropriate discharge from hospital.
1.08	Delayed transfers of care from hospital - days per quarter attributable to <u>Social Care</u>	Low is good				4,752	892	1016			1908		↑	This is the raw monthly figure of days lost which are attributable to Social Care for individuals resident in CE taken from the CE LA table produced by NHS Digital. Compared with the previous quarter there has been an increase of 124 days (up 13.9%). When compared with the same period in the previous year there has been a significant reduction in delay days from 1,428 days to 1,016 days - a reduction of 412 days (-28.9%). The main reason for delays attributable to Social Care is Awaiting Care Package in Own Home which accounted for 48% of the delays in the quarter and ehos similar issues nationally.
1.09	Delayed transfers of care from days delayed per 100,000 population (ASCOF 2C1) (average mthly fig)	Low is good		N/A	475	390.5	310.4	328.6			N/A		→	See commentary on two indicators above
1.1	Delayed transfers of care from hospital days delayed which are attributable to adult social care per 100,000 population (ASCOF 2C2) (average mthly fig)	Low is good		N/A	160	132.7	104.4	112.0			N/A		→	See commentary on two indicators above
1.11	Proportion of adults with a learning disability in paid employment (ASCOF 1E)	High is good	3.7%	5.8%	10%	11.6%	6.0%	5.8%			N/A		→	This figure purely relates to those individuals with an employment status loaded in the case management system. There will be additional individuals supported via the supported employment service that will be included in a year end calculation and reporting in the year end returns. Whilst full validation of records hasn't been finalised internal discussion with the supported employment service confirms we will likley report a similar position to before.
1.12	Proportion of adults with a learning disability living in their own home or with their family (ASCOF 1F) - YTD	High is good	85.7%	75.4%	87%	87.3%	86.6%	85.7%			85.7%		→	Please note that this is a year to date figure. We continue to work closely with providers and families to ensure that individuals with the highest needs are supported to live as independently as possible in a family/ safe environment. Ongoing commissioning activity together with transition planning ensures that sufficient provision is available.
1.13	Proportion of adults receiving self-directed support - YTD	High is good	83.4%	86.90%	92%	96.7%	96.4%	96.3%			96.3%		→	Please note that this is a year to date figure. All individuals are provided with details of their personal budget entitlement so they can chose to take a direct payment and arrange their own care should they wish. This approach will be strengthened in 2018/19 with the introduction of the Resource Allocation System.

PI Ref	Measure	Polarity	NW stat Av	National Av	18-19 Target	Year end 2017-18	Quarter 1	Quarter 2	Quarter 3	Quarter 4	18-19 yr to date	RAG	Qtly dir of travel	Comments
1.14	Proportion of adults receiving direct payments - YTD	High is good		28.1%	23%	21.1%	21.0%	20.5%			20.5%		➡	Please note that this is a year to date figure. All individuals are provided with details of their personal budget entitlement so they can chose to take a direct payment and arrange their own care should they wish. The take up of Direct Payments is lower than we would like.
Core Service Activity														
2.01	Number of New case Contacts in period	Low is good			N/A	15,719	3,628	3532			7,160		↓	This is the number of contacts with outcome of either progress to new referral, info and advice given and signpost to other agency. Ongoing work with the teams to ensure that 'contacts' is only used for new people asking for assistance means that we have much better understanding of new contacts as oposed to ongoing activity on open clients. Q1 and Q2 figures suggest a significant reduction in contacts which could indicate that use of the Live Well site is increasing as the first option to access information and advice (rather than contacting us directly).
2.02	Percentage of all new contacts (other than safeguarding) where the Client had any other Contact in the previous 12 months	Low is Good				37%	40%	39%			40%		↓	For repeat contacts (as per this metric), the average length of time since the preceding contact is 114 days. For 55% of repeat contacts, the preceding contact had an outcome of 'progress to new case', for 40% of repeat contacts it was either 'information and advice' or 'signposted' and for 4% it was 'link to existing referral'. This will help us better understand at what stage professionals and individuals are contacting social care and understanding of thresholds for involvement by partner agencies
2.03	Number of Contacts resulting in a New Referral	Low is good			N/A	9,391	2,064	2163			4,227		➡	Comparing data from 2018/2019 to the quarterly results from 2017/2018, we are seeing a reduction in the no. of contacts progressing to a New referral. This is largely due to improvements in signposting at point of contact
2.04	Number of Assessments completed in period	n/a			N/A	3,329	1007	959			1,966		↓	Figures to the end of quarter 2 indicate an increase in the number of Assessments compared to 2017/2018. Work is underway to investigate whether Assessments recorded as 'Assessment' are actually for new clients
2.05	% of assessments that result in a commissioned service (service defined as Long Term Support or Short-Term Support to Maximise Independence)	n/a				78%	82%	83%			83%		↑	Very similar position to last quarter. The high conversion rate of those progressing to assessment requiring a service would suggest that we are appropriately signposting and decision making at the front door.
2.06	Number of Support Plan Reviews completed in quarter	High is good				4,488	1,293	1,476			2,769		↑	The Home Care recommissioning project has contributed to the increase in support plan reviews particularly where there is a need for the client to change provider. 63% of the reviews completed in quarter 2 were planned/scheduled reviews. This ensures that individuals are receiving the most appropriate care and that any changes in needs have been
2.07	Percentage of Clients who have received Long Term Support for 12 months continuously that have been reviewed in the last 12 months - snapshot position at end of quarter	High is good				47%	52.3%	62.6%			N/A		↑	The percentage of clients in long-term support that have received a support plan review has increased month on month since year end, which ensures that individuals are still receiving the most appropriate care for their needs and any changes have been addressed
2.08	Percentage of Clients who have received Long Term Support for 24 months continuously that have been reviewed in the last 24 months - snapshot position at end of quarter	High is good				78.2%	79.3%	84.0%			N/A		↑	The percentage of clients in long-term support that have received a support plan review has increased month on month since year end, which ensures that individuals are still receiving the most appropriate care for their needs and any changes have been addressed
2.09	Proportion of service users in receipt of a community based service.	High is good			80%	81.9%	78.3%	78.4%			N/A		↑	Quarter 2 represents the current picture in terms of the individuals in receipt of community based service compared to all individuals in receipt of a service. Our focus continues to be on supporting as many people at home as possible (whilst recognising that some people will require care home placements).
2.10	External Care Costs	Low is good				£98,992,000	£22,215,325	£22,548,139			£44,763,464		➡	Quarter 1 is the total external cost (Gross) for Periods 1-3, Quarter 2 is the total external cost (Gross) for Periods 4-6. Based on this the estimated year end position for 13 periods is approx £96,987,505 (c£2mil less)
Care4Ce														
3.01	Number of mental health reablement referrals received in quarter	n/a				1,515	698	830			1,528		↑	There has been a process change for recording Mental Health Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Mental Health Reablement Action Plans.
3.02	% of referrals where individual engaged	High is good				72%	78%	69%			72.9%		↓	There has been a process change for recording Mental Health Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Mental Health Reablement Outcome Forms which are completed at the end of the Reablement hence the cohort for this measure is not the same as the number of new referrals (above)



PI Ref	Measure	Polarity	NW stat Av	National Av	18-19 Target	Year end 2017-18	Quarter 1	Quarter 2	Quarter 3	Quarter 4	18-19 yr to date	RAG	Qtly dir of travel	Comments
3.03	% of completed interventions which resulted in no ongoing package (ongoing package defined as a Long Term Support Service)	High is good				100.0%	99.8%	100.0%			99.9%		↑	There has been a process change for recording Mental Health Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Mental Health Reablement Outcome Forms where the Outcome of Reablement is not 'Long Term Support'
3.04	Number of dementia reablement referrals received in quarter	n/a				204	193	270			463		↑	There has been a process change for recording Dementia Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Dementia Reablement Action Plans.
3.05	Number of community support reablement referrals received in quarter	n/a				977	333	388			721		↑	There has been a process change for recording Community Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Community Reablement Action Plans.
3.06	% community support reablement completed with no ongoing package of care (ongoing package of care defined as Long Term Support in SALT)	High is good				79%	74%	83%			79%		↑	There has been a process change for recording Community Reablement on Liquid logic instead of manual spreadsheets. Data from Q3 onwards should fully incorporate the new process but earlier quarters will be unreliable and should not be used for analysis or decision making. This measure will be based on Reablement Plans where the Outcome of Reablement is not 'Long Term Support'. There is some concern about inconsistency with outcomes selected in staff plan.

Active Service Users

4.01	Total number of individuals on the visual impairment register	n/a				1,910	1,932	1,968			N/A		→	
4.02	Learning Disability Support (18-25) - Clients with an active service (other than Telecare)	n/a				170	175	179			N/A		→	The following measures all relate to snapshot positions at the end of the quarter and are counts of the number of distinct clients with an active service.
4.03	Learning Disability Support (26-64) - Clients with an active service (other than Telecare)	n/a				662	658	656			N/A		→	
4.04	Learning Disability Support (65+) - Clients with an active service (other than Telecare)	n/a				110	114	112			N/A		→	
4.05	Mental Health Support (18-64) - Clients with an active service (other than Telecare)	n/a				253	249	248			N/A		→	
4.06	Total number of Clients with an active service other than Telecare (18-25)	n/a				236	246	246			N/A		→	Across all age bands, 35% of Clients receive a Home Care service, 31% receive a permanent residential/nursing service, 13% receive a Direct Payment, 13% receive Day Care. Clients may be counted multiple times in these percentages.
4.07	Total number of Clients with an active service other than Telecare (26-64)	n/a				1,314	1,300	1,298			N/A		↓	as per above
4.08	Total number of Clients with an active service other than Telecare (65-84)	n/a				1,576	1,565	1,558			N/A		↓	as per above
4.09	Total number of Clients with an active service other than Telecare (85+)	n/a				1,301	1,314	1,286			N/A		↓	as per above
4.10	Total number of Clients only receiving a Telecare service	n/a				1,534	1,575	1,582			N/A		→	as per above
4.11	Numbers of individuals supported through the carer hub	n/a				N/A	728	490			N/A		→	There is ongoing work with the commissioning team to understand the data being provided as part of the contract monitoring work.

Risk Enablement

5.01	Number of mental health act assessments completed	n/a				535	157	133			290		→	Cheshire East are currently on track to complete 8% more mental health act assessments than 2017/2018 based on figures up to the end of quarter 2.
5.02	Number of S117 clients	n/a				522	545	547			N/A		→	This reflect the S117 Clients currently recorded on Liquid logic. There is ongoing work to ensure that this figure also includes individuals that may previously have only been captured on partner agency systems who are also known to Social care services
5.03	New DOLS Requests	n/a			<500 per quarter	2,446	654	633			1287		↓	The 2nd quarter has seen an average of 211 DOLS applications per month. 172 of these were Granted. 161 of the applications were renewals which is to be expected given there is a cohort on people now requiring a 12 month renewal, plus new referrals. This could also be linked to the increased number of care homes under scrutiny, with a focus on their understanding of MCA and DOLS. When compared to the same period in the previous year there has been a 10.3% increase in applications.

PI Ref	Measure	Polarity	NW stat Av	National Av	18-19 Target	Year end 2017-18	Quarter 1	Quarter 2	Quarter 3	Quarter 4	18-19 yr to date	RAG	Qtly dir of travel	Comments
5.04	New DOLS Requests per 100,000	n/a	433	454		833.8	215.8	208.9			424.7		↓	The number of DOLS applications in Q2 has fallen slightly with a rate of 208.9 per 100,000 of the adult population when compared to Q1 (215.8). When compared to the same period in the previous year (where the rate was 189.4) this represents quite an increase. CEC has a robust system for triaging and prioritising requests against the ADASS screening tool and continued increase in demand is placing pressure on the allocated budget.
5.05	Timeliness of DOLS Application processing <i>Average days lapsed from Date Application Received to Date Application Signed Off (for completed applications)</i>	Low is good			21	35.8	46	35.7			40.8		↓	As regards timeliness in processing (the average number of days it takes to sign off applications is 35.7 days (reduced from 46 days in Qtr 1). This, however, does still reflect the increasing demand in this area and mirrors the national picture with still increasing numbers of applications (albeit the rate of increase is slightly reducing).
5.06	Number of Substantiated S42 Enquiries concluding with a 'Type' of Domestic Abuse	Low is good				17	7	10			17		↑	Domestic Abuse is a relatively new 'Type of Enquiry' in terms of recording so the increase in 2018/2019 may be as a result of more comprehensive recording rather than actual increased frequency of Domestic Abuse. The Safeguarding team will continue training staff to ensure that multiple categories (including Domestic Abuse) are selected where appropriate.
5.07	Number of new Safeguarding Concerns received in a period (events not individuals)	n/a				4,328	1257	1056			2313		↓	There has been a 16% drop in the number of new Safeguarding Concerns which is consistent with expectations as a result of the Care Concern pilot (see below).
5.08	Number of new S42 Safeguarding Enquiries starting in period	n/a				905	234	131			365		↓	Cheshire East are currently piloting a Care Concern process where providers keep a log of low level safeguarding concerns and submit these to the council on a monthly basis rather than sending in First Accounts for each incident. Analysis of submissions from the providers that are included in the pilot have shown a 50% reduction in Safeguarding First Accounts submitted by these providers, therefore significantly reducing the number of S42 safeguarding enquiries which is reflected in the Quarter 2 figure.
5.09	Number of new Other (Non-S42) Safeguarding Enquiries starting in period	n/a				36	12	8			20		↓	There has been a 33% drop in Non S42 Enquiries starting in the quarter which is consistent with the Care Concern pilot (see above). Small numbers however make it difficult to make definitive conclusions regarding this drop.
5.10	Number of S42 Enquiries Concluded in the period	n/a				856	177	152			329		→	There has been a 14% drop in concluded S42 enquiries which is again consistent with the Care Concern pilot (see above). The drop in new enquiries is far more prominent than the drop in concluded enquiries which is logical as many of the concluded enquiries will have commenced before the pilot.
5.11	Percentage of S42 Enquiries Concluded for which the client expressed their desired outcomes	High is good				52%	53%	55%			54%		↑	Since year-end, there has been a slight improvement in the collection of desired outcomes and work continues with the teams to ensure this information is captured for all clients.
5.12	Of S42 Enquiries Completed that the client expressed their desired outcomes, the percentage that were fully achieved (not partially achieved)	High is good				70%	77%	69%			73%		↓	as per above
5.13	% of concluded S42 enquiries where outcome of enquiry was substantiated/ partially substantiated	High is good			N/A	56%	59%	52%			55%		↓	as per above

Public Health Services Scorecard - 2018/19 Q2 (Jan19)

PI Ref	Indicator	Polarity	National Average	Previous Year	Prior Quarter	Previous Quarter	Latest Quarter	Latest Year	RAG Nat. Ave.	Dir of Travel	Comments
Reducing alcohol and drug related harm											
Q2 data is now available. Changes in contract provider have led to a disruption in data submission for some data items.											
1.1	Adults - Number of service users who have been in the service for more than 4 years. (CWP Case Notes)	Low is good		326	224	217	213		N/A	↓	NEW DATA. This indicator has been steadily reducing throughout the year. This quarter is also lower than the numbers reported in the same quarter last year (237 in 2017/18 Q1). This shows real improvement. This is due to various reasons including targeted work with this cohort, and is also aligned to improvements in successful completions in treatment.
				2015-16	2017/18-Q4	2018/19-Q1	2018/19-Q2				
1.2	Adults - Successful Completions of drug treatment, who do not represent within 6 months (Proportion of all in treatment): Opiates (PHOF 2.15)	High is good	6.6%	8.5%	8.2%	8.3%	8.2%	8.3%		↓	NEW DATA. The quarterly data has been steady throughout the year and the rate remains similar to the national average. It is hoped that targeted work with this cohort will result in improvements in successful completions in treatment and thus a improvement in performance. This will be monitored through the contract review meetings with the provider.
				2016	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
1.3	Adults - Successful Completions of drug treatment, who do not represent within 6 months (Proportion of all in treatment): Non Opiates (PHOF 2.15)	High is good	36.6%	34.8%	37.9%	32.0%	27.6%	32.0%		↓	NEW DATA. Although this indicator looks in decline, the decrease is not significant and the rate remains similar to the England rate. The Provider continues to undertake some target work to understand more about this cohort and also to emphasise the 'visible recovery' which aims to prevent representations. On the national NDTMS system we are RAG rated as amber, although the direction of travel is worsening.
				2016	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
1.4	Adults - Successful Completions of alcohol treatment, who do not represent within 6 months (Proportion of all in treatment) (PHOF2.15iii)	High is good	38.6%	39.9%	45.2%	46.6%	42.8%	46.6%		↓	NEW DATA. Despite a dip in performance this quarter the performance has been improving throughout the year and is still above the national average. Provider is undertaking some targeted work to understand more about this cohort and also to emphasise the 'visible recovery' which aims to prevent representations.
				2016	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
1.5	Adults - Proportion of service users seen within 10 working days from Referral to Assessment for Drug Treatment	High is good		45.0%	95.5%	97.1%	97.0%	75.6%	N/A	↓	Performance has improved this quarter and overall there has been a significant improvement in the reduction of waiting times since the start of the year. This is the result of the changes in process for the development of the intake team and processess, which have now become embedded within the service delivery. The national target set by PHE is for 3 weeks, which CWP achieve and is better that the national average. The CEC target of 10 working days and 100% is aspirational set by Commissioners to drive performance. There has been significant improvement in waiting times from baseline of 45%. When you look at the national NDTMS data, in Cheshire East 1.2% of Opiate clients wait more than 3 weeks for treatment in comparison to the national average which is 1.4% .
				2015-16	2017/18-Q4	2018/19-Q1	2018/19-Q2	2016-17			
1.6	Adults - Proportion of service users seen within 10 working days from Referral to Assessment for Alcohol Treatment	High is good		38.0%	91.3%	99.0%	95.1%	71.1%	N/A	↓	NEW DATA. Although there has been a dip in performance this quarter, overall there has been a significant improvement in the reduction of waiting times since baseline of 38%. This is the result of the changes in process for the development of the intake team and processes, which have now become embedded within the service delivery. The national target set by PHE is for 3 weeks, which CWP achieve and is better that the national average. The CEC target of 10 working days and 100% is aspirational target set by Commissioners to drive performance. When you look at the national NDTMS data, in Cheshire East 0% of Alcohol clients wait more than 3 weeks for treatment in comparison to the national average which is 2.4% .
				2015-16	2017/18-Q4	2018/19-Q1	2018/19-Q2	2016/17			
1.7	Young People - First interventions waiting 3 weeks & under	High is good	97.0%	100.0%	100.0%	100.0%	100.0%	100.0%		→	Waiting times for Young People SMS has been consistent throughout the contract and is above the national average (97%).
				2015-16	2017/18-Q2	2017/18-Q3	2017/18-Q4	2016-17			
1.8	Change in Anxiety scores from start to exit	Low is good				-1.50	-0.70		N/A	↑	Due to a change in provider for the Young Peoples element of the service a new indicator is available looking at the change in levels of anxiety reported by young people at the start of the intervention to the exit from service. Q4 reported a reduction from 5.5 to 4.8 (-0.7), this is a lower reduction than that achieved in 2017/18 Q3 where a reduction from 6.9 to 5.4 (-1.5) was reported.
						2017/18-Q3	2017/18-Q4				
1.9	Excessive drinking levels from start to exit	Low is good				-25.0%	-100.0%		N/A	↓	This a new indicator due to a change in provider for the Young Peoples element of the service. In Q4 at the start of treatment, 100% of young people reported drinking excessively during a single episode. At treatment exit, this went down to 0%. Nationally the proportion of young people reported drinking excessively during a single episode decreased from 67% to 55%.
						2017/18-Q3	2017/18-Q4				
1.10	Persons under 18 admitted to hospital for alcohol-specific conditions (Annual Data Only)	Low is good	37.4	44.00				40.80		↓	Annual data release. Rate has been steadily decreasing over last 9 time points, the rate is now not significantly different from England. 92 admissions occurred in 3 years 2014/15-2016/17. Further work is needed in terms of the early intervention and prevent element of the YP service. A development plan has been produced with the new provider. The next data will be available Feb 2019.
				2013/14 - 15/16				2014/15 - 16/17			

Public Health Services Scorecard - 2018/19 Q2 (Jan19)

PI Ref	Indicator	Polarity	National Average	Previous Year	Prior Quarter	Previous Quarter	Latest Quarter	Latest Year	RAG Nat. Ave.	Dir of Travel	Comments
Improving Sexual Health and Wellbeing											
ECT Contract Monitoring 2018/19 Q2 Sexual Health data now available											
2.1	Rate of chlamydia detection per 100,000 young people aged 15 to 24 (PHOF 3.02)	Near target is good	1887	2083.2	2065.5	1285.9	1336.5	2170.1		↑↑	NEW DATA. Performance is below the national target. There has been an improvement in performance in Q2 compared to Q1 2018/19. However performance is below the equivalent quarter last year, Q2 2017/18 (1,995). Figures equate to 132 diagnoses. The testing rate at 18.9% has improved on last quarter. Q1 data has changed since the last submission.
				2016	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
2.2	Proportion of young people aged 15-24 screened for chlamydia	High is good	22%	24.5%	16.2%	14.8%	18.9%	21.8%		↑	NEW DATA There has been a increase in the proportion of 15 to 24 year olds screened for chlamydia this quarter. Figures equate to 1,865 tests for 15 to 24 year olds. Action plan in place. Any decline in this indicator impacts on the poor performance of the main indicator, detection rate (PHOF3.02). This is a supporting indicator set to ensure that the PHOF indicator is achieved. Annual figure for 2017 is lower than the previous year but remains significantly higher than England. Q1 data has changed since the last submission.
				2016	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
2.3	Percentage of sexual health screens in under 25s taken at first attendance	High is good	68.4%		93.6%	94.1%	95.9%	91.3%		↑	NEW DATA Equates to 400 screens from 417 new attendances by this age cohort. The rate is well above target and steady. This suggests that the low rate in all screens in 2.2 above is either from repeat attendances to the service or outreach. Q1 data has changed since the last submission.
					2017/18-Q4	2018/19-Q1	2018/19-Q2	2017			
2.4	Percentage of people with needs relating to STIs who are offered a HIV test at first attendance	High is good		62.4%	88.0%	89.4%	90.2%	46.3%	N/A	↑	NEW DATA Incremental targets appear to have had an impact. Rate has remained above target in Q2. Q1 data has changed since the last submission.
				2015	2017/18-Q4	2018/19-Q1	2018/19-Q2	2016			
2.5	Percentage of LARCs prescribed as a proportion of all contraception (including injectables)	High is good	37.0%	37.0%	45.2%	44.0%	46.2%	36.9%		↑	NEW DATA Equates to 314 out of 680 contraceptions reported. Measured against target on a quarterly basis. Quarterly data is steady and has achieved target this quarter. Q1 data has changed since the last submission.
				2015	2017/18-Q4	2018/19-Q1	2018/19-Q2	2016			
2.6	Percentage of LARCs prescribed as a proportion of all contraception (excluding injectables)	High is good	28.0%	24.0%	38.8%	35.6%	39.0%	25.4%		↑	NEW DATA Equates to 265 out of 680 contraceptions given. Measured against target on a quarterly basis. Total number of LARCs prescribed is down again in this quarter, the increase in injectables means this rate is lower than last quarter but remains above target. Q1 data has changed since the last submission.
				2015	2017/18-Q4	2018/19-Q1	2018/19-Q2	2016			
2.7	HIV patients with a late diagnosis (PHOF 3.04)	Low is good	46.6%	35.0%				32.1%		↓	Although Cheshire East rate has decreased since 2009-11 the decrease is not significant and the rate remains similar to England rate i.e. is not significantly different.
				2014-2016				2015-2017			
2.8	Under 18 conceptions per 1,000 females aged 15-17 (as a proxy outcome for contraception) (PHOF2.04)	Low is good	18.8	17.4	13.4	17	19.5	15.5		↑	Quarter 2 data is provisional. Quarterly rates have fluctuated over time but generally are on a downward trend. However, the rate of decrease is less than the national decline resulting in a rate only similar to the England average. The rise in Q2 has taken the local rate above the England average for Q2 (18.2 per 1,000), if this trend continues Cheshire East annual rate for 2017 will be higher than the England. 2016 Annual data - Cheshire East at 15.5 per 1,000 is similar to England rate at 18.8 per 1,000.
				2015	2016-4p	2017-1p	2017-2p	2016			



Public Health Services Scorecard - 2018/19 Q2 (Jan19)

PI Ref	Indicator	Polarity	National Average	Previous Year	Prior Quarter	Previous Quarter	Latest Quarter	Latest Year	RAG Nat. Ave.	Dir of Travel	Comments
Best Start in Life (0-19 Services)											
Wirral Community NHS Trust Contract Monitoring 2018/19 Q2 Health Visiting data now available											
3.1	Percentage of pregnant women that receive an antenatal visit by a Health Visitor	High is good		753	91	115	114	434	N/A	↓	NEW DATA. This is unable to be reported as a percentage due to the difficulties in defining an adequate denominator. This is a nationally defined indicator within the Health Visitor Service Delivery Metrics. Numbers of women attending for ante-natal review at 28 weeks was maintained this quarter. However, numbers have been down compared to last year. Cheshire East has approx. 950 maternities per quarter, this means an estimated 12% achievement. Commissioners and Contract managers will work with the provider to produce a development plan for Health Visiting aiming to improve progress to targets. The plan will be monitored through quarterly contract management meetings and regular progress meetings will be in place.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.2	Percentage of births that receive a face to face NBV within 14 days by a Health Visitor	High is good	88%	85%	86%	87%	85%	86%		↓	NEW DATA. The local target figure was reduced to 90%, bringing it more in line with national average and the achieved rates of comparator authorities. Performance has been maintained but remains below the national average. Families who do not receive an NBV within 14 days receive the visit after 14 days. Commissioners and Contract managers will work with the provider to produce a development plan for Health Visiting aiming to improve progress to targets. The plan will be monitored through quarterly contract management meetings and regular progress meetings will be in place.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.3	Percentage of children that receive a 6-8 week review by the time they reach 8 weeks	High is good	83%	90%	82%	87%	89%	78%		↑	NEW DATA. Performance has increased this quarter achieving the national target. Local aspirational target figure has been reduced to 90%. This is still above national average and achieved rates for comparator authorities. Commissioners and Contract managers will work with the provider to produce a development plan for Health Visiting aiming to improve progress to targets. The plan will be monitored through quarterly contract management meetings and regular progress meetings will be in place.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.4	Percentage of infants being breastfed at 6-8 weeks	High is good	44%	46%	49%	51%	48%	48%		↓	NEW DATA. Some previous quarterly data has been changed due to a review of data accuracy by the Provider. Q1 breastfeeding rate has remained above both the local and national targets. There are a number of possible reasons for the improvement - the Infant Feeding Co-ordinator post at Macclesfield Hospital has been filled after many months of being vacant, the 0-19 service has increased the number of volunteer BF Peer Supporters and there has been an increase in the number of food establishments achieving Baby Welcome status as a result of joint working with Food Hygiene inspectors
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.5	Percentage of Children that received a 12 month review by 15 months	High is good	83%	81%	87%	89%	93%	84%		↑	NEW DATA. Performance has remained good throughout the year. This has resulted in the national target being met. Also this quarter the challenging local target of 90%, which is well above national average and above average of comparator authorities, has been achieved.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.6	Percentage of children who receive a 2-2.5 year review by 2.5 years	High is good	75%	76%	74%	86%	89%	75%		↑	NEW DATA. Performance has improved with both the national and local annual targets met.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.7	Percentage of children who received a 2-2.5 year review using the ASQ of those that had a 2-2.5 year review	High is good	88%	92%	98%	93%	99%	92%		↑	NEW DATA. This indicator has changed and the provider is now required to undertake the ASQ-SE (as opposed to ASQ) which is a longer assessment. Quarterly performance has improved and remains above the national average and the 90% local target.
				2016-17	2017/18 - Q4	2018/19 - Q1	2018/19 - Q2	2017-18p			
3.8	Proportion of Reception age pupils whose height and weight is recorded as part of the NCMP (Annual Data Only)	High is good	96%	96.6%				96.1%		↓	Target has been amended to 96% in accordance with recommendation from last PMF and in line with national average. Participation rate of 96.1% for 17-18 school year meets target.
				2016-17				2017-18			
3.9	Proportion of children aged 4-5 classified as overweight or obese (PHOF2.06i) (Annual Data Only)	Low is good	22%	19.2%				21.8%		↑	NEW DATA 2017/18 data shows 514 (21.8%) children measured were overweight or obese, this is now similar to the England rate. Despite the increase the rate is not significantly higher than last year.
				2016-17				2017-18			
3.10	Proportion of Year 6 children whose height and weight is recorded as part of NCMP (Annual Data Only)	High is good	94%	91.2%				90.0%		↓	Target has been amended to 94% in line with national average. After low participation in 16/17 the school nurse screeners committed to visiting the schools with the lowest participation rates first and booking 2 visits to all schools. In addition, parents received the NCMP letter via email this year. Despite these measures participation at 90.0% has remained below target. There were 12 schools whose participation rates were below 80%.
				2016-17				2017-18			
3.11	Proportion of children age 10-11 classified as overweight or obese (PHOF2.06ii) (Annual Data Only)	Low is good	34%	29.7%				29.9%		↑	2017/18 shows 829 (29.9%) children measured were overweight or obese. Despite the increase the rate is not significantly higher than last year and is still significantly lower than England.
				2016-17				2017-18			

Public Health Services Scorecard - 2018/19 Q2 (Jan19)

PI Ref	Indicator	Polarity	National Average	Previous Year	Prior Quarter	Previous Quarter	Latest Quarter	Latest Year	RAG Nat. Ave.	Dir of Travel	Comments
Healthy Lifestyles											
4.1	Percentage of the eligible population aged 40-74 offered an NHS Health Check (Cumulative) (PHOF2.22iii)	High is good	74%	65.5%	89.8%	79.7%	83.1%	89.8%		↑	NEW DATA. The number of people offered a Health Check decreased in Q2 compared to Q1, with only 3.4% of the eligible population being offered as opposed to 5.2% in Q1. This has resulted in a smaller increase in the cumulative total (79.7%) than previous quarters. This is also not an improvement on Q2 2017/18, which was 6.6% (note: there is a seasonal effect around Health Checks so this provides the best point of comparison). Despite significant work undertaken to catch up on this 5 year target including as i) liaison work with practice managers ii) target setting with practices iii) quarterly briefing notes which include performance comparison, the latest annual PHOF data release on PHE fingertips shows us worse than England average.
				2013-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2013-18			
4.2	Percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check (Cumulative) (PHOF2.22iv)	High is good	49%	54.4%	50.9%	49.1%	49.1%	50.9%		↑	NEW DATA. The proportion of people taking up an offer of Health Checks is higher to the proportion last quarter. The national target was achieved.
				2013-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2013-18			
4.3	Percentage of eligible population aged 40-74 received an NHS Health Check (Cumulative) (PHOF2.22v)	High is good	36%	35.7%	45.7%	39.1%	40.8%	45.7%		↑	NEW DATA. The number of offers and the conversion to an actual appointments (48.4%) is higher than last quarter. The conversion rate is higher than that of England 43.6%.
				2013-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2013-18			
4.4	Smoking Prevalence (PHOF 2.14 APS) (Annual Data Only)	Low is good	16%	13.3%				16.4%		↑	Not significantly different than England. No significant change since 2015 data. Based on survey data.
				2016				2017			
4.5	Number of 4 week quitters (P&P)	High is good	51%	35.3%	37.6%	37.1%	28.5%	37.1%		↓	NEW DATA. The number of 4 week quitters was lower in Q2. However, numbers are subject to large scale seasonal fluctuations . In 2016/17 only 35.3% of those setting a quit date actually managed to quit, this was lower than the England rate of 50.7%. In 2017/18 this increased to 37% (485) quitting of those setting a quit date. The number setting a quit date was lower this year so there has been a improvement in the conversion to non-smokers. The 2017/18 annual data reported on the PHE profiles is lower than data/rates calculated from contract monitoring reports where there were 528 4week quitters.
				2016-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017-18			
4.6	Smoking status at time of delivery	Low is good	11%	10.4%	12.4%	11.9%	12.8%	11.4%		↑	NEW DATA. Although the quarterly rate functuates there has been no significant change. Based on hospital data. Q2 - MCHT 11.8% , ECHT 8%. A visit was made to the Head of Midwifery at Leighton to improve referral rates. A similar visit is planned for Macclesfield District General. 2016-17 Annual data taken from PHE Profiles. CEC rate similar to England rate, slightly lower than 2015/16 but no significant change. 2017/18 annual data calculated from contract monitoring reports was 12.5%, higher than the national data reported via PHE Profiles.
				2016-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017-18			
4.7	Number of pregnant quitters (P&P)	High is good		38	17	9	8	52	N/A	↓	NEW DATA. As small numbers numbers prone to fluctuations
				2016-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017-18			
4.8	Number of mental health quitters (P&P)	High is good		71	35	19	21	86	N/A	↑	NEW DATA. As small numbers numbers prone to fluctuations
				2016-17	2017/18-Q4	2018/19-Q1	2018/19-Q2	2017-18			
4.10	Number of alcohol brief interventions (4 x Alcohol Providers)	High is good				15	35		N/A	↑	NEW DATA. Service only recently launched. But there has been Increase in numbers of alcohol brief interventions since initial quarter. We are currently looking at alternative options to provide support around alcohol in a more cost effective way.
						2016/17-Q4	2017/18-Q1				
4.11	Proportion of the adult population meeting the recommended '5-a-day' on a 'usual day' (adults) (PHOF 2.11i) (Annual Data Only)	High is good	57%	55.8%				62.0%		↑	Rate has increased, although increase is not significant the rate is now significantly better than the England rate. Survey methodology changed in 2015/16. Data is now from the Active Lives survey which replaced the Active People Survey in 2016, only available annually. NEW TARGET - to reflect new data. Ambition is to be in best 25% nationally
				2015/16				2016/17			
4.12	Number of dietary interventions (ESAR)	High is good			72	133	138		N/A	↑	NEW DATA. Numbers have increased again this quarter. Ongoing work is being undertaken to increase numbers for this programme . However, review work is due to get underway to reconsider the problem as a whole and the best way it can be addressed to achieve outcomes and best value.
					2017/18-Q4	2018/19-Q1	2018/19-Q2				
4.13	The percentage of adults classified as "inactive" (PHOF - 2.13)	Low is good	22%	20.8%				20.5%		→	Rate is similar to the England rate and has not changed significantly since 2015/16. Survey methodology changed 2015/16. Data is now from the Active Lives survey which replaced the Active People Survey in 2016, only available annually. NEW TARGET - Cheshire East falls into the best quartile national (top 25%), the ambition is to be in best 10% nationally
				2015/16				2016/17			
4.14	Number of physical interventions (ESAR)	High is good			597	647	501		N/A	↓	NEW DATA. Numbers have decreased in this quarter. Actions have been set with the provider to increase this rate further including target setting, stronger promotion to the community, and liaison work with practices.
					2017/18-Q4	2018/19-Q1	2018/19-Q2				
4.15	Percentage of adults classified as overweight or obese (PHOF 2.12)	Low is good	61%	58.3%				59.4%		→	Rate lower than the national average but not significantly different. No significant change from 2015/16. Survey methodology changed 2015/16. Data is now from the Active Lives survey which replaced the Active People Survey in 2016, only available annually. NEW TARGET - Cheshire East falls into the best quartile national (top 25%), the ambition is to be in best 10% nationally
				2015/16				2016/17			
4.16	Number of adults achieving 5% weight loss following weight management interventions	High is good			24	39	42		N/A	↑↑	NEW DATA. Numbers of individuals achieving 5% weight loss are continuing to rise for this programme. But actions have been set with the provider to increase this rate further.
					2017/18-Q4	2018/19-Q1	2018/19-Q2				

Public Health Services Scorecard - 2018/19 Q2 (Jan19)

PI Ref	Indicator			National		Prior	Previous	Latest	RAG	Dir of	
		Polarity	Average	Previous Year	Quarter	Quarter	Quarter	Latest Year			
									Nat. Ave.	Travel	Comments

NOTE:- Substance Misuse - Contract Monitoring reports from the new provider will not be available until Feb 19, these will cover only part of the financial quarter Q3 as the contract started in Nov18.



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## **FORWARD PLAN FOR THE PERIOD ENDING 30<sup>TH</sup> APRIL 2019**

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](mailto: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 18/19-25 Supplementary Planning Document - The Garden Village at Handforth - Final Approval	To seek approval to publish a Supplementary Planning Document for the Garden Village at Handforth.	Portfolio Holder for Housing, Planning and Regeneration	Not before 21st Dec 2018	The draft Supplementary Planning Document was subject to six weeks consultation during September and October 2018. All comments received have been considered and revisions made to create a final version of the Supplementary Planning Document ready for approval.	Adrian Fisher, Head of Planning Strategy	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-26 Statement of Community Involvement - Final Approval	To seek approval to publish a revised Statement of Community Involvement which will set out how the Council will involve and engage with the public and partners in pursuit of its planning functions. The Statement covers both planning applications and planning policy. The preparation of the Statement is a legal requirement.	Portfolio Holder for Housing, Planning and Regeneration	Not before 21st Dec 2018	The draft Statement of Community Involvement had been subject to six weeks consultation, which ran concurrently with the consultation on the second stage of the Local Plan – Site Allocations & Development Policies Document.	Adrian Fisher, Head of Planning Strategy	N/A
CE 18/19-32 Draft Brooks Lane (Middlewich) Masterplan Supplementary Planning Document	To seek approval to publish a draft masterplan SPD for public consultation. The preparation of the masterplan is linked to the Council's Local Plan Strategy adopted in July 2017. The Local Plan identified the Brooks Lane area as having potential for regeneration.	Portfolio Holder for Housing, Planning and Regeneration	Not before 21st Dec 2018	The draft Supplementary Planning Document will be subject to six weeks consultation.	Adrian Fisher, Head of Planning Strategy	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-34 A500 Dualling - Funding and Delivery Strategy Update	To seek approval for the Executive Director of Place to put in place a contract with Balfour Beatty to provide the works and services necessary for the scheme, and securing the making of a CPO to ensure that the Council is in a position to deliver the scheme once the final funding decision has been made by the DfT.	Cabinet	15 Jan 2019		Chris Hindle	N/A
CE 18/19-36 Middlewich Eastern Bypass - Delivery Strategy	To seek approval for the Executive Director of Place to put in place a contract with Balfour Beatty to provide works and services necessary for the scheme, make payments of compensation to any affected third parties and the making of a CPO to ensure that the Council is positioned to deliver the scheme once the final funding decision has been made by the DfT.	Cabinet	15 Jan 2019		Chris Hindle	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-37 ASDV Programme Update	To approve the recommendations in the report and authorise officers to implement the decisions.	Cabinet	15 Jan 2019		Kathryn Carr	Fully exempt - paras 3 & 4
CE 18/19-33 Crewe Area Action Plan	To seek approval to publish an area action plan for public consultation. The area action plan will establish a defined vision and positive development plan for the Crewe area.	Portfolio Holder for Housing, Planning and Regeneration	1 Feb 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 18/19-35 Proposed Expansion of Elworth Church of England Primary School, Sandbach	To seek approval for the proposed expansion of Elworth CE Primary School from 315 to 420 places for implementation in September 2020, having given due consideration to any responses to the statutory proposal notice.	Cabinet	5 Feb 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A
CE 18/19-39 Provision of Catering Services at Tatton Park	To approve the recommendations in the report regarding the provision of catering services at Tatton Park, and to authorise the officers to take all necessary actions to implement them.	Cabinet	5 Feb 2019		Brendan Flanagan, Head of Rural and Cultural Economy	Fully exempt - paras 3 & 4



<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-40 Macclesfield Local Development Order	To approve the Cheshire East Macclesfield Local Development Order (Northside and Whalley Hayes), comprising the Local Development Consent Order and Statement of Reasons.	Cabinet	5 Feb 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 18/19-41 0-19 Healthy Child Programme	To authorise the Executive Director People, in consultation with the Portfolio Holder for Health, to award the 0-19 Healthy Child Programme contract.	Cabinet	5 Feb 2019		Nichola Glover-Edge, Director of Commissioning	N/A
CE 18/19-42 Re-Commissioning of Integrated Lifestyle Services	To delegate to the Executive Director People, in consultation with the Portfolio Holder for Health, authority to re-commission the One You Cheshire East Integrated Lifestyle Service.	Cabinet	5 Feb 2019		Nichola Glover-Edge, Director of Commissioning	N/A
CE 17/18-51 Medium Term Financial Strategy 2019-2022	To approve the Medium Term Financial Strategy for 2019-2022, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	21 Feb 2019		Alex Thompson, Head of Finance and Performance and Interim Section 151 Officer	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-11 Adoption of Community Infrastructure Levy	To seek agreement to adopt the Community Infrastructure Levy (CIL) Charging Schedule following public examination on 12/13 September 2018.	Council	21 Feb 2019		Adrian Fisher, Head of Planning Strategy	
CE 18/19-43 Families Achieving Change Together	To authorise the start of a tender process to establish a devolved children's social work model (Families Achieving Change Together (FACT)), and provide delegated authority to the Executive Director People in consultation with the Portfolio Holder for Children and Families to award the contract to the FACT service.	Cabinet	12 Mar 2019		David Leadbetter	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-45 Rural Action Plan	The Council has identified rural matters as a strategic priority and has undertaken to build a strong and resilient rural economy with strong, supportive rural places and communities. The report will present a Rural Action Plan for approval relating to the period 2019/20 – 2021/22.	Cabinet	12 Mar 2019		Brendan Flanagan, Head of Rural and Cultural Economy	N/A
CE 18/19-38 Malbank School and Sixth Form College - Authority to Let a Contract	To seek approval to delegate authority to the Executive Director of People to authorise the entering into of a construction contract for the creation of additional pupil places at Malbank School and Sixth Form College.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-44 Local Transport Plan	Cheshire East Council as the Local Transport Authority has a duty to produce, and keep under review, a Local Transport Plan (LTP) in accordance with the Local Transport Act 2008. Council will be asked to approve the LTP for adoption following consideration by Cabinet.	Council	18 Jul 2019		Richard Hibbert	N/A



## **Health and Adult Social Care and Communities Overview and Scrutiny Committee**

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**Date of Meeting:** 07 February 2019

**Report Title:** Work Programme

**Portfolio Holder:** Councillor J Clowes – Portfolio Holder for Adult Social Care and Integration

Councillor L Wardlaw – Portfolio Holder for Health

**Senior Officer:** Acting Monitoring Officer and Director of Legal Services

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### **1. Report Summary**

- 1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

### **2. Recommendations**

- 2.1. That the work programme be approved, subject to committee agreement to add new items or delete items that no longer require any scrutiny activity.

### **3. Reason for Recommendation**

- 3.1. It is good practice to regularly review the work programme and update as required.

### **4. Other Options Considered**

- 4.1. N/A.

### **5. Background**

- 5.1. The schedule attached has been updated following the last meeting of the committee.
- 5.2. The work programme has also been reviewed at a Scrutiny Liaison Meetings by the Chairman, Vice-Chairman, portfolio holders and key senior officers.
- 5.3. Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity.

- 5.4. When selecting potential topics, members should have regard to the Council's three year plan and to the criteria listed below, which should be considered to determine whether scrutiny activity is appropriate.
- 5.5. The following questions should be asked in respect of each potential work programme item:
- Does the issue fall within a corporate priority;
  - Is the issue of key interest to the public;
  - Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
  - Is there a pattern of budgetary overspends;
  - Is it a matter raised by external audit management letters and or audit reports?
  - Is there a high level of dissatisfaction with the service;
- 5.6. 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 a specified or required timescale

## **6. Implications**

- 6.1. There are no implications to legal or financial matters, equality, human resources, risk management, or for rural communities, children and young people or public health.

## **7. Ward Members Affected**

- 7.1. All.

## **8. Access to Information**

- 8.1. The background papers can be inspected by contacting the report author.

## **9. Contact Information**

- 9.1. Any questions relating to this report should be directed to the following officer:

Name: Joel Hammond-Gant

Job Title: Scrutiny Officer

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Date: <b>7.2.19</b> Time: 10.00am Venue: Committee Suite, Westfields	Date: <b>7.3.19</b> Time: 10.00am Venue: Committee Suite, Westfields	Date: <b>11.4.19</b> Time: 10.00am Venue: Committee Suite, Westfields
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<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
Review of Autism Screening at Cheshire's Custody Suites	To consider a report from the Cheshire and Wirral Partnership (CWP) on autism screening at Cheshire's custody suites, following a campaign to identify suspects with, or suspected of having, a condition on the Autistic Spectrum.	CWP	Health	Committee (following CWP Quality Account 2016/17)	Performance monitoring	People live well and for longer	January 2020
Outcomes from Consultation on Option 2 Plus	To consider information from the Eastern Cheshire CCG, Cheshire and Wirral Partnership and South Cheshire and Vale Royal CCG on the consultation carried out for the newly proposed Option 2 Plus for the redesign of mental health services in Cheshire East.	Associate Director of Commissioning (Eastern Cheshire CCG)	Adult Social Care and Integration  Health	Committee	Consider if consultation was adequate, and establish clear monitoring role for implementation of the redesign	People live well and for longer	Progress report date TBA
Health and Adult Social Care and	To consider performance data for council services in the committee's	Acting Executive Director of	Adult Social Care and	CLT	Performance monitoring	People live well and for	7.2.19

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Communities Performance Scorecard (Quarter 2)	remit for quarter 2 of 2018/19.	People	Integration  Health			longer  Our local communities are strong and supportive	
Everybody Sport and Recreation Annual Performance Report 2017/18	To consider the performance of Everybody Sport and Recreation in 2017/18.	ESAR	Health	Committee	Performance monitoring	People live well and for longer	7.2.19
Delayed Transfers of Care	To consider a joint report from the Council, Eastern Cheshire CCG and South Cheshire CCG on performance relating to patient discharge and transfers of care, since the committee undertook a spotlight review into the matter (report published June 2017.)	Director of Commissioning (CEC) / Jamaila Tausif (SCCCG) / Fleur Blakeman (ECCCG)	Adult Social Care and Integration  Health	Committee	Performance monitoring  Monitoring impact of scrutiny	People live well and for longer  Our local communities are strong and supportive	7.2.19
Healthwatch Performance Update	A representative of Healthwatch be invited to attend to the Committee with an outcomes led 12 months progress review	Healthwatch	Health	Committee	Performance monitoring	People live well and for longer  Our local communities are strong and	7.2.19

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						supportive	
Congleton Minor Injuries Unit	To consider a report on the impacts to the Congleton Minor Injuries Unit Impact of national review of urgent care services with a required specification of service standards for the provision of facilities. Findings of the review and its impact on the unit to be considered.	Kath Senior (NHS East Cheshire Trust) / Director of Commissioning (Eastern Cheshire CCG)	Health	Committee	Performance monitoring  Monitoring developments or variations in service provision	People live well and for longer	Autumn 2019
Recommissioning of Assistive Technology	To consider a report updating on the new commission.	Director of Commissioning		Committee	Monitoring developments or variations in service provision	Our local communities are strong and supportive  People live well and for longer	7.3.19
Connected Communities	To consider a progress report on performance of the Council's Connected Communities Centres against key strategies and objectives	Director of Public Health	Adult Social Care and Integration	Committee	Performance monitoring	People live well and for longer  Our local communities are strong and	7.3.19

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						supportive	
CCG Convergence	To receive a report on the convergence of CCGs in Cheshire	Eastern/South CCGs	Health	CCGs	Information	People live well and for longer	7.3.19
CCG Operational Plans	To consider a report on CCG operational plans	Eastern/South CCGs	Health	CCGs	Performance monitoring	People live well and for longer	7.3.19
Cheshire East Mental Health Strategy	To consider the Cheshire East Mental Health Strategy prior to a decision being made by Cabinet.	Director of Commissioning  Corporate Manager – Health Improvement	Health	Chairman	Pre-decision, strategy/policy development	People live well and for longer	TBD
Deprivations of Liberties Situation (DoLS)	To take an in-depth look at DoLS and mental capacity, receiving information from relevant Council officers and partner organisations.	Head of Safeguarding / Director of Adult Social Care	Adult Social Care and Integration	Committee	Performance monitoring	People live well and for longer	11.4.19
Health and Adult Social Care and Communities Performance Scorecard (Quarter 3)	To consider performance data for council services in the committee's remit for quarter 3 of 2018/19.	Acting Executive Director of People	Adult Social Care and Integration  Health	CLT	Performance monitoring	People live well and for longer  Our local communities are strong and	11.4.19



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						supportive	

**Items scheduled to carry over to 2019/20**

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Early Help Framework	Performance review following implementation in October 2018.	Director of Commissioning	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	June 2019
Improved Access – Eastern Cheshire CCG	To consider a report on the effectiveness and impact of NHS Eastern Cheshire CCG's work to improve access to services; new ways of working were introduced in October 2018.	Director of Commissioning (Eastern Cheshire CCG)	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	June 2019
Health and Adult Social Care Performance Scorecard – 2018/19 Annual Update	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Director of Adult Social Care	Adult Social Care and Integration Health	Corporate Leadership Team	Performance monitoring	People live well and for longer	July 2019
North West Ambulance Service (NWAS) Performance Update	To consider a performance report from NWAS, approximately 12 months on from the last report to the committee.	NWAS	Health	Committee	Performance monitoring	People live well and for longer	Nov. 2019

Impacts to Cheshire East Adult Social Care Services Following Decision on Millbrook Unit	To consider a report highlighting the impacts to Cheshire East Council adult social care services following the implementation of the new model of mental health services in eastern Cheshire. (This will be brought to the committee following the implementation of new ways of working to ensure sufficient data and evidence for effective scrutiny.)	NHS Eastern Cheshire CCG / CWP / CEC	Adult Social Care and Integration  Health	Director of Adult Social Care / Director of Public Health	Performance monitoring	People live well and for longer	TBD
On-line Slimming Products	To investigate the licensing/control mechanisms in place to regulate the sale of slimming products on line and to review the mental impacts of rapid weight loss achieved through such products.	Director of Public Health	Health	Chairman	Policy Development	People live well and for longer	TBD

**Future Committee Items**

Changes to the NHS