

Corporate Policy Committee

Agenda

Date: **Thursday, 23rd March, 2023**

Time: **10.00 am**

Venue: **Committee Suite 1, 2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ**

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

It should be noted that Part 1 items of Cheshire East Council decision making 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

To note any apologies for absence from Members.

2. Declarations of Interest

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

3. Minutes of Previous Meeting (Pages 5 - 14)

To approve as a correct record the minutes of the meeting held on 9th February 2023.

4. Public Speaking/Open Session

In accordance with paragraph 2.24 of the Committee Procedure Rules and Appendix on Public Speaking, set out in the [Constitution](#), a total period of 15 minutes is allocated for members of the public to put questions to the Committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes to speak; the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days in advance of the meeting.

Contact: Paul Mountford, Democratic Services

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5. **Cheshire East People's Panel** (Pages 15 - 76)

To consider a report on the recommendations of the Cheshire East People's Panel on the cost of living, and to update on the actions that are progressing and planned as a result of the recommendations.

6. **Census 2021 Results** (Pages 77 - 106)

To consider a report which provides a summary of the key data released to date from the Census 2021 for the Cheshire East area.

7. **ICT Strategy** (Pages 107 - 138)

To consider a report which seeks approval of the ICT Strategy for Cheshire East Council.

8. **ICT Hybrid Model Update Report** (Pages 139 - 150)

To consider a report which provides an update on progress with the mobilisation of a new hybrid model for ICT.

9. **Cyber Security Update** (Pages 151 - 158)

To consider a report which provides an update on the status of cyber security within the Council.

10. **2022/23 Financial Update** (Pages 159 - 190)

To consider a report which provides an update on financial management for 2022/23.

11. **Performance Report - Quarter 3 2022/23** (Pages 191 - 246)

To consider a report which provides an oversight of organisational performance for the third quarter of 2022/23 against the priorities in the Council's Corporate Plan 2021-25.

12. **Strategic Risk Register Assurance Report Q3 2022/23** (Pages 247 - 296)

To consider a report which provides an update on the activity of the Council's Strategic Risk Register for Quarter 3 2022/23.

13. **Calendar of Meetings 2023-2024** (Pages 297 - 320)

To consider the Calendar of Meetings for 2023-2024.

14. **Work Programme**

The work programme for 2023-24 will be presented to the Committee's first meeting of the new municipal year.

15. **Minutes of Sub-Committees** (Pages 321 - 330)

To receive the following sub-committee minutes:

General Appeals Sub-Committee – 10th January 2023
Finance Sub-Committee – 8th March 2023

THERE ARE NO PART 2 ITEMS

Membership: Councillors C Browne, D Brown, J Clowes, S Corcoran (Chair), JP Findlow, K Flavell, N Mannion, A Martin, J Rhodes, J Saunders, A Stott (Vice-Chair), M Warren and P Williams

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Policy Committee**
held on Thursday, 9th February, 2023 in the Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor S Corcoran (Chair)
Councillor A Stott (Vice-Chair)

Councillors C Browne, J Buckley, J Clowes, JP Findlow, K Flavell, S Holland,
N Mannion, A Martin, J Rhodes, J Saunders and M Warren

Other Members present

Councillor L Crane

Officers in attendance

Lorraine O'Donnell, Chief Executive
Jane Burns, Executive Director of Corporate Services
David Brown, Director of Governance and Compliance
Alex Thompson, Director of Finance and Customer Services
Michael Moore, Head of Communications
Sara Duncalf, HR Operations Manager
Gareth Pawlett, Chief Information Officer
Peter Lloyd, Head of Transformation and Technology, Cheshire West and
Chester Council
Paul Mountford, Democratic Services

Apologies

Councillors D Brown and P Williams

The Chair announced that the British Red Cross had launched an appeal in relation to the devastating earthquakes that had hit southern Turkey and north-west Syria killing thousands of people and injuring many thousands more. Contributions could be made through the British Red Cross website, a link to which would be placed on the Council's website shortly.

Four Cheshire Fire and Rescue Service fire fighters were helping with the rescue effort.

59 DECLARATIONS OF INTEREST

There were no declarations of interest.

60 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 1st December 2022 be approved as a correct record.

61 PUBLIC SPEAKING/OPEN SESSION

Charlotte Peters Rock spoke in relation to the Stanley Centre, Knutsford, and the potential impact that the closure of the Centre would have on the community, and particularly disabled residents.

In response, Councillor J Rhodes, Chair of the Adults and Health Committee, advised that the closure of the Stanley Centre was one of a number of suggestions for consideration at this stage and that any proposals in relation to the Centre would require full consultation with residents.

Councillor L Crane asked if the Council would consider using receipts from the sale of assets to mitigate or prevent some of the proposed spending cuts in the budget. She also asked whether this would constitute a valid amendment to the budget either today or at full Council, given that a full business case could not be developed in time.

The Director of Finance and Customer Services advised that any anticipated asset disposals or acquisitions were built into the budget figures to be considered by the Committee at today's meeting and there were no outstanding business cases at present that could be accelerated in order to provide mitigation within the budget. The Finance Sub-Committee recently reviewed asset disposals at its meeting on 19 January 2023. Any variations to the proposed use of capital receipts from the sale of assets would need to be considered by the Finance Sub-Committee which was responsible for reviewing the asset management plan.

62 MEDIUM-TERM FINANCIAL STRATEGY 2023-27 CONSULTATION ON THE RESPONSIBILITIES COVERED BY THE CORPORATE POLICY COMMITTEE

The Committee considered a report which sought feedback from the Committee, as a consultee, on the development of the Cheshire East Medium-Term Financial Strategy 2023/24 to 2026/27 in relation to the Committee's responsibilities.

With regard to Item 57 in the revenue proposals: Reducing the Cost of Democracy, the Executive Director of Corporate Services advised that the proposals related to the abolition of the Public Rights of Way Committee and the transfer of its functions to the Highways and Transport Committee, and the reduction in the number of planning committees from three to two.

The following comments, questions and responses were made in relation to the Corporate Services revenue proposals within the MTFS:

Item 52 (Remove Commercial Workstream Income Target), a question was asked about why the income target relating to Adults services was not achievable.

Officers advised that this was a workstream within the Brighter Futures transformation programme which had now come to an end.

Item 55 (Pension Costs Adjustment), with regard to the reduction in pension contributions by the Council, the Chair expressed his thanks to those members who sat on the Cheshire Fund Pension Committee.

Item 57 (Reducing the Cost of Democracy), some members expressed concern about the proposal to reduce the number of committees.

The Chair of the Highways and Transport Committee, Councillor C Browne, confirmed that the Committee had the capacity to absorb the functions of the PROW Committee. He added that the proposals on the reduction in committees had received the highest level of support during the consultation.

Officers advised that the proposals would be considered by the Constitution Working Group and would require full Council approval. There was therefore an opportunity for further member involvement.

In relation to proposals to freeze members' allowances for the next year, it was suggested that Special Responsibility Allowances and the roles of chairs and vice-chairs should also be considered.

Officers advised that any proposals in relation to members' allowances would be for consideration by the Independent Remuneration Panel and would require full Council approval.

A question was asked about why the agenda for the meeting had not been printed on the same recycled paper as was used generally in Council buildings.

The Director of Governance and Compliance undertook to provide a written response.

Items 58 and 59 (Elections Act 2022 Additional Costs), concern was expressed that there could be a late surge in applications for voter IDs for the local elections in May, and assurances were sought that the Council had the capacity to cope with the demand.

Item 63 (review of leadership and management, and MARS), caution was urged about how MARS was applied, given the current challenges around recruitment and retention.

Officers advised that MARS was a small but useful tool which was less costly to the Council than redundancy. Each case was considered from a business case perspective.

RESOLVED

That

1. the Committee notes:

- (a) The year-end forecast outturn position for 2022/23 (Appendix 1);
- (b) The financial context and proposals contained within the Executive Summary of the Medium-Term Financial Strategy (MTFS report Annex C, Section 1);
- (c) Revenue Grant Funding (Appendix 4); and
- (d) Earmarked Reserves (Appendix 5).

2. the Committee's feedback on the proposals within the MTFS, as related to the Committee's responsibilities, be provided to support and advise Council in fulfilling its responsibilities to approve a balanced budget for 2023/24, in the following areas:

- (a) Revenue Proposals (Details are at Appendix 2); and
- (b) Capital Programme (Appendix 3).

63 NOTICE OF MOTION - LGA CAMPAIGN: 'SAVE LOCAL SERVICES'

The Committee considered a report in response to a Notice of Motion relating to the Local Government Association's 'Save Local Services' campaign. Council on 14th December 2022 had referred the Notice of Motion to the Corporate Policy Committee for consideration.

The motion, proposed by Councillor M Goldsmith and Seconded by Councillor A Moran, was as follows:

Cheshire East Council Supports the LGA Campaign to "Save Local Services" and asks the Government to provide immediate emergency support to address the funding gap for all local councils.

Councillors Goldsmith and Moran had been invited to the meeting to speak on the matter but were unable to attend.

RESOLVED (unanimously)

That the Committee agrees to support the LGA Campaign to “Save Local Services”.

64 MEDIA RELATIONS PROTOCOL

The Committee considered a report which presented an updated media relations protocol for Cheshire East Council.

The Chair drew attention to provisions within the protocol which would enable ward members to be credited in press statements for work they had done.

In response to members' questions, the Director of Governance and Compliance advised that social media were covered by the Nolan Principles of public life and the member code of conduct.

RESOLVED (by majority)

That the Committee approves the updated media relations protocol.

65 PAY POLICY STATEMENT 2023/24

The Committee considered a report which outlined changes to the Pay Policy Statement for 2023/24.

Changes since last year's Statement were outlined in section 7.4 of the report.

RESOLVED (unanimously)

That

1. the changes since the 2022/23 Pay Policy Statement be noted as outlined in section 7.4 of the report;
2. the Pay Policy Statement for 2023/24 as appended to the report be recommended to Council for approval and published accordingly; and
3. the agreed Pay Policy Statement for 2023/24 be reviewed in-year and any further changes be approved by the Monitoring Officer and published accordingly.

66 APPOINTMENT OF NEW MEMBER TO THE INDEPENDENT SCHOOL ADMISSION APPEALS PANEL

The Committee considered a report on the appointment of an individual to become a member of the Independent School Admission Appeals Panel.

The applicant had been interviewed and evaluated by a lawyer in the Legal Services Adults and Education Team as a result of which the appointment was recommended.

The applicant, Mr Paul Fagan, had consented to his details being divulged in public and these had been circulated to members of the Committee.

RESOLVED (unanimously)

That the Committee approves the appointment of Mr Fagan to become a member of the Independent School Admission Appeals Panel.

(At this point, the Committee adjourned for a five minute break.)

67 MEDIUM-TERM FINANCIAL STRATEGY 2023-27

The Committee considered a report which presented the Medium-Term Financial Strategy (MTFS) for Cheshire East Council for the four years 2023/24 to 2026/27.

The Committee was asked to consider the feedback from the budget consultation and recommend an annual balanced budget to the full Council meeting on 22 February 2023.

The report summarised the resolutions that the Corporate Policy Committee was requested to recommend to Council at Appendix A. The report also provided the Medium-Term Financial Strategy (MTFS) Report (containing the Budget that would be part of the recommendations) for the period 2023/24 to 2026/27 at Appendix C.

Annex 2b, within Appendix C, provided information on the consultation responses, including the feedback from service committees. The feedback from the Environment and Communities Committee's meeting of 2nd February 2023 was circulated at the meeting.

The Chair thanked all those who had responded during the consultation period. He also thanked the officers for producing a balanced budget for the next four years in conditions of great uncertainty.

Some members felt that under the new committee system they should have been more involved with the development of the budget rather than simply being asked to comment on it. It was suggested that for the future, a member workshop approach be adopted to allow more member involvement at the formulation stage.

Councillor Clowes stressed the need for more innovative thinking and in this respect referred to a scheme operating in Sussex whereby the council had introduced levies on its busiest roads and charged a daily rent to utility companies, providing much-needed revenue and ensuring that lanes were re-opened more quickly.

Councillor Browne, as Chair of the Highways and Transport Committee, undertook to discuss the matter with officers and to see if Cheshire East Council was already doing something similar.

He went on to say that service committees had provided an opportunity for members to make a greater contribution to the budget-setting process.

The Chair added that there had been two rounds of budget meetings through the committee system and that the earlier round had presented a 'blank page', with members being invited to make suggestions. He agreed that a workshop approach might be a way forward in future.

RESOLVED (by majority)

That

1. the Committee notes:

- (a) the year-end forecast outturn position for 2022/23 (Appendix C, Section 2);
- (b) the summary results of the Budget Consultation and Engagement exercise undertaken by the Council, as set out in Appendix C, Annex 2a and 2b;
- (c) the report of the Council's Section 151 Officer, contained within the MTFS Report, regarding the robustness of estimates and level of reserves held by the Council based on these budget proposals (Appendix C, Comment from the Section 151 Officer); and
- (d) that the Council's Finance Procedure Rules remain unchanged and will always apply to ensure proper approval should any changes in spending requirements be identified (Appendix C, Annex 14); and

2. the Committee recommends to Council the items at Appendix A.

68 WORK PROGRAMME

The Committee received an update on its work programme for 2022/23.

RESOLVED

That the work programme be noted.

69 MINUTES OF SUB-COMMITTEES

RESOLVED

That the minutes of the following sub-committee meetings be received:

Finance Sub-Committee - 9th November 2022
Finance Sub-Committee - 19th January 2023

70 THE FUTURE MODEL FOR ICT: SHARED SERVICE REVIEW

The Committee considered a report on a review of the arrangements for ICT between Cheshire East and Cheshire West and Chester Councils.

The report provided the final conclusions of an ICT Shared Service Review. It proposed moving from the current shared service to a hybrid model. This would involve retaining a shared data centre and network but would involve separation and reconfiguration of other functions that were currently shared.

Further details on the rationale, financial case, transition plan, and mitigations to any key risks were set out in the report.

The Shared Services Joint Committee at their meeting on 26 January 2023 had supported the new model.

Peter Lloyd, Head of Transformation and Technology, Cheshire West and Chester Council, reported that his Cabinet had met yesterday and had given unanimous support to the proposal.

In response to members' questions, Gareth Pawlett, Chief Communications Officer, advised that:

- The data centre in Chester would continue to be shared for some time.
- Two separate Cloud environments would be created.
- There would be more ICT roles in the future, and more permanent staff may be needed.
- The change should not present an increased risk of cyber attack. A detailed report on this subject would be presented to the Committee's next meeting.

RESOLVED (unanimously)

That the Committee

1. approves the move to a hybrid model for ICT to progress consultation with the trade unions based on all necessary considerations included in the report;
2. will progress full consultation and engagement with staff and trade unions, informing a more detailed design of a new hybrid model and the approach to the reconfiguration of the service;

3. agrees that a revised agreement setting out the future arrangements for ICT across both councils will be prepared and entered into following the above stages and the implementation of a new tenancy model;
4. commits the necessary resources to implement a new tenancy model and the mobilisation of the programme, subject to the approval of the additional investment as part of the MTFS;
5. approves the principle of shared employment related liability and costs between Cheshire East and Cheshire West and Chester Councils relating to the transitional period and any disaggregation process leading to the move to a hybrid model for ICT, and delegates authority to the respective Heads of Legal Services to agree the terms of any amendments to the Staff Transfer Agreement, ICT Services Agreement, or related documents;
6. delegates authority to the Executive Director of Corporate Services to procure and award contracts for relevant technical partner and transformation capacity; and
7. reaffirms that Member oversight will continue to be provided by the Shared Services Joint Committee and the Joint Member Scrutiny Task Group.

The meeting commenced at 10.00 am and concluded at 12.52 pm

Councillor S Corcoran (Chair)

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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: Cheshire East People's Panel

Report of: Jane Burns, Executive Director Corporate Services

Report Reference No: CP/65/22-23

Ward(s) Affected: All

1. Purpose of Report

- 1.1. The purpose of this report is to inform Corporate Policy Committee of the recommendations of the Cheshire East People's Panel on the cost of living, and to update on the actions that are progressing and planned as a result of the recommendations.
- 1.2. The Cheshire East People's Panel met over two weekends in October 2022 to discuss the question "what can be done to make life more affordable for those most affected by the rising cost of living?". The Panel was formed as part of testing a new approach to consultation and engagement, endorsed by the Committee.
- 1.3. The People's Panel is a form of participatory democracy and particularly supports two priorities within the "Open" aim of the Corporate Plan these are: to listen, learn and respond to our residents, promoting opportunities for a two-way conversation and to promote and develop the services of the council through regular communication and engagement with all residents.

2. Executive Summary

- 2.1 The Cheshire East People's Panel was formed in September 2022, by Cheshire East Council and the not for profit, campaign and research organisation, Positive Money. This project was progressed as a pilot scheme, to test out a participatory democracy process, as part of the refreshed approach to Consultation and Engagement.

- 2.2** In October 2022, 21 residents of Cheshire East came together to form the Cheshire East People's Panel on the Cost of Living. The purpose was for a diverse group of residents to decide upon recommendations to ease the effects of the increasing costs of living. The panellists met over two weekends to discuss "what can be done to make life more affordable for those most affected by the cost of living?" and to develop a set of recommendations to present to Cheshire East Council.
- 2.3** A final report from the People's Panel was received by Cheshire East Council in December 2022. The report is at **Appendix 1**. The report contains the 12 recommendations of the People's Panel. The recommendations were grouped into three themes: community and appropriate support, energy, transport and planning, and rethinking funding and distribution.
- 2.4** Officers from across the council worked together to provide responses to the recommendations proposed by the People's Panel. The initial council responses were fed back to the Panel on 28 January 2023, at a face-to-face feedback session. The council is already working on, or considering plans to take forward, 10 of the recommendations. The council explained that it was unable to take forward 2 of the recommendations and explained why. The full response is at **Appendix 2**.

3. Recommendations

- 3.1.** To note the report of the Cheshire East People's Panel and to thank the People's Panel for their participation, report and recommendations. (**Appendix 1**).
- 3.2.** To agree the suggested actions proposed in response to the recommendations (**Appendix 2**).
- 3.3.** To share the report with all Members of Cheshire East Council.

4. Reasons for Recommendations

- 4.1.** The recommendations have been made to support progress against delivery of the Corporate Plan. The People's Panel were advised that their report would be published, alongside the responses from the council. This ensures that the participatory democracy process is open and transparent.

5. Other Options Considered

- 5.1.** Careful consideration was given to whether to pilot the People's Panel or to continue with more traditional engagement models in relation to the cost of living. Positive Money funded the project to the value of £12,000. Therefore, it was considered an opportunity for Cheshire East Council to test a participatory democracy process with external support and funding. The council funded room hire, refreshments and travel expenses for those panel members that required support.

5.2. A further option considered was to hold a larger scale Citizens Assembly. Some councils support Citizens Assemblies of 100+ people from their populations to learn about, deliberate upon, and make recommendations in relation to a particular issue or set of issues. Due to both the amount of funding available, and that both organisations wanted to experiment and learn about the process, a Citizens Panel model was the preferred option.

6. Background

6.1. In summer 2022, Cheshire East Council met with the organisation Positive Money, who were looking for a local authority partner to test a model of participatory democracy. In September 2022, Cheshire East Council were informed that they were successful in being selected as a partner for this project. A key reason for this was the demography of Cheshire East, particularly in relation to inequalities between affluent and deprived areas, and the contrasts of urban and rural communities. These factors supported the creation of a diverse People's Panel.

6.2. Citizens panels or assemblies are usually centred around a particular issue or set of issues. The question that the Cheshire East People's Panel considered was:

"What can be done to make life more affordable for those most affected by the rising cost of living?"

6.3. The purpose of the People's Panel was:

- To create a better understanding of the rising cost of living and how it affects local residents
- To involve Cheshire East residents in decision making on this important issue
- To hear from residents about what they think Cheshire East Council and local communities can do to help make life more affordable

6.4. A survey went live on 23 September 2022 and closed on 6 October 2022. This attracted 322 responses, with people submitting 366 statements on their experiences and views on the cost of living in Cheshire East and 20,761 votes were cast. Machine learning grouped respondents into two identifiable opinion cluster groups. In the survey responses generally, there was a much higher number of statements that people agreed upon than there were polarising, divisive statements.

6.5. People undertaking the survey were given the option to apply to join the People's Panel and over 100 respondents applied to join the Panel. The survey and application could be completed directly online or by dialling a freephone telephone number. Key information was requested on the application form to ensure that a representative panel could be selected.

6.6. Panel members were selected using a stratified random selection tool, made freely available by the New Democracy Foundation. The tool was used to ensure that there was fair representation in terms of: gender, age, living in an urban or rural area, ethnicity, disability, having caring responsibilities, employment status and the level of impact the rising cost of living was having on the household. For the selection in relation to cost of living, a higher level of representation was selected in relation to the impact of the rising cost of living. 40% of Panel members had expressed they experienced difficulty in paying either basics or household bills due to the rising cost of living. This level of representation was to ensure that there was sufficient lived experience in the panel to respond to the question.

6.7. Members of the People's Panel received a thank you of £150 of shopping vouchers. A £50 voucher was given at the end of weekend one and a £100 voucher on the final weekend. Through anecdotal feedback given by Panel members, this was a key driver in people applying for the Panel and ensured that people that would not normally engage with the council wanted to participate.

6.8. The People's Panel took place over two consecutive weekends in October 2022 in two different venues. During the first weekend, Panel members learned more about the cost of living crisis from a number of speakers. Speakers were from the council, Macclesfield CAB, the Joseph Rowntree Foundation and the Trussell Trust and Nantwich Foodbank. The majority of the sessions consisted of a series of facilitated, deliberative workshops. The Panel were supported to develop their ideas into recommendations. On the final day tokens were used for the Panel to vote on recommendations. The draft recommendations were then presented to the council.

6.9. The council received the final report from the People's Panel in December 2022. Officers considered the recommendations and work was undertaken across council directorates to produce a consolidated response. From the 12 recommendations, there are 10 recommendations that the council were either already doing or can start to consider and progress. There are two recommendations that the council are unable to progress.

6.10. A feedback session was organised to offer the Panel the opportunity to receive a face-to-face response from the council in relation to their recommendations. The feedback session took place in January 2023 at Crewe Lifestyle centre. 19 Panel members were able to attend this session. The feedback session was fully funded by Positive Money.

6.11. Summary of recommendations of the People's Panel and the initial responses from the council;

No.	Theme	Recommendation	Response
1	Community and appropriate support	Increase awareness of current existing schemes for support	We can take this forward
2	Rethinking funding and distribution	Make a renewed effort to reach everyone in need – universal consideration plus targeted provision	We can take this forward (partial)
3	Rethinking funding and distribution	Make information about needs and funding available at a very local level	We can take this forward
4	Energy, Transport and Planning	Maximise use of land for community food growing	We can take this forward (partial)
5	Community and appropriate support	Increase benefits and support the working poor	We can take this forward (partial)
6	Energy, Transport and Planning	Develop and implement a policy to require Sustainable Energy use (SEU) on all new developments (housing and commercial)	We can't take this forward
7	Energy, Transport and Planning	Prioritise provision of affordable buses for more people	We can't take this forward
8	Community and appropriate support	Food accessibility for short and long term	We're already doing this (short term) We can take this forward (long term) (partial)
9	Energy, Transport and Planning	Improve and make more efficient the dial a ride service across Cheshire East	We're already doing this
10	Energy, Transport and Planning	Introduce sustainable energy technologies to existing council owned buildings	We're already doing this
11	Rethinking funding and distribution	Adopt a community wealth building approach	We're already doing this
12	Community and appropriate support	Pursue warm hubs, providing they have	We're already doing this

- 6.12.** The full detailed responses from the council are at **Appendix 2**.
- 6.13.** Cheshire East Council will now be considering options for continuing models of participatory democracy and will report on a preferred option during 2023/24. This is part of the ongoing consultation and engagement work that Corporate Policy Committee agreed in December 2022 (see Background Paper 2).

7. Consultation and Engagement

- 7.1.** The pilot of the Cheshire East People's Panel, a participatory democracy approach, took place in October 2022. This project was an experimental initiative to inform the approach to consultation and engagement in future.

8. Implications

8.1. Legal

Councils have a statutory requirement to consult residents in certain areas, for example for issues such as planning or redevelopment. Statutory consultations are bound by legal requirements. There are no statutory requirements to undertake participatory democracy approaches. There is no legal requirement to deliver, or respond to, the recommendations of the People's Panel. The council had made an agreement to consider the recommendations of the People's Panel and provide a response to them.

8.2. Finance

Consultation and engagement activities are delivered within existing resource. The People's Panel project received funding of £12,000 from Positive Money. Funding of approximately £8,000 was provided from the council, this came from the budgets of the Research and Consultation team and the Public Health team. Council funding was used for venue hire and refreshment costs, shopping vouchers and travel expenses for those that required them. The People's Panel therefore cost around £20,000 to deliver. Finance implications will be considered in an options appraisal of any future participatory models. Any additional financial implications would be subject to production of a business case and would be in line with the Medium-Term Financial strategy.

8.3. Policy

This report is in line with our Policy objectives as set out in the Council's Corporate Plan. The People's Panel particularly supports two priorities within the "Open" aim of the Corporate Plan these are: to listen, learn and respond to our residents, promoting opportunities for a two-way conversation and to promote and develop the services of the council through regular communication and engagement with all residents.

8.4. Equality

The People's Panel was selected to ensure that, as far as possible, it fairly represented the population of Cheshire East. This process covered the following protected characteristics: gender, age, disability and ethnicity. Panel selection did not cover the protected characteristics of religion, pregnancy and maternity, gender reassignment, sexual orientation or marital status.

8.5. Human Resources

It was agreed that officers from the council who supported the People's Panel weekend sessions could accrue the time as lieu time, to be taken in accordance with business need.

8.6. Risk Management

The People's Panel project had a reputational risk that the council would be unable to progress any of the recommendations put forward. To mitigate this risk, the council presented at the first weekend and worked with the Panel to explain the scope of the council's influence and some of the constraints that local authorities face. This approach appears to have been successful, as the council can progress 10 of the 12 recommendations.

8.7. Rural Communities

The selection process for the People's Panel asked for post code information in order that representatives of both rural and urban communities could be selected to ensure that the Panel was representative of Cheshire East residents. The lived experience of residents from rural communities came through in the deliberative sessions, particularly in relation to off grid and oil powered heating, and in relation to transport and accessibility across the borough.

8.8. Children and Young People/Cared for Children

The People's Panel was only open to people aged 18 and over. This approach was selected following discussions with Children and Families around safeguarding risks and training. The learning of the People's Panel has been shared with Children and Families and there is an appetite to replicate a similar model with children and young people. There is ongoing engagement activity with representative groups such as the Youth Parliament.

8.9. Public Health

Public health was a founding member of the People's Panel project team. The initiative supported understanding and tackling of the wider determinants of health. The deliberative workshops discussed a range of social, economic and environmental factors, which all impact on people's health.

8.10. Climate Change

The People's Panel advocated solutions that promoted environmental sustainability. The recommendations received reflect that the People's Panel agree and support the climate change priority of the council.

Access to Information	
Appendices:	<p>Appendix 1 – Cheshire East People's Panel on the Cost of Living Report</p> <p>Appendix 2 – Response to the recommendations of the People's Panel</p>
Background Papers:	<p>Background paper 1- Report to 14 July 2022 Corporate Policy Committee, entitled “Approach to Consultation and Engagement” CP/6/22-23 Decision report template (cheshireeast.gov.uk)</p> <p>Background paper 2- Report to 1 December 2022 Corporate Policy Committee, entitled “Consultation and Engagement” CP/48/22-23 Decision report template (cheshireeast.gov.uk)</p>
Contact Officer:	<p>Sarah Bullock, Director of Policy and Change Sarah.bullock@cheshireeast.gov.uk</p>

Cheshire East People's Panel on the Cost of Living Report



Contents

Introduction	4
Commissioners' Words	5
Background	6
Recruitment	8
Interactive survey	10
The Sessions	15
Recommendations	33
Next Steps	40
Appendix 1: Recommendations original handwritten sheets	
Appendix 2: Full pol.is report with all statements	
Appendix 3: Interactive survey materials presented to Panel	
Appendix 4: Summary of panellists' anonymous feedback	

Acknowledgements

Thank you to the members of Cheshire East People's Panel on the Cost of Living, who placed their trust in the process and us as facilitators. This diverse, inspiring group of residents came together for two weekends in a row to share their opinions and experiences with each other and us in the hope that their efforts, openness and commitment might make a difference to developing solutions to support their community with the rising cost of living.

Thank you to the funders and organisers of this project, Cheshire East Council and Positive Money. Positive Money would like to highlight the generosity and trust of the Kestrelman Foundation, who funded much of Positive Money's contribution to this project.

About the authors

The recommendations produced by the members of the People's Panel on the Cost of Living are reproduced here in their own words. The remaining content was written by Andy Paice, freelance participatory democracy facilitator commissioned to lead this project, and Rachel Oliver, Head of Campaigns and Organising at Positive Money. No legal responsibility can be accepted for any loss or damage resultant from the contents of this document. It does not necessarily represent the view of Positive Money in relation to particular policy or projects.

About Positive Money

Positive Money is a campaign and research organisation that works to reimagine money, banks and the economy for the wellbeing of people, communities and the planet. It is a not-for-profit civil society organisation that started working in 2010. Their team do research, policy and advocacy work, and run projects and campaigns to work towards a money, banking and economic system based on the values of fairness, sustainability and democracy. The Cheshire East People's Panel on the Cost of Living is their first local participatory democracy project.

www.positivemoney.org.uk

Produced December 2022

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Introduction

Overview of what it was and what happened

In October 2022, 21 residents of Cheshire East came together to form the Cheshire East People's Panel on the Cost of Living. The purpose was for a diverse group of residents to decide upon recommendations to ease the effects of the increasing cost of living. The panellists met over two weekends to discuss, "What can be done to make life more affordable for those most affected by the rising cost of living?" and to develop a set of recommendations to present to Cheshire East Council. In January 2023, the Council will come back together with the panel to present the steps they have taken so far in response to the panel's recommendations.

The project was supported by Cheshire East Council and the not-for-profit campaign and research organisation Positive Money. The process was designed and facilitated by Andy Paice, an independent facilitator with several years experience leading participatory democracy events.

Who was involved

There were several stakeholders involved in the People's Panel project:

- The 21 panellists
- 323 Cheshire East residents who took part in the online survey
- Lead facilitator Andy Paice, + three supporting independent facilitators
- Five expert speakers who delivered presentations to the Panel to give different perspectives on the cost of living crisis:
 - Will McKellar, Chief Officer of Citizens Advice Bureau Macclesfield
 - Mark Bayley, People Directorate, Cheshire East Council, and a qualified teacher
 - Lisa Adamson, External affairs officer, Centre for Local Economic Strategies. Lisa spoke about Community Wealth Building as a response to the cost of living crisis
 - Jane Emery, Area Manager for Cheshire and Shropshire, Trussell Trust, and Involved with Nantwich Food Bank
 - Rachelle Earwaker, Senior Economist, Joseph Rowntree Foundation
- Key staff members from Cheshire East Council, including Head of Policy and Change, Sarah Bullock, and Dr Andrew Turner, Consultant in Public Health.
- Three staff members from Positive Money, including lead organiser Rachel Oliver

Commissioners' Words

Positive Money

Rachel Oliver, Director of Public Engagement at Positive Money

“We believe that our current economic and political systems are no longer fit for purpose and are failing a growing majority of people. People with lived experience of issues are often far away from the centres of power and policy making. We want to help change this, by enabling more citizens to shape the decisions that shape their lives and communities.

We were very pleased to work with the passionate and committed team at Cheshire East Council to put on the Cheshire East People’s Panel on the Cost of Living. We wanted to experiment with a process that applied the principles of a citizen’s assembly, but that could be done at a more local and affordable scale. We were thrilled to be led by Andy Paice’s experience and expertise in running this participatory democracy event and are excited to see the outcomes and broader impact of this first People’s Panel.”

Cheshire East Council

Sarah Bullock, Director of Policy and Change

“The first Cheshire East People’s Panel supported our strategic vision of being more “Open” and our Corporate Plan priorities:

- To listen, learn and respond to our residents, promoting opportunities for two-way conversation
- To promote and develop the services of the council through regular communication and engagement with all residents

We wanted to pilot a participatory democracy approach as part of our refreshed approach to consultation and engagement. The cost of living crisis was selected as a theme as this was a dynamic area, which is impacting on all residents and we were keen to hear their experiences and solutions.

We would like to thank our committed and excellent partners at Positive Money, and lead facilitator Andy Paice, for their expertise, advice and commitment in delivering our first People’s Panel. We would also like to thank all residents that participated in the survey and especially those that formed our final Panel. We hope this is just the start of our journey towards more participatory approaches and improved engagement with our residents.”

Background

What is a People's Panel?

The People's Panel was a smaller version of a [Citizens Assembly](#) or Citizen's Jury. A diverse group of ordinary citizens comes together to learn about and discuss a particular issue and decide upon recommended solutions together. It normally involves independent facilitators, a panel of experts, and a commissioning body like a local authority.

Purpose of the People's Panel

The purpose of this panel was:

- to create a better understanding of the rising cost of living and how it affects local residents
- to involve Cheshire East residents in decision making on this important issue.
- to hear from residents about what they think Cheshire East Council and local communities can do to help make life more affordable.

Structure of the People's Panel

In Spring 2022, staff members from Positive Money and Cheshire East Council started preliminary discussions to explore the possibility of running a participatory democracy event with residents of Cheshire East. Both parties wanted to empower residents to have greater say over how to tackle the most pressing issues facing the community.

Positive Money searched for a facilitator, experienced in designing and leading citizens' assemblies, and was connected with Andy Paice, who has been involved in running several participatory democracy processes including the Scottish Government Digital Ethics Panel, Jersey's Citizens' Jury on Assisted Dying, Kingston Air Quality Citizens' Assembly and North of Tyne Combined Authority Citizens' Assembly on Climate Change.

The Council were in the early stages of developing a strategy to support people with the rising cost of living, so this felt like the most natural policy initiative to include some participatory decision making. Whilst both parties recognise the limitations on Councils, the Council were keen for their strategy to be steered by the recommendations of the panel as much as possible.

Whilst the scale of funding needed for a full scale citizens' assembly was not available, all parties agreed that a smaller scale process was possible and desirable. It was agreed that this project would be called the 'People's Panel'. A group of 20-24 residents would come together in person for 15 hours over two consecutive weekends to discuss solutions related to the rising cost of living. There would also be an online element to the process ahead of the in-person weekend, where all residents of Cheshire East could share their views on the topic.

Andy Paice, lead facilitator, was responsible for designing the process, with input from the Council and Positive Money. Decisions on all aspects such as the title, recruitment criteria, promotion plans and speakers, were taken together with both parties, with guidance from Andy. Wherever possible, we made decisions based on the principles of citizens' assemblies.

Positive Money and Cheshire East Council were the sole funders of this project. Each organisation covered the costs of different aspects. For example, the Council paid for and arranged the venues and catering, and covered the transport costs of those panel members who needed it in order to take part. Positive Money paid for the facilitation team, microsite and digital advertising. The Council chose one venue in a more rural part of the borough, and one in a more urban area - both run by not-for-profit organisations within the community.

The People's Panel Question

Cheshire East Council Officers, Positive Money and independent facilitator Andy Paice worked together with advice from local agencies and voluntary service groups to define the most appropriate question for the People's Panel to explore in creating its recommendations.

After considering different options they decided the question should be:

"What can be done to make life more affordable for those most affected by the rising cost of living?"

The focus was therefore on what would be needed to support those in local communities most affected by the rising cost of living. During the People's Panel sessions the scope of the inquiry under that broad question focused on things that they felt needed to happen at a community, council or even at national government level.

Discussions on specific measures and tips for individual households to save energy such as wearing extra layers of clothing or not wasting food, whilst being important, were not given as a remit for the People's Panel. The focus was on different levels of collective action.

Recruitment

Method

The recruitment strategy for the People's Panel on the Cost of Living was co-designed by independent lead facilitator Andy Paice, Cheshire East Council officers and Positive Money.

How recruitment for the People's Panel took place

1. A small website (microsite) was set up to publicise the Cheshire East People's Panel - cheshireeastpeoplespanel.co.uk
2. The website contained an open invitation: "Anyone who lives in Cheshire East and who wants to take part in the People's Panel is most welcome to register their interest..."
3. £150 worth of shopping vouchers was offered for their time and participation to all selected panel members completing both weekends.
4. Applicants either directly filled in a form on the microsite or were assisted in their application by calling a Freephone number.
5. Applicants answered questions on the form, sharing key information to make sure the final selection of the People's Panel represented a wide range of views and backgrounds in Cheshire East.
6. The application process ran for 2 weeks from Thursday 22 September to Thursday 6 October 2022. During this time a publicity campaign took place across the borough to ensure as many people as possible knew about the opportunity to apply. This included advertising via local press, local community groups, Twitter, Facebook groups, and through the Council's networks.
7. 107 applications were received
8. On 22nd September 24 panel members were selected using the [Stratified Random Selection Tool](#) made freely available by the New Democracy Foundation.
9. Members were selected to make sure there was a fair representation of panel members in terms of
 - a. Gender

- b. Age group
- c. Living in an Urban or Rural area
- d. Ethnicity
- e. Level of impact of rising cost of living on households
- f. Disability
- g. Having caring responsibilities
- h. Unemployment or being unable to work

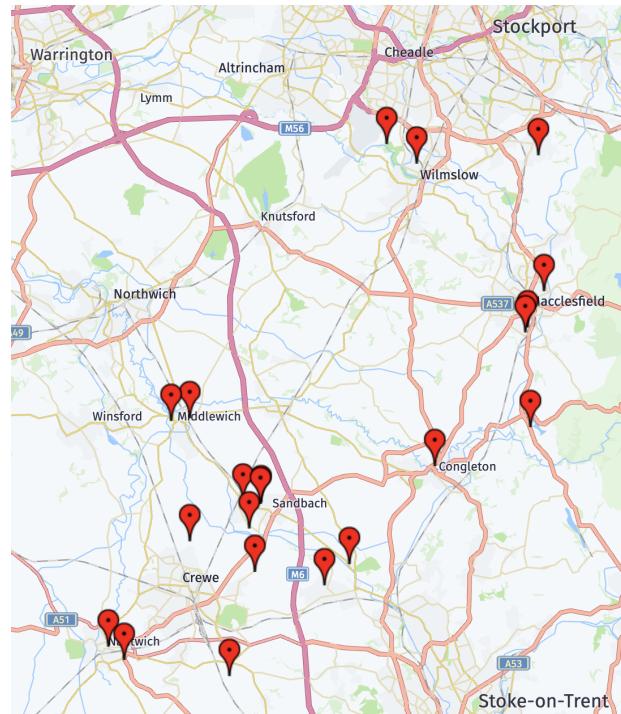
10. Those selected by the Stratified Random Selection Tool were contacted by email and telephone and an emailed Welcome Pack with details of what to expect was sent to everyone before the Panel began.

11. Over the next few days anyone who dropped out was replaced, whilst making sure a fair level of representation across the different categories was kept.

12. After some dropouts at a late stage 21 Cheshire East residents became the final selected members who went on to attend both weekends of sessions.

Extra notes on the Selection Criteria

- For gender, age group, urban/ rural split - the selection broadly represented the local population.
- For the selection regarding the level of impact of rising cost of living on households, approximately 40% of panel members had expressed they experienced difficulty in paying either basics or household bills due to the rising cost of living. This level of representation was a choice to make sure that there was sufficient lived experience in the panel to respond to the question of *What can be done to make life more affordable for those most affected by the rising cost of living?*



- For ethnicity the selection was weighted slightly so there would be a greater representation of minority ethnic groups because they are unequally impacted by the rising cost of living.
- For the categories of disability, having caring responsibilities, unemployment or being unable to work, a selection level was set to ensure representation in the panel.

The recruitment method as explained above aimed to replicate as much as possible that of a Citizens Assembly whereby a large number of invitation letters are sent out to random local addresses. This is known as a 'civic lottery' or sortition which is seen as the gold standard for these democratic events.

Recruitment for the People's Panel worked within the constraints of a lower budget than a Citizens' Assembly and aimed to be as close as possible to a sortition process. One main difference was in the open invitation that was sent out for anyone living in Cheshire East to register their interest, which did allow a greater possibility of self selection.

Of the 107 applications the final 21 members of the People's Panel represented a diverse group of residents from different backgrounds and age groups from all over the borough.

Interactive Survey

An interactive survey called Polis, sourced by the non-profit [Crowdwisdom Project](#) was an important part of the Cheshire East People's Panel engagement. It meant much broader public participation on the panel question could take place. Not only would the People's Panel give its responses to the question but anyone in Cheshire East could also be part of this important conversation.

What is Polis?

[Pol.is](#) is an online interactive survey which enables a whole community to respond to a given question and to vote on each others' statements. It uses machine learning to show distinct clusters of people with similar attitudes, who voted similarly. It automatically creates a report which shows the statements that made each opinion group distinctive. It is also very useful because it identifies statements that have high levels of agreement across opinion groups.

This public digital survey was used for the following purposes. It was to:

- enable any Cheshire East resident to be part of the council commissioned cost of living conversation regardless of whether they were People's panel members or not.
- source ideas and solutions from the local population and provide information to support the People's Panel in making their recommendations to Cheshire East Council.
- identify areas of consensus across different opinion groups.
- help the People's Panel better understand differences of opinion that exist within the borough regarding potential solutions to the cost of living crisis.

How was the interactive survey set up?

The survey was seeded with 20 statements as a range of responses to the People's Panel question. These were initial prompts to start the conversation. There were also statements to find out which sections of the community were participating such as "I live in a rural area of Cheshire East" or "Any further increases in household bills will mean we will struggle to afford the basics like eating enough or heating our home."

All participation was anonymous - no personal data was collected from respondents. A light touch moderation policy was used to make sure the conversation remained within the scope of the question.

The survey was accessed through the same microsite where people could apply to be a panel member. This was publicised via Twitter, on local community Facebook groups, voluntary sector groups, in the local press and via Facebook ads.

The interactive survey was launched on Thursday 22nd September and ran for 19 days closing on 11th October 2022.

Participants submitted statements in response to this question with these guidelines.



What can be done to make life more affordable for those most affected by the rising cost of living?

Cheshire East Council & Positive Money

Contribute to the [Cheshire East People's Panel on the Cost of Living](#) by voting on the statements.

Share your own ideas and experiences in the box below

What do you think needs to happen at a community, council and national level? All ideas will be reviewed by the panel.

Return here from time to time to vote on new statements that others submit! Survey closes 11th October.

Welcome to a new kind of conversation - vote on other people's statements.



Anonymous wrote:

100+ remaining

Universal childcare would allow parents to contribute to the economy (paying taxes) and to afford their increasing household bills.

Agree

Disagree

Pass / Unsure

Results

- 323 people voted.
- 366 new statements were submitted
- In total 20,761 votes were cast (agree, disagree, pass) on these statements.
- An average of 64.28 votes per voter and 2 statements per author
- The machine learning grouped 246 people into 2 identifiable opinion clusters.
- There were 49 participants in Group A and 197 in Group B

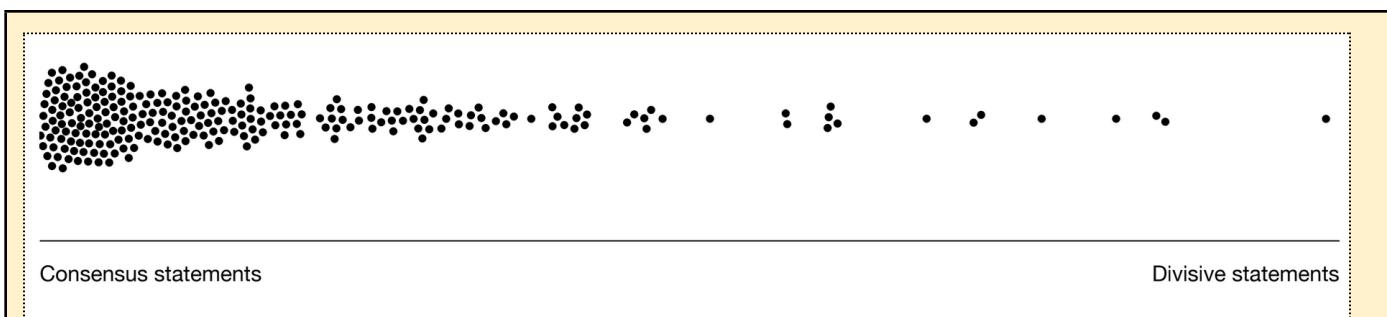
From the way in which the two clusters voted on statements, the following can be said about their differences:

Group A (49)	Group B (197)
Values supporting people to better themselves and have self reliance rather than giving them financial support.	Feels financial benefits need to be increased
Feels most can make changes to spend less	Sees the idea that the general public can make changes to solve their problems by spending less is like 'victim blaming'.
Less critical of the government	Critical of the government
More likely to not want either local or national government action	More likely to see the cost of living crisis as a problem for national government to solve rather than a local council issue
More likely to be able to manage cost of living increases	Less likely than group A to be able to manage cost of living increases
Large number of group A and B live in urban areas but group A was more likely to live in Rural areas than group B	

It should be noted that the figures of opinion group A (49) and B (197) are not necessarily representative of the proportions of Cheshire East residents holding these opinions as there was no way of controlling the sample of people responding to the survey.

Below is a 'beeswarm chart' from the automatically generated report. Each dot represents a statement. Statements to the left had a high degree of consensus i.e participants voted on these in a similar way with the majority either agreeing or disagreeing. Statements to the right were divisive—participants were split between agreement and disagreement.

In this conversation there was a much higher number of statements that people agreed upon than there were polarising, divisive statements. This is a common feature that emerges in Polis conversations. It demonstrates how, contrary to what we might read or see in social media, societies and communities tend to have more that unites them than divides them.



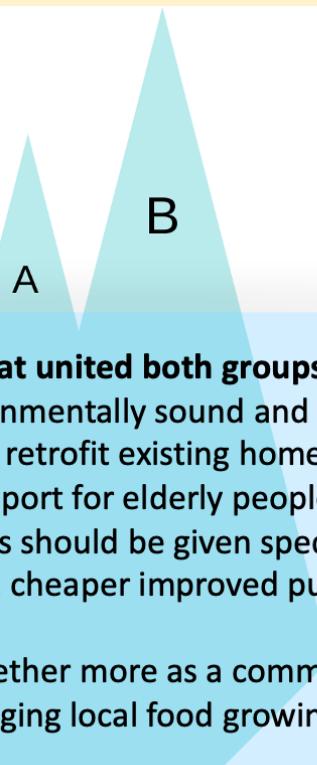
The iceberg image below also shows a similar theme. There are some differences between the way the two opinion clusters see what needs to be done to tackle the cost of living crisis, especially at the level of what the government should be doing. However the survey reveals a large number of statements that unite both groups on different themes:

Group A – 49 participants

“Don’t make people dependent on government handouts”

Group B – 197 participants

“People need government support.”



Ideas that united both groups:

- New builds should have environmentally sound and energy efficient properties, e.g with solar panels. Insulate and retrofit existing homes
- Encourage neighbourhood support for elderly people
- People having money problems should be given specific advice and help.
- Invest in sustainable transport, cheaper improved public transport and better services for rural areas
- People should try to come together more as a community e.g community kitchens
- Support organisations encouraging local food growing, seed sharing
- Much more...

The survey also revealed a large number of consensus statements across a variety of themes related to making life more affordable for those most affected by the cost of living crisis.

See Appendix - Interactive survey materials presented to the Panel for the statements with the highest agreement under each theme.

The digest of the results as presented to the panel members can be found in Appendix 2 - Full pol.is report with all statements.

The full automatically generated report with the results with all the statements can be found at <https://polis.crowdwisdomproject.org/report/r8eddcbryrca7himdpbi> - and in [Appendix - Full pol.is report with all statements](#).

The Sessions

Session plans and design

The People's Panel took place over two consecutive weekends (15th and 16th October and 22nd and 23rd October 2022) in two venues in the borough of Cheshire East. There were six sessions of two and a half hours - a total of 15 hours.



Present at the sessions were:

- 21 People's panel members
- An independent facilitation team brought together by Andy Paice consisting of 3 facilitators and 2 support staff
- Observers from Cheshire East Council or other interested individuals who wanted to see the People's Panel in progress
- Speakers (on the afternoon of Saturday 15th October)
- A videographer (on Sunday 23rd October.)

Weekend 1

The first weekend took place at the David Lewis College Training Centre, (a local charity venue which supports people with learning disabilities) near Alderley Edge.

Saturday 15th October - Morning Session

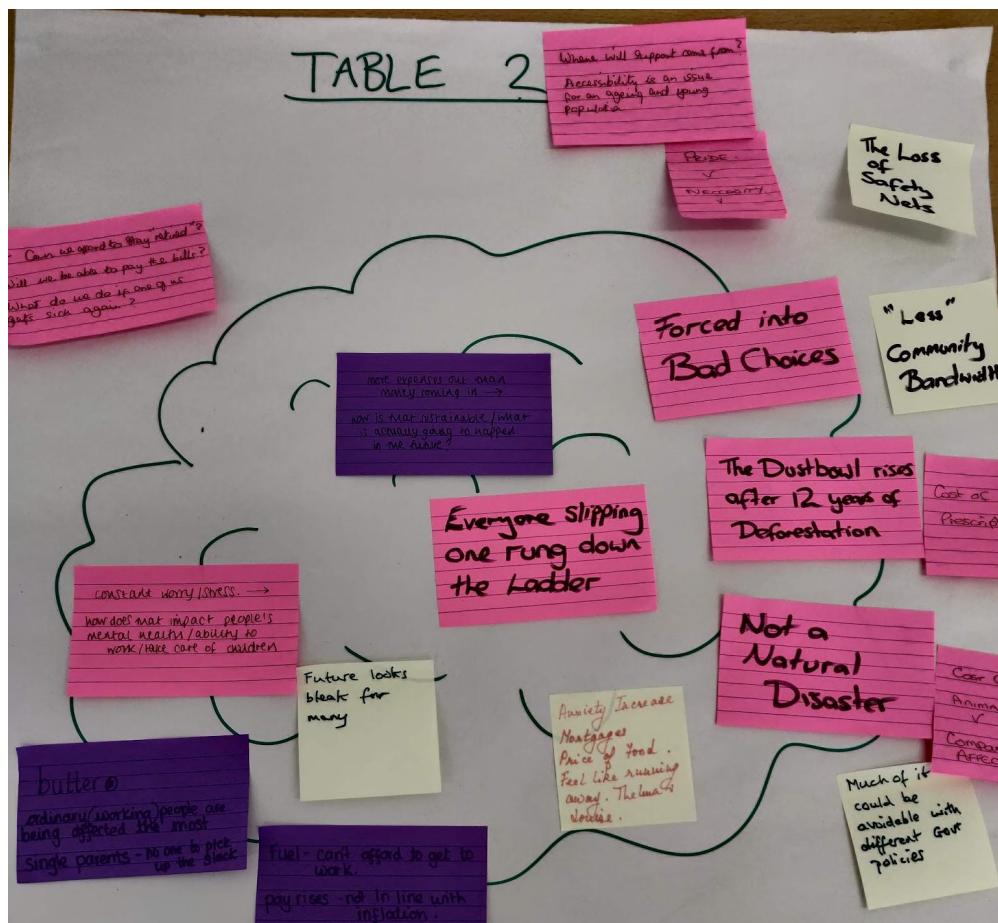
Upon arrival at the venue the 21 panel members were allocated to three tables of 7, each with a facilitator. The day began at 10am with a welcome and introduction to the purpose of the People's Panel and what they would be doing over the course of the two weekends.

The initial activities consisted of panel members introducing themselves and then having discussions to set the guidelines of how they would like to work as a group and with the facilitators. Feeding back in plenary the group as a whole came up with the following:

Ways of working together	Group's guidelines
	<p>Speak up & speak clearly</p> <p>Active listening (making sure you take in what others are saying)</p> <p>Create space for people's needs</p> <p>Noise - move to a quieter space</p> <p>Respecting that everyone's experience is different</p> <p>Challenging constructively - we can respond positively even if we don't agree</p> <p>Not speaking over others</p> <p>Confidentiality - discussions have to stay within the group</p> <p>Transparency with observers</p>

The next activity in small groups started proceedings on the topic of the cost of living with a very open ended discussion. Panel members shared what they know, think or feel about the crisis or anything they felt strongly about that they wanted to say. This enabled the groups to start to explore the topic in their own terms recording their contributions on flipcharts with post-it notes.

For the final activity of the morning the Panel were asked to mentally put the Cost of Living crisis to one side and to engage in a journaling, imagination exercise of being transported 20 years into the future, in a time machine, to the year 2052. They were invited to imagine the kind of community and society they would wish to see and to note down what was happening. The purpose of this was to create aspirations which could act as a reference point when making recommendations on the second weekend.

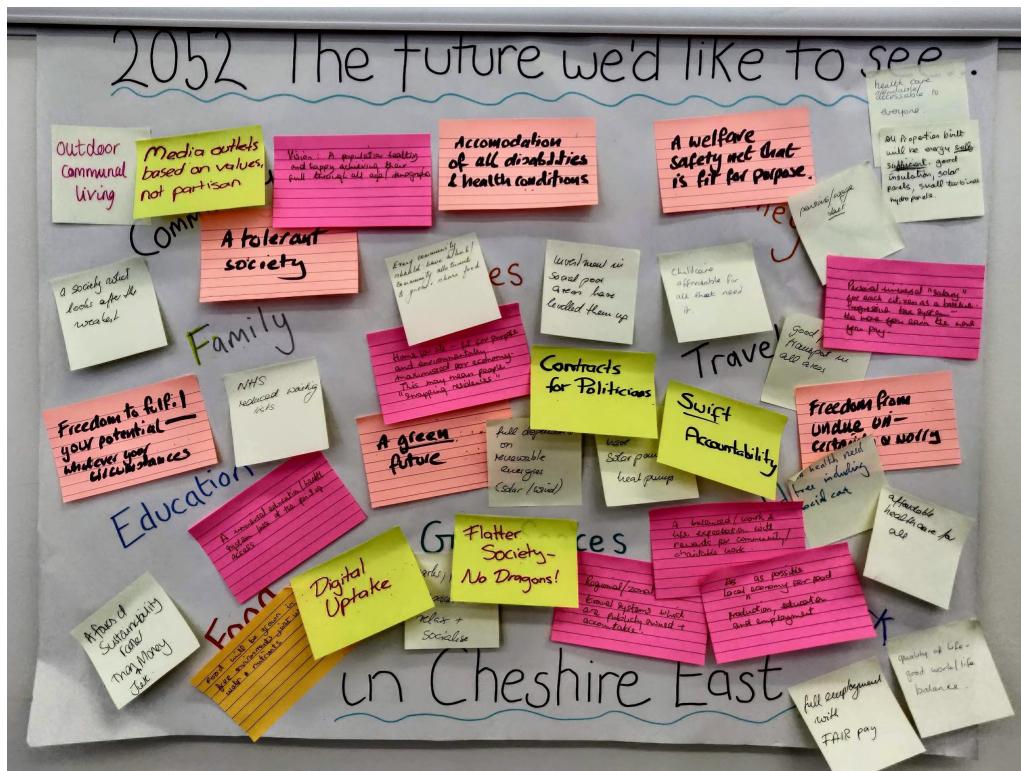


Activity – the future we'd like to see

- Imagination activity
- Journaling in your notebooks
- Discuss in pairs



During the lunch break panel members recorded aspects of their future journaling on a flipchart to serve as a collective record.



Saturday 15th October - Afternoon Session

The second session was devoted to the People's Panel listening to a variety of speakers on the topic of the Cost of Living Crisis so that panel members could complement their own knowledge with information from different sources.

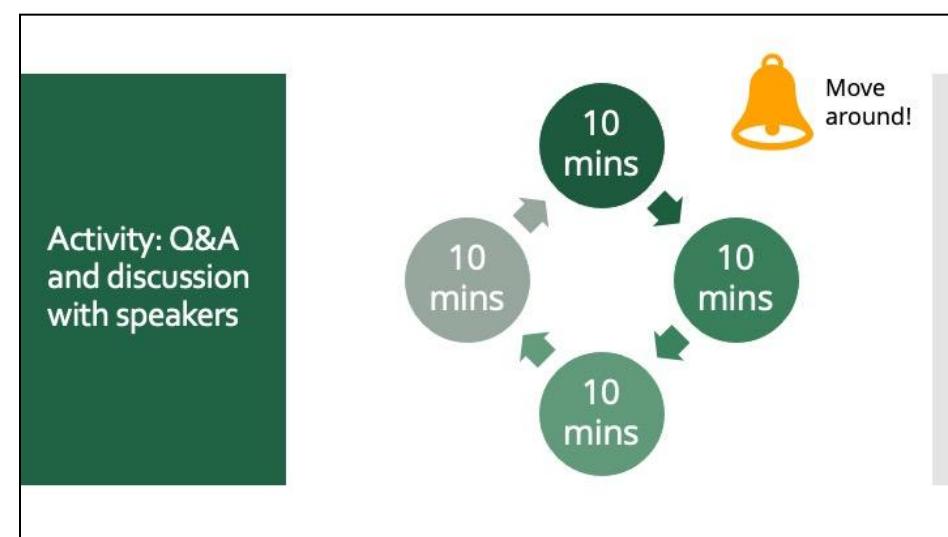
The following speakers came to the David Lewis venue and gave brief presentations on the following topics:

1. Will McKellar - Chief Officer of Citizens Advice Bureau Macclesfield,
How Citizens Advice Bureaus are experiencing and Addressing the Cost of Living Crisis
2. Mark Bayley - People Directorate, Cheshire East Council,
Cheshire East Schools & their experience of the crisis
3. Sarah Bullock -Director of Policy and Change, Cheshire East Council,
What the council is already doing and ways in which it can act
4. Lisa Adamson - Expert on Community Wealth Building,
Community Wealth Building as a (long term) response to the CoL crisis

The presentation by Sarah Bullock had particular relevance for informing the People's Panel what sphere of influence Cheshire East Council has regarding action for the cost of living crisis. A copy of the table below summarising the council's sphere of influence was made available to the People's Panel to help them as they progressed towards making recommendations.

 	
Things that the Council can do	Outside the control of the Council
Listen to your ideas and use them to change how we do things	Change amounts of income and disability benefits – Universal Credit, Pension Credit, Job Seekers Allowance
Work with our partners across the Borough and Region – including the voluntary, community and faith sector, the NHS, Police, Fire, Housing, Local Businesses, Town and Parish Councils, neighbouring Councils	Change amounts of tax relief
Talk to others in government departments, including sharing information with Local Members of Parliament	Amend eligibility for national schemes, such as the Energy Bills Support scheme
Offer use of our buildings (for example, libraries and leisure centres) and fleet vehicles	Stop doing anything that we have a statutory duty to deliver
Staff and volunteer support	Change national government policy
Raise money using Cheshire East Crowd (crowdfunding)	
Promotional campaigns, publicity and marketing	
Health and wellbeing support	

After hearing all four speakers, the Panel worked in small groups formulating questions for the speakers, followed by a 'carousel' session where the speakers rotated between the different groups spending 10 minutes at each table to answer questions and talk with panel members.



21

In the second part of the afternoon a further three speakers were scheduled to present via videoconference. In the event, unfortunately, the third speaker was not available.

1. Rachelle Earwaker - Senior Economist, Joseph Rowntree Foundation,
Big Picture view of the Cost of Living Crisis
2. Jane Emery - Area Manager Cheshire and Shropshire for the Trussell Trust & Nantwich Food Bank,
The local Food Bank situation
3. The coordinator of a Covid Mutual Aid project that is now helping with Cost of Living in Bedfordshire.

Both Rachelle and Jane gave presentations followed by an open question and answer session.

After this the Panel were given some quiet time to make notes on what they felt were the most important things they had heard from the day's speakers. At the end of the day the Panel was asked if there was any information or particular perspective they felt was missing and that might help them to develop recommendations.

On voting slips each panel member had an opportunity to write down an extra theme or speaker they might like to hear from in the following weekend (so that the facilitation team could endeavour to find a suitable speaker.) They were also given the option to say if they felt they had had enough input before starting their work on recommendation drafting.

Sunday 16th October - Morning Session

First, the result of the voting for additional themes/speakers was announced. There was an equal split between those feeling they had received enough information and those wanting to hear from new speakers. However there were some double votes so the decision was taken to go ahead with inviting new speakers.

Preferences to hear additional input:

- From Central government, MP or politician (5 requests)
This received the highest number of votes. The next day an invitation was issued to all 5 local MPs to see if they or a representative would be able to attend on Saturday 22nd October. It was made clear to the Panel that this may not be possible given the short timescale, but the request was nevertheless made. Unfortunately none of the MPs could make it at short notice and apologies were received from Esther McVey MP, Fiona Bruce MP and Edward Timpson MP.
- Someone with lived experience (2 requests)
- Mental Health perspective (1 request)
- Energy cost solutions (1 request)

The first activity of the morning consisted of reviewing the information the Panel had received so far from Saturday's speakers. Discussions were facilitated around the following questions:

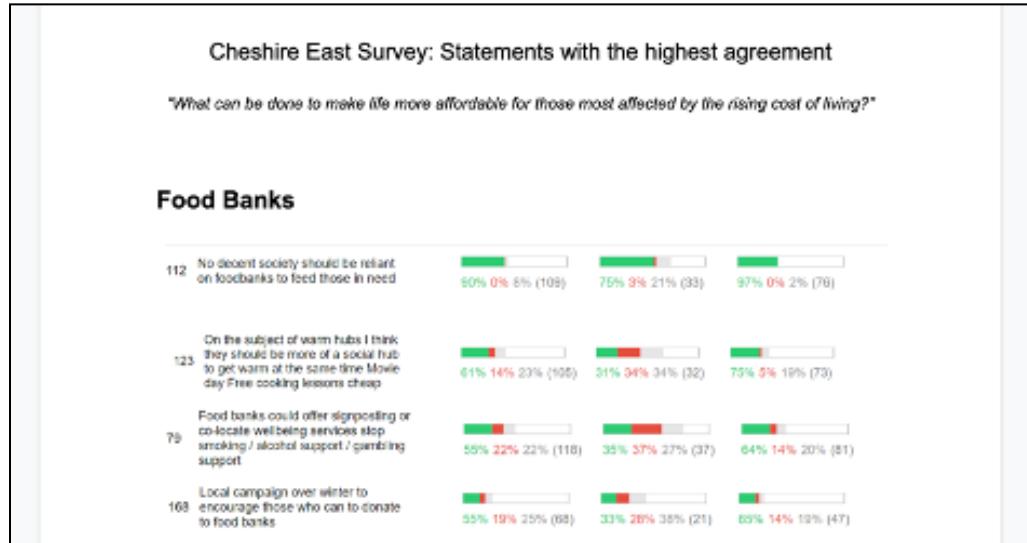
- What are the problems you feel need to be addressed?
- What are the most important points you want to carry forward?
- What kinds of solutions that would answer our People's Panel question are you starting to think of?

Responses were recorded to carry forward to the second weekend.

Then facilitators gave the Panel a detailed presentation of the results from the local interactive survey on the cost of living. Most of the Panel were already familiar with the survey to some degree as they had been encouraged to vote and comment on it as a preparation for the weekend sessions. The survey report had also been accessible to the People's Panel prior to the sessions via the Welcome Pack they received.

The Panel received information on how the survey crowdsourced ideas from the community on the Panel question and how it identifies different opinion groups and shows ideas where most people agreed. All of the interactive survey materials presented to the Panel can be seen in Appendix 3 - Interactive survey materials presented to Panel and Appendix 2 - Full pol.is report with all statements.

As this Polis survey created a huge amount of statements and information, A3 digest sheets were created that showed the statements with the highest level of agreement across opinion groups under the following themes:



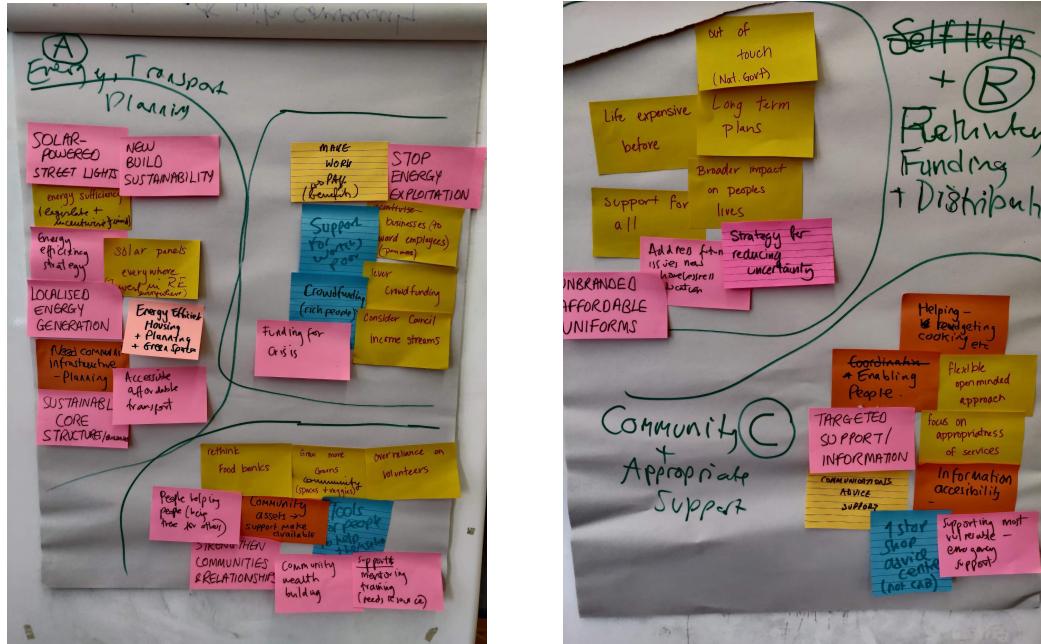
1. Housing
2. Energy
3. Community Support / Charity and Voluntary sector
4. Transport
5. National Government/Policy
6. Financial advice
7. Education and skills
8. Food Banks
9. Warm Hubs
10. Local Businesses
11. Other

Each table had 3 or 4 of these A3 survey statement sheets randomly shared out for them to look at, discuss in pairs, and make a note of any ideas and statements they felt would be useful to take forward as potential ideas for recommendations.

Having studied the survey results, panel members started to prepare for the second weekend. Facilitators supported the groups to come up with brief headlines on post it notes for topics they might be interested in including in the final recommendations. At the end of the session, facilitators gathered together all of the post it notes on a large board and a whole group clustering exercise took place.

The three main themes that emerged from this activity were:

- A: Energy, Transport & Planning
- B: Rethinking Funding and Distribution
- C: Community and Appropriate Support



To conclude the first weekend, all panel members used named postcards to note down their 1st, 2nd and 3rd preference of which theme they would like to focus on in groups in the second weekend. All panel members received their first shopping voucher gift worth £50 at the end of the first weekend.

Weekend 2

The second weekend took place at the Everybody Health and Leisure Community Centre, Holmes Chapel.

Saturday 22nd October - Morning Session

After a warm up activity with panel members greeting anyone they hadn't yet had a chance to meet, everyone joined the 3 themed groups. Each panel member had been allocated at the very least their second choice of theme to work on.

25

The morning session was an opportunity to do a deep dive into thinking about solutions that could be developed into recommendations. Each themed group (A: Energy, Transport & Planning, B: Rethinking Funding and Distribution, C: Community and Appropriate Support) had 7 panel members and a facilitator. Groups were also provided with the following resources to help them in their discussions:

- Typed up notes carried forward from weekend 1 related to each group's theme
- The vision for the future (2052) flipchart
- Local interactive survey (Polis) results
- Sheet with what the council can and can't do
- People's panel question card

As mentioned, the emphasis for this session was on solutions with groups rising to the challenge of weighing up the pros and cons of different ideas.

Each person was given more space and time in this session to develop their ideas, and facilitators noted down the discussions on flipcharts and reflected back each contribution to make sure each idea was properly recorded.

As the discussions progressed, it was clear that all three thematic groups wanted to offer both short term ideas to help alleviate the immediate needs of those most affected by the cost of living crisis, and suggest longer term solutions to make life generally more affordable for Cheshire East's communities in the future.



Equally the ideas that would eventually become recommendations spanned the range of actions that could be taken up by local communities, actions for Cheshire East Council itself, and actions that would need to be taken at national government level. The panel realised that the Council did not have direct influence over the national level and that any recommendations in that domain could only be passed on or used as lobbying points.

26

Each group finished the session with a list of ideas that would be raw material for drafting recommendations on the Sunday.

Sunday 23rd October - Morning and Afternoon sessions

Ensuring that the People's Panel was a convivial experience for panel members was important to the facilitation team. So the day began with a lighthearted warm up activity with the whole panel standing in a circle to play a party game "Zip, Zap, Boing."

Before drafting recommendations the Panel were given guidelines as to what would help make good recommendations

What makes a good recommendation?

- Make your sentences are clear and readable
- Make the recommendations specific – what needs to be done, by who and when?
- Make sure it responds to the People's Panel question
- Consider the impacts and consequences of your recommendations
- Use verbs (action words) to start your recommendations.

Implement Create Prioritise Improve Encourage

Minimise Enable Lobby Promote
Increase etc.....

The drafting of the recommendations in each group took place in 3 stages:

1. *Drafting recommendations on each theme*

Groups had approximately an hour to review their work from the previous day and start to turn their ideas into recommendations. Each recommendation was to include a headline, specific details and (if they had time) extra information regarding what they thought the impact of the recommendation would be, and any other considerations that needed to be borne in mind.

2. *A first round of looking at other groups' work*

Groups then moved to the other groups' tables for half an hour of commenting on, and suggesting improvements to, the other draft recommendations that they were seeing for the first time.

A second round of looking at other groups' work

Groups moved once again for a final round editing, suggesting improvements etc. In both of these rounds the facilitators remained at the tables to report back the reasoning why their group had come up with these points. In this way the whole People's Panel had an opportunity to input into and influence all of the recommendations.



of

3. *Creating a final set of recommendations*

Returning to their own draft recommendations, the groups then had fifty minutes to see all of the comments from the other two groups and decide which suggested edits they wanted to integrate and which ones to discard. Groups were aware that all recommendations would be voted on at the end. So they knew it was in their interest to have a reasonable amount of open mindedness regarding suggested edits. The idea of this process was for all recommendations to represent the People's Panel as a whole (rather than having separate competing groups.)

During the afternoon break, all final recommendations were written up into the voting sheets.

Rec number 8

What can be done to make life more affordable for those most affected by the rising cost of living?

THEME: Localism (Rethinking funding + Distribution)

★ FINAL RECOMMENDATION ★

Adopt a community wealth building approach

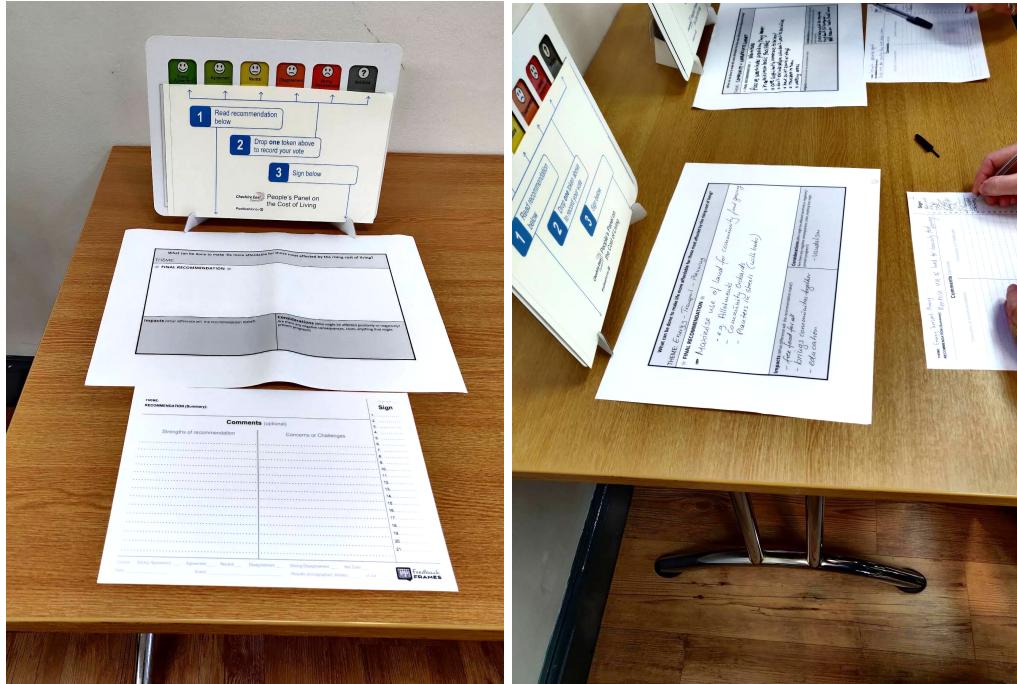
- Support local businesses with regard to procurement (e.g. prioritise local businesses) and their cost base (e.g. business rates)
- Engage anchor institutions in deploying their resources for local benefit.
- Make effective use of diverse buildings (commercial / Council / anchor institutions) to support linkages between organisations - ~~e.g. encourage shared use of space as social incubators~~
- Consider where the money goes from procurement of public services (e.g. care homes)

Impacts (What difference will the recommendation make?) <i>Local businesses retaining work Citizens creating businesses Retain local spend & employment Maximise social value via local procurement.</i>	Considerations (Who might be affected positively or negatively? Are there any negative consequences, costs, anything that might prevent progress?)
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Then the whole People's Panel gathered in a circle to hear all of the recommendations being read out by volunteers from each group.

Once all of the 12 recommendations from the 3 groups had been read out, all panel members voted on them. Each participant had 12 tokens to place in [Feedback Frames](#) to register their strong agreement, agreement, neutrality, disagreement or strong disagreement towards each recommendation. They rated each one by dropping their token in a range of slots hidden by a cover for secret voting.





This voting process was done to test the level of consensus regarding the recommendations and to create a ranked, prioritised list to hand over to Cheshire East Council. When the results were revealed and entered into the visual graph, it was clear there was a very high degree of agreement for all of the recommendations.

Theme Group	Rec number	Score (out of 5 - rounded decimals)	Score (as %)	Consent Score (degree of agreement)	Recommendation heading	Strong Agreement 5	Agreement 4	Neutral 3	Disagreement 2	Strong Disagreement 1	Not Sure
Energy, Transport, Planning	4	4.5	90.5	95%	Develop and implement a policy to require sustainable energy use on all new developments	14	5	1	1	0	0
Community and Appropriate Support	6	4.5	90.0	100%	Increase awareness of current existing schemes for support	12	6	2	0	0	0
Community and Appropriate Support	12	4.5	89.5	95%	Food accessibility for short and long term	14	4	2	1	0	0
Rethinking Funding & Distribution	10	4.4	88.6	95%	Make a renewed effort to reach everyone in need	13	5	2	1	0	0
Rethinking Funding & Distribution	11	4.4	87.6	100%	Make information about needs and funding available at a very local level	11	7	3	0	0	0
Energy, Transport, Planning	1	4.3	85.7	95%	Maximise use of land for community food growing	9	10	1	1	0	0
Energy, Transport, Planning	5	4.2	84.8	100%	Improve and make more effective the dial a ride service across Cheshire East	9	8	4	0	0	0
Energy, Transport, Planning	7	4.2	84.8	95%	Introduce sustainable energy technologies to existing council owned buildings	8	11	1	1	0	0
Rethinking Funding & Distribution	8	4.2	83.8	90%	Adopt a community wealth building approach	10	7	2	2	0	0
Community and Appropriate Support	3	4.1	82.9	90%	Increase benefits and support working poor	11	5	3	1	1	0
Energy, Transport, Planning	9	4.0	81.0	95%	Prioritise provision of affordable buses for more people	6	11	3	1	0	0
Community and Appropriate Support	2	3.7	73.3	86%	Pursue warm hubs providing they have stated criteria...	6	7	5	1	2	0

Sarah Bullock, the Director of Policy and Change at Cheshire East Council thanked the People's Panel for their commitment and sustained efforts over two weekends and received the recommendations on behalf of the council. Along with Rachel Oliver from Positive Money, she explained what would happen with the recommendations in terms of [next steps](#).

The People's Panel concluded with a group photo and the distribution of the remaining shopping vouchers to all the panel members.



Ideas and discussions that didn't feature in the recommendations

Whilst 15 hours of sessions was fairly long compared to many local authority public engagements, the programme was nevertheless tight for the panel members to create and finalise their recommendations on a very complex issue.

Some of the ideas that were under discussion did not have time to crystallise and make it into the final list of recommendations. Panel members made the request that ideas in formulation should still at least be featured in the report.

In response to this request the following is a representation of those discussions that took place in each themed group:

GROUP A - Energy, Transport and Planning

Group A explored a variety of possible recommendations under three areas of Energy, Transport and Planning.

Under the theme of **energy** the group discussed the importance of localised energy generation and the idea of encouraging and supporting the use of onshore wind turbines. The group supported the idea, but felt it wouldn't address the question of helping life to become more affordable to the same extent as the other points they were considering.

Other points discussed, but not finally formulated into recommendations, were the topic of energy exploitation and the profiteering of large energy companies, as well as possible financial support for energy bills for those that need it, especially those on pre-payment meters.

Regarding **transport**, ideas that were explored but not translated into a full recommendation included company transport services and encouraging car sharing. Also, to alleviate the cost of living, they entertained the idea of cheaper parking, but the idea was not pursued as it was felt that would have a negative consequence of encouraging increased car use.

Under the theme of **planning** participants felt that as lots of new housing is built, the community infrastructure must also be built to avoid people having to travel long distances and spend money to access services. They also felt there was a need for more sustainable core structures where people can gather as a community, socialise and keep warm without it costing a lot.

The group also discussed the need for rules to have sufficient green spaces in all new developments. Some felt these rules may already exist, therefore this didn't make it into the recommendations.

GROUP B - Community and Appropriate Support

Group B devised its own system of voting on the points that it felt most strongly about and those 4 ideas made it into the final recommendations.

Other ideas considered were:

- the increased promotion of schemes that enable people to pass on useful but unwanted items for free such as the Nantwich Reuse scheme as this would help reduce landfill waste and fly tipping whilst providing goods to those who need them.
- Increased support and promotion of Community Support projects like Alsager Community Support which signposts to where people can get help, has volunteer drivers taking people to surgeries and shopping, organises school uniform swaps etc.
- Community wealth building (which did in fact make it into the recommendations via group C)

GROUP C - Rethinking Funding and Distribution

Under this theme there were some larger topics and inquiries that didn't end up forming into recommendations, because they seemed too big, complex or hard to work out what might be a suitable recommendation for the Council.

Key amongst those points was:

- What could or should be the Council's role in lobbying government or advocating on behalf of residents to make it clear that local residents just can't make ends meet and that something has to give?
- An exploration of the idea of 'Making work pay'. There was a feeling that the transition from benefits to work was being blocked for various reasons (e.g. wages being too low, child care too expensive, benefits being cut as soon as people start earning) however this did not end up as a recommendation.
- Concerns over the use of crowdfunding. Many saw this as backfilling for what should be publicly funded services. The group didn't manage to come to an agreement as to whether a recommendation should be made that the Council's crowdfunding mechanism should simply be abolished, or whether that would mean vital services would end up without any funding.

Recommendations

There were 12 recommendations that ended up being delivered to Cheshire East Council in the last session of the People's Panel on the cost of living. 5 recommendations were submitted under the theme of Energy, Transport and Planning, 4 under Community and Appropriate Support and 3 under the theme of Rethinking Funding and Distribution.

The recommendations are shown in the table below in rank order of the voting score which shows the overall level of agreement.

What can be done to make life more affordable for those most affected by the rising cost of living?

Voting Score	Rank	Theme	Recommendation
90.5	1st	Energy, Transport & Planning	Develop and implement a policy to require Sustainable

			<p>Energy use (SEU) on all new developments (housing and commercial)</p> <ul style="list-style-type: none"> • Provide guidance on SEU • Implement a strategy in planning and development of Refuse, Delay and Obstruct to ensure rigorous compliance • Close loopholes and ensure transparency, review post build <p>Impacts</p> <p>Reduce energy demand Role modelling for SEU in existing buildings</p> <p>Considerations</p> <p>Prioritise SEU in social housing</p> <hr/> <p>Additional individual comments on voting sheets:</p> <p>Concerns & Challenges <i>“Review of completed schemes needed”</i></p>
90.0	2nd	Community and Appropriate Support	<p>Increase awareness of current existing schemes for support</p> <ul style="list-style-type: none"> • Heavily promote and improve and maintain an offline and online benefits and support directory (which includes local voluntary support) • Make leaflets very widely available e.g “Here is where you can get help” “Do you need help locally?” • Heavily promote 1to1 support for those most affected to help with practical support and building confidence • Council support to set up voluntary organisations and support with training volunteers
89.5	3rd	Community and	<p>Food accessibility for short and long term</p> <p>Short term:</p>

		Appropriate Support	<ul style="list-style-type: none"> • Make food banks more accessible by widening the eligibility criteria • Food banks to offer advice on more affordable options such as food clubs • Encourage and support the development of food clubs to complement food banks. (By food clubs we mean clients paying a small fee for fresh surplus food. The council should make it mandatory for businesses in the local area to contribute excess food to food clubs. <p>Long Term: Utilise natural free food sources accessible for everyone</p> <ul style="list-style-type: none"> • Plant small orchards or fruit trees at the end of streets and in parks • New developments should have a significant percentage of fruit orchards, fruit trees, fruit bushes • Promote foraging with emphasis and food security not novelty
88.6	4th	Rethinking Funding and Distribution (Distributing funds according to need)	<p>Make a renewed effort to reach everyone in need - universal consideration plus targeted provision</p> <ul style="list-style-type: none"> • Ensure outreach is effective and everyone's voice is heard • Provide funding and support to local organisations to work together to help those in need (e.g to facilitate redistribution of full allowance for people who want to pass it on) • Consider universal supports (e.g free school meals for all) <p>Impacts</p> <ul style="list-style-type: none"> • Getting help where it needs to go • Ensure that nobody is missed (e.g rural households using oil) <p>Considerations</p> <p>Avoid large employers to rely on availability of public financial supports</p>

87.6	5th	Rethinking Funding and Distribution (Transparency)	<p>Make information about needs and funding available at a very local level</p> <ul style="list-style-type: none"> • Make existing information accessible (e.g develop interactive presentation formats to be utilised in the high street) Use and rent empty shops to distribute. • Create a system for residents to support local funding decisions <p>Impacts</p> <ul style="list-style-type: none"> • Equip people to challenge decisions • Build trust • Stop people voting against their own interests
85.7	6th	Energy, Transport & Planning	<p>Maximise use of land for community food growing E.g allotments Community orchards Planters in streets (with herbs)</p> <p>Impacts Free food for all Brings communities together Education</p> <p>Considerations Vandalism</p> <hr/> <p>Additional individual comments on voting sheets: Strengths <i>"I like the long term solution/effect"</i></p>
84.8	7th	Energy, Transport & Planning	<p>Improve and make more effective the dial a ride service across Cheshire East</p> <ol style="list-style-type: none"> a) Linking together other or existing transport services to share resources, promote and interact b) Implement a branding/umbrella term collectively across Cheshire East c) Easier accessible information on services

			<p>Impacts More branding awareness and access more people using service Essential for vulnerable of isolated, unable to use other transport methods</p> <p>Considerations Can be quite un-cost effective, especially amongst rural longer routes Door to door required to reduce fall risk, especially during inclement weather Expand to include more people in medium term</p> <hr/> <p>Additional individual comments on voting sheets: Concerns or Challenges <i>"This is an issue wider than one service"</i> <i>"This is wider than dial-a-ride"</i> <i>"Where is the Energy recommendation?"</i></p>
84.8	8th	Energy, Transport & Planning	<p>Introduce sustainable energy technologies to existing council owned buildings.</p> <ul style="list-style-type: none"> • Retrofitting existing council buildings both public and domestic • Include council owned infrastructure e.g lamposts/signage etc • Encourage other agencies to follow suit <p>Impacts</p> <ul style="list-style-type: none"> • Lead by example • Assists towards carbon zero • Avoids global energy volatility <p>Considerations</p> <p>Includes both generation of energy and technology to reduce energy usage</p>

			<p>Additional individual comments on voting sheets: Concerns or Challenges <i>"Only seems to be a long term solution - where is the help for Energy?"</i></p>
83.8	9th	Rethinking Funding and Distribution (Localism)	<p>Adopt a community wealth building approach</p> <ul style="list-style-type: none"> • Support local businesses with regard to procurement (e.g prioritise local businesses) and their cost base (e.g business rates) • Engage anchor institutions in deploying their resources for local benefit • Make effective use of diverse buildings (commercial/council/anchor institutions) to support linkages between organisations - encourage shared use of space as social incubators • Consider where the money goes from procurement of public services (e.g care homes) <p>Impacts</p> <ul style="list-style-type: none"> • Local businesses winning work • Citizens creating businesses • Retain local spend and employment • Maximise social value via local procurement <p>Additional individual comments on voting sheets: Concerns or Challenges <i>"Worry about best value - local can cost a lot more."</i></p>
82.9	10th	Community and Appropriate Support	<p>Increase benefits and support the working poor</p> <ul style="list-style-type: none"> • Council to lobby government to increase benefits at least in line with inflation • Expand local authority and local organisations non-criteria based discretionary awards e.g discretionary housing payments, council tax hardship award etc <p>Additional individual comments on voting sheets:</p>

			<p>Strengths <i>"This is essential!"</i></p> <p>Concerns & Challenges <i>"Discretionary award set up to avoid cronyism"</i> <i>"Wrong target - should be <u>local</u> MPs, not national govt"</i> <i>"Contact local MPs first!"</i></p>
81.0	11th	Energy, Transport & Planning	<p>Prioritise provision of affordable buses for more people</p> <ul style="list-style-type: none"> • Expand criteria for concessions • Ensure access to key amenities e.g GP, Hospitals, shops in town and retail parks, support services e.g CAB <p>Impacts</p> <ul style="list-style-type: none"> • Reduces costs to vulnerable citizens • Increase access to shops which in turn increases council funding through business rates, which means more money available to support residents who need help most. • Strengthens social networks • Improves mental health through access to services and people • Provides incentives to encourage people to use public transport rather than private transport <p>Considerations</p> <ul style="list-style-type: none"> • Pay particular attention to rural communities to ensure they have access and connectivity • Costs of implementation
73.3	12th	Community and Appropriate Support	<p>Pursue warm hubs, providing they have:</p> <ul style="list-style-type: none"> • Minimum basic facilities • Are sufficiently numerous to be local • Don't exclude people who don't want to socialise • Have quiet zones or days • Transport to them • Working areas

40

		<p>Considerations</p> <p>Direct help might be required - they don't fit everyone. Not keen on "Warm Hubs" name</p> <hr/> <p>Additional individual comments on voting sheets: Strengths <i>"Warm Hubs should be part of existing provision"</i></p>
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Next Steps

Following the two in-person weekends, Andy Paice, supported by Positive Money, wrote this report, and delivered it to the panel members and Cheshire East Council. A video of the process will be used to share the story of the People's Panel in a more succinct and accessible way. This will be shared by the Council, Positive Money and the facilitators.

Sarah Bullock, Head of Policy and Change at the Council, is taking the recommendations to her Council team, in order to establish how best to action them. They will then present their proposals to Councillors, for their sign off.

In January 2023, the panel and members of the Council will come together in person for a few hours on a Saturday morning to discuss how the recommendations are being taken forward. There will be a presentation from the Council, and space for the panel to ask questions, share reflections and have some more open discussion with Council staff.

Cheshire East People's Panel on the Cost of Living

Draft Initial Responses of the Council to the recommendations

January 2023

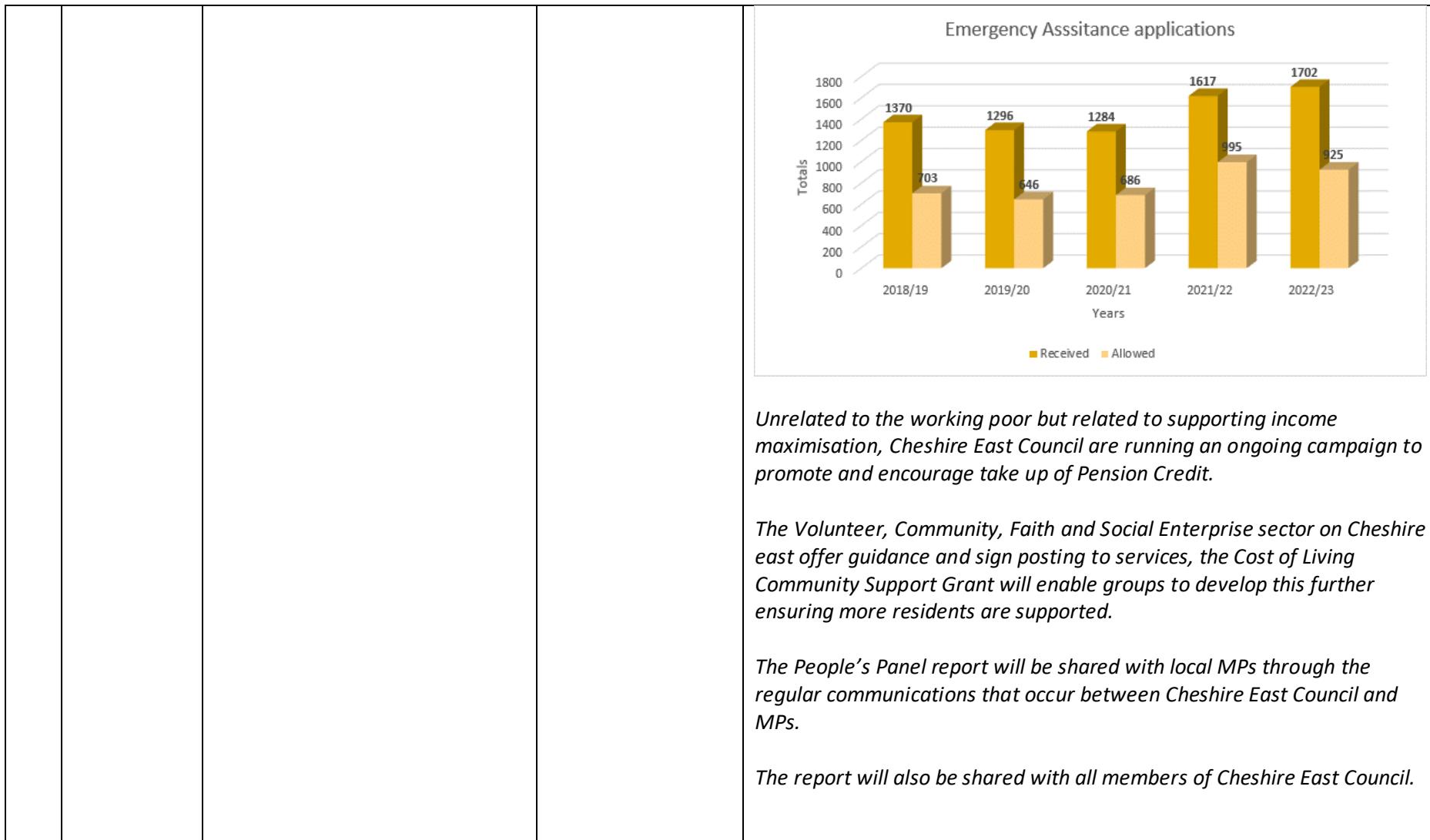
No.	Theme	Recommendation	Response	Explanation
1	Community and appropriate support	<p>Increase awareness of current existing schemes for support</p> <p>Heavily promote and maintain an offline and online benefits and support directory</p> <p>Make leaflets widely available</p> <p>Heavily promote 121 support for those most affected</p> <p>Council support to set up voluntary organisations and support with training</p>	We can take this forward	<p><i>Cheshire East Council continue to promote the existing schemes of support. We have continued to update the information on the "Live Well" website to offer support, advice, and signposting. The webpages received 5,064 views between 1 December 2022 and 19 January 2023. Cost of living (cheshireeast.gov.uk)</i></p> <p><i>A cost-of-living crisis team are available on 0300 123 5024 between 8.30am to 5pm Monday to Friday, or by email through costoflivingsupport@cheshireeast.gov.uk. The telephone line has supported 499 people to date. 29 emails have been sent between December and January requesting support with funds, gas, and food.</i></p> <p><i>The council would welcome any further ideas from the People's Panel as to where and how they should promote the existing schemes of cost of living support.</i></p>

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2	Rethinking funding and distribution	<p>Make a renewed effort to reach everyone in need – universal consideration plus targeted provision</p> <p>Ensure outreach is effective and everyone's voice is heard</p> <p>Provide funding and support to local organisations to work together to help those in need</p> <p>Consider universal supports (e.g., free school meals for all)</p>	We can take this forward (partial)	<p><i>Outreach is being provided through the Council's Communities team and through the voluntary and community sector.</i></p> <p><i>The council is running ongoing campaigns to promote applications for Pension Credit and for free school meals. This work includes proactively contacting those people on Council Tax support who appear eligible. During the coronavirus central government provided funding under a programme called the "HAF (holidays activities with food)" programme. Now that this funding has ceased, Cheshire East council are considering funding this provision.</i></p> <p><i>The council has invested in the Citizens Advice Bureau to roll out a Home Energy Support scheme, which allows people to donate their government funded Winter Fuel Payments to those who need it more. Wilmslow Town Council have committed £10,000 to this fund, and private donations have been made of between £600 and £1,000. 53 people have been supported by the scheme (as of January 2023).</i></p> <p><i>A proposal has been developed for a £200,000 Cost of Living Community Response Grant scheme. This report will be considered at the end of January 2023. This proposes to make available £100,000 in 2023/24 and £100,000 in 2024/25, to voluntary, community, faith, and social enterprise sector organisations to apply for. This is funded by the UK Shared Prosperity Fund.</i></p> <p><i>The Health and Wellbeing Grant is now open offering funding the Volunteer, Community, Faith, and Social Enterprise sector to address key health issues. The Grant has been developed through partnerships between the Council, Central Cheshire Integrated Care Board and Cheshire and Wirral Partnership NHS Foundation Trust. The aims of the fund are to:</i></p>
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				<ul style="list-style-type: none"> • Reduce health inequalities by addressing a specific gap in provision or where there is an identified need. • Improve access to local health and care services including clear linkages with respective care communities. • Develop VCFSE led community mental health services specifically for people who have serious long term mental health issues in the community <p><i>There is a total of £381,049 with funding being split into four categories:</i></p> <ul style="list-style-type: none"> • Mental Health support and interventions (£66,516) • Community Mental Health Transformation (£200,000) • Physical Health and Wellbeing Grants (£103,733) • Community Grant to support those with Visual Impairments (£10,800)
3	Rethinking funding and distribution	<p>Make information about needs and funding available at a very local level</p> <p>Make existing information accessible (e.g., interactive presentation formats) use and rent empty shops to distribute</p> <p>Create a system for residents to support local funding decisions</p>	We can take this forward	<p><i>We will consider opportunities for digital signage and vacant units to promote and communicate our work.</i></p> <p><i>Cheshire East Crowd is a crowdfunding initiative to encourage, support and create community projects that will make a difference. Once projects are live on the platform, people can pledge as little as £2 towards it. There are 44 projects on the Cheshire East Crowd currently.</i></p> <p><i>The Cheshire East council consultation on budget proposals is live until 30 January 2023, to allow residents to indicate which proposals in the Medium-Term Financial strategy they support. Regular consultation and engagement activities take place throughout the year.</i></p>

				<i>Following the People's Panel, Cheshire East council will consider how they may use participatory democracy processes in future, either through further People's Panel sessions, or through a larger scale Citizens Assembly.</i>
4	Energy, Transport and Planning	Maximise use of land for community food growing Allotments Community orchards Planters in streets (with herbs)	We can take this forward (partial)	<i>The majority of allotments are managed by the local town and parish councils. We will share this idea with them through our Town and Parish Councils network. Cheshire East Council will consider any community suggestions or requests in relation to suitable land.</i>
5	Community and appropriate support	Increase benefits and support the working poor Council to lobby government to increase benefits at least in line with inflation Expand non-criteria based discretionary awards	We can take this forward (partial)	<p><i>The Council Tax Support scheme was amended for 2022/23 to allow for 100% relief for those on the lowest incomes and “passported” benefits – previously everyone paid at least 20% council tax.</i></p> <p><i>Discretionary housing payments are funded by central government, who pass the funding to the council to administer. The council receives limited funding for this area and the funding decreased in 2022/23. At the time of writing, we are awaiting confirmation of the level of funding for 2023/24.</i></p> <p><i>A new Council Tax Support fund will also support this recommendation by reducing council tax bills by £25 in 2023/24 for all customers who are in receipt of council tax support.</i></p> <p><i>Since 2021, there has been increased demand for Emergency Assistance grants, shown on the graph below. This budget is also limited funding so must focus on those in most need of support.</i></p>



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6	Energy, Transport and Planning	<p>Develop and implement a policy to require Sustainable Energy use (SEU) on all new developments (housing and commercial)</p> <p>Provide guidance on SEU</p> <p>Implement a strategy in planning and development of refuse, delay and obstruct to ensure rigorous compliance</p> <p>Close loopholes and ensure transparency, review post build</p>	We can't take this forward	<p><i>The Government is in the process of introducing the Future Homes and Buildings Standard. The Future Homes and Buildings Standard are a set of rules and changes to building regulations which will improve the energy efficiency of new homes. From June 2022 new homes in England are required to produce around 30% less carbon emissions compared to requirements under the former regulations. Further, higher performance standards for new homes will be required from 2025. New homes at this time will not be built with fossil fuel heating, such as a natural gas boiler. These homes will be future-proofed with low carbon heating and high levels of energy efficiency and no further energy efficiency retrofit work will be necessary to enable them to become zero-carbon as the electricity grid continues to decarbonise. The full technical specification for the Future Homes Standard is expected to be consulted on in 2023.</i></p> <p><i>Cheshire East Council has recently adopted the second part of its Local Plan called the Site Allocations and Development Policies Document (or SADPD). The SADPD includes planning policies and standards for larger non-residential and residential schemes to include an element of renewable and low carbon energy generation on site. The Plan also provides clarity about the Council's approach to solar, wind and initiatives including District Heating Systems alongside setting out clear design and other related policies to support the Council's response to climate change, including maximising opportunities for both natural heating and ventilation in buildings. The Council has recently started an update to its Local Plan which will provide an opportunity to promote sustainable energy use further.</i></p> <p><i>The Council are also progressing a heat network for the Garden Village at Handforth, which could provide low carbon heat through ground source heat pumps to the proposed new development.</i></p>
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7	Energy, Transport and Planning	<p>Prioritise provision of affordable buses for more people</p> <p>Expand criteria for concessions</p> <p>Ensure access to key amenities</p>	We can't take this forward	<p><i>There are significant cost pressures in relation to local bus services of around £3.5m. This followed loss of the central government grant. In 2022/23 Cheshire East Council supported this pressure through using funds from Council Reserves. This is unsustainable and the Council can no longer afford to fund local bus services at this level.</i></p> <p><i>To manage a reduction in budget in relation to local buses the council has proposed changes as to how the council will assess which bus routes to support for funding. It is proposed to assess services through assessment against 13 criteria under three objectives:</i></p> <ul style="list-style-type: none"> • <i>Supporting the economy and environmental sustainability</i> <ul style="list-style-type: none"> ○ <i>Business growth- journey purpose</i> ○ <i>Sustainable economic growth</i> ○ <i>Impact on carbon emissions</i> ○ <i>Contribution to carbon emissions based on vehicle type and age</i> • <i>Improving access and social inclusion</i> <ul style="list-style-type: none"> ○ <i>Integration – transport interchange</i> ○ <i>Accessibility – travel choice</i> ○ <i>Areas of deprivation</i> • <i>Bus Service performance</i> <ul style="list-style-type: none"> ○ <i>Cost per passenger</i> ○ <i>Alternative/ external funding options</i> ○ <i>Service usage</i> ○ <i>Patronage trends – commercial potential</i> ○ <i>Fare paying patronage recovery post covid (compared to 2019)</i> ○ <i>Concessionary patronage recovery post covid (compared to 2019)</i> <p><i>The Communities Team are currently researching options of a Rural Community Transport Scheme to increase connectivity for residents in</i></p>
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				<p><i>rural areas. This is being co-produced with the VCFSE sector and we would welcome collaboration with the People's Panel. It is likely that services will be reduced during the year. The team would welcome feedback from the People's Panel on this area to feed into the consultation.</i></p>
8	Community and appropriate support	<p>Food accessibility for short and long term</p> <p>Short term:</p> <p>Make food banks more accessible by widening the eligibility criteria</p> <p>Food banks to offer advice on more affordable options such as food clubs</p> <p>Encourage and support the development of food clubs to support food banks</p> <p>Long term:</p> <p>Utilise natural free food sources for everyone:</p> <p>Plant small orchards or fruit trees at the end of streets and in parks</p> <p>New developments should have a significant percentage of fruit orchards, fruit trees, fruit bushes</p> <p>Promote foraging with emphasis on food security not novelty</p>	<p>We're already doing this (short term)</p> <p>We can take this forward (long term) (partial)</p>	<p>Short term:</p> <p><i>In December 2022, funding was given to the Cheshire Community Foundation, to enable the recruitment of a Cheshire East Food Poverty Co-ordinator. Funding has also been awarded to start "The Bread and Butter Thing" – a mobile food club to make life more affordable for people on low incomes, to build stronger communities and to reduce waste. A location in Crewe has been secured for a first location.</i></p> <p><i>The CVS are recruiting to the post of Food Poverty Co-ordinator. When in post, this person will be considering the recommendations of the People's Panel as part of their role.</i></p> <p>Long term:</p> <p><i>The Council will consider this as part of development of future urban parks and open space with a focus potentially on fruit trees in park refurbishment. The team are happy to work with communities who wish to bring forward ideas and projects in this area. With respect to new developments, we would encourage residents to respond to consultations on planning policy and to individual applications to consider this.</i></p> <p><i>The council will explore foraging, and if this could be promoted, in more detail. This would require careful consideration given potential land ownership issues and health and safety issues.</i></p>

9	Energy, Transport and Planning	<p>Improve and make more efficient the dial a ride service across Cheshire East</p> <p>Link together other or existing transport services to share resources, promote and interact</p> <p>Implement a branding/ umbrella term collectively</p> <p>Easier accessible information on services</p>	We're already doing this	<p></p> <p>The 'go-too' bus service is funded by the Department for Transport's rural mobility fund in partnership with Cheshire East Council and Ansa Transport. Users can request the service by downloading and using the 'go-too' app on their smartphone, or they can call the booking line on 0300 123 5103. Customers can set up a payment card to pay their fares.</p> <p>The service operates with two 'midi' 16-seater buses, both with low-floor access for wheelchair users, prams, and pushchairs from 7am-9pm Monday to Saturday. It is part of a three-year trial costing £1.25m.</p> <p>The service operates between Bunbury, to the north west of Nantwich and Burton to the south east, taking in Audlem, Hankelow, Marbury, Wrenbury, Brindley and Bulkeley. No commercial services operate in this part of the borough. It uses intelligent routing technology to plan the most cost and time-effective route, instead of a fixed route followed by commercial operators.</p> <p>It also contributes to key council objectives of reducing carbon emissions and car dependency, while helping to promote more active travel.</p> <p>The service enables people living in the area to enjoy easy access to leisure, shopping, work, and healthcare, such as GP appointments.</p> <p>Research by Ansa Transport, which operates the service, found that 68 per cent of users would not have used another bus service before 'go-too' took to the road, while 45 per cent said 'go-too' made their journey</p>
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				<p><i>easier. More significant was the finding that 61 per cent of passengers had access to a car.</i></p> <p><i>In addition to the Go-Too pilot scheme there is also the FlexiLink service, also operated by ANSA. This is a borough wide, demand responsive service. This service is for residents with a disability, those over 80 or those that live beyond the reach of any other public transport. The fare is £3 per journey or free if you have a concessionary bus pass. All journeys have to be pre-booked so that the route can be planned efficiently. This service will be reviewed to consider the current service patterns and eligibility criteria (i.e., should this be open to wider ridership) and fare levels. Dial-a ride services are high cost services to operate, so can only be maintained in areas where users have no other bus services, will be heavily used and where funding is available.</i></p>
10	Energy, Transport and Planning	<p>Introduce sustainable energy technologies to existing council owned buildings</p> <p>Retrofitting existing council buildings both public and domestic</p> <p>Include council owned infrastructure e.g lampposts/ signage</p> <p>Encourage other agencies to follow suit</p>	We're already doing this	<p><i>All council buildings are now being supplied with green electricity backed by the Renewable Energy Guarantees of Origin (REGO) scheme which offsets a significant proportion of the emissions meaning all assets at CEC under our financial control consume 100% green electricity. This includes Leisure centres and Streetlighting. Since 2019, Schools under CEC energy framework benefit also from 100% green electricity.</i></p> <p><i>Cheshire East Council has been successful in securing funding from the Public Sector Decarbonisation Scheme and has submitted applications for further funding to provide additional carbon reduction measures.</i></p>

			<p><i>A programme of energy efficiency measures including LED light replacements across twelve buildings have provided a reduction in electricity usage.</i></p> <p><i>The installation of building mounted solar arrays on Council buildings is providing self-generated green electricity, reducing the amount of grid electricity the Council is required to purchase. Seventeen solar PV installations have been completed to date, providing approximately 1GWh per year, and a further two are in plan.</i></p> <p><i>The decarbonisation of our gas usage is one of the most challenging and expensive areas of our carbon reduction and requires investment in building fabric improvements and grid upgrades to fully decarbonise the heating of our buildings. Following the successful applications for Public Sector Decarbonisation Funding the Council has put in place a programme of replacing gas boilers with air source heat pumps where this is possible. As these replacements are completed, we anticipate a reduction in gas use. To date three air source heat pump installations have been completed, a further twelve pumps are expected to be installed over the next 3 months.</i></p> <p><i>The carbon emitted from our streetlighting has reduced radically over the last few years through the installation of LED lanterns and more modern control equipment across most of the asset. The replacement of over 4,000 illuminated signs and bollards to LED are being progressed to completion this year, with new sign lanterns produced from recycled materials and a tree planted for everyone installed.</i></p> <p><i>The Council is building its first ground based solar farm at Leighton Grange Crewe expected to be fully realised within the next year, with over 7,600 solar panels providing renewable energy to our composting</i></p>
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				<i>plant. Feasibilities are currently being finalised for additional solar capacity in the borough but realising these carbon reductions are subject to connection and planning risks.</i>
11	Rethinking funding and distribution	<p>Adopt a community wealth building approach</p> <p>Support local businesses with regard to procurement</p> <p>Encourage anchor institutions in deploying their resources for local benefit</p> <p>Make effective use of diverse buildings</p> <p>Consider where the money goes from procurement of public services</p>	<p>We're already doing this</p>	<p><i>Cheshire East Council want to make a positive impact on people and places in Cheshire East. We call this impact social value, and look at this across three themes- social, economic, and environmental. We take into account social value across all our activities, including procurement, as an employer, through partnership working, through community assets and through planning.</i></p> <p><i>A range of social value resources have been created to support and guide the social value activities of the council and to help organisations we work with. They are on the council website at the following link:</i></p> <p><i>Social value resources (cheshireeast.gov.uk)</i></p> <p><i>For any contracts below the procurement thresholds, the preference is always to buy local and to try and keep provision as local as possible. However, this is not always possible. In these instances, we would initially look to Cheshire provision, then North West and then further afield.</i></p> <p><i>In addition, a Social Value portal is being introduced, this will be used for procurements from February 2023. Cheshire East Council are also considering introducing a carbon digital platform, using the DEFRA framework, to track carbon footprints. This will enable around 80% of spend to be tracked. This is estimated to be introduced later in 2023.</i></p>

12	Community and appropriate support	<p>Pursue warm hubs, providing they have</p> <p>Minimum basic facilities</p> <p>Sufficiently numerous to be local</p> <p>Don't exclude people who don't want to socialise</p> <p>Have quiet zones or days</p> <p>Transport to them</p> <p>Working areas</p>	We're already doing this	<p>WARM PLACES</p> <p>Keeping Cheshire East warm</p> <p><i>Cheshire East Council have implemented a warm hubs network, branded as "Warm Places". Warm Places have been categorised into three- those which offer hot food funded by the council, those which offer hot drinks funded by the council, and libraries and other warm places, where the offer varies from venue to venue.</i></p> <p><i>Warm Places have now been mapped against the 8 Care Community areas to ensure coverage across the borough. For each Warm Place the website describes the offer there, the location, including a map, and opening time details. There are currently 75 warm hubs in place, this has increased from 53 in December 2022.</i></p>
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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: Census 2021 Results

Report of: Jane Burns – Executive Director of Corporate Services

Report Reference No: CP/40/22-23

Ward(s) Affected: All

1. Purpose of Report

- 1.1. To provide Corporate Policy Committee with a summary of the key data released to date from the Census 2021 for the Cheshire East area.
- 1.2. Census data supports delivery of all priorities of the Corporate Plan, providing data and intelligence on our population to inform decisions, strategies and service planning.

2. Executive Summary

- 2.1. The census is a once in a decade survey of all the people and households in England and Wales, carried out by the Office for National Statistics (ONS).
- 2.2. Information collected in the census helps councils like Cheshire East, central Government, emergency services and other public organisations to plan and fund services. Census data is available for everyone to use, from creating business plans to charity funding bids.
- 2.3. Census Day was Sunday 21 March 2021. Results from the 2021 census have been made available late in 2022 and into early 2023. The final release of Census 2021 outputs is scheduled for Spring 2023.
- 2.4. The census helps inform the delivery of public services throughout the UK. Different groups and organisations use census statistics in a variety of ways: for example, to plan services for now and in the future, e.g., education, social

care, roads, and health services, to develop policies and plans. The data helps to ensure that funding and services go where they're needed the most. For example, looking at the housing and household information helps us to plan how many houses should be built, where they should be built and what type are needed for the future. Looking at population changes can determine how services and funding will need to respond in the future.

3. Recommendations

- 3.1.** To note the headlines in the Census 2021 releases made to date (See 6.5 and **Appendix 1** 'How life has changed in Cheshire East: Census 2021').
- 3.2.** To note the release timetable for the Census 2021 data, detailed in paragraph 6.4.
- 3.3.** To agree to utilise the Census 2021 data in all new strategies and plans, including developing proposals under the MTFS, within the refresh of the Health and Wellbeing strategy and when looking to review and refine the Equality, Diversity and Inclusion Strategy.

4. Reasons for Recommendations

- 4.1.** The Census is not just a headcount, it is vital in making informed policy decisions by providing accurate information on local demographics, housing, employment and need.
- 4.2.** The information it collects helps with decisions on the planning and funding of council run services in local areas, along with where schools, doctors' surgeries and emergency services are needed most.
- 4.3.** Accurate population figures and detailed information about need are important in determining the funding of key public services, as well as for the voluntary and community sector and businesses.

5. Other Options Considered

- 5.1.** Do nothing is not option for the council as decisions should always be made on the latest and most accurate data.

6. Background

- 6.1.** Every household in England and Wales should complete a census form, and only small changes are made to the questionnaire with each iteration. This makes it highly comparable across local authorities and smaller geographies such as middle-layer-super-output areas (MSOAs), and an important tool for understanding long-term changes. All information is anonymised, and the actual census records are kept for 100 years.
- 6.2.** The census is a core dataset for understanding Cheshire East's residents and households. Statistics provided by the census are generally considered

the highest quality source of information available for topics such as population, demography, and ethnicity. It forms the baseline for many statistical products which will be used for the next decade, including future population estimates and projections.

6.3. Census data is published in phases. The first phase provides data tables for only one characteristic of a person or household at various levels geography (country, local authority, output area).

6.4. Future releases will see the publication of more granular data and multi-variate tables. The provisional dates for these releases are:

Data Theme	Update	Provisional Release Date
Geography	Ward Data	30 January 2023
Geography	NHS Health Areas	16 February 2023
Multi-variate	Sexual orientation: age and sex	25 January 2023
Multi-variate	Gender identity: age and sex	25 January 2023
Multi-variate	Religion by age and sex	30 January 2023
Multi-variate	Disability by age, sex and deprivation	8 February 2023
Multi-variate	Unpaid care by age, sex and deprivation	13 February 2023
Multi-variate	Health by age, sex and deprivation	22 February 2023

6.5. The headline data for Cheshire East from the Census 2021 is summarised below:

Demography:

The number of households in Cheshire East increased to 174,900 (9.7% growth) from 159,400 in 2011.

Average household size in Cheshire East was 2.3 people per household, unchanged from 2011 and slightly below the average in England and Wales of 2.4.

Deprivation in Cheshire East has decreased with 54.8% of households not being deprived in any dimension, improving from 50% in 2011.

Overall, 65.8% of households (115,100) were single family households, 30.4% (53,100) were one person households and 3.8% (6,600) were multiple family or other household types.

Since 2011, the percentage of usual residents aged 16 and over who were married or in civil partnerships has decreased from 52.1% in 2011 to 49.3% in 2021.

The percentage who were never married and never been in a civil partnership has increased from 28.5% in 2011 to 31.6% in 2021.

Migration:

The majority of Cheshire East residents, 91.7%, were born in the UK, this has decreased from 2011 which stood at 94.5%.

Poland was the most common county of birth outside of the UK in 2021 (5,700, 1% of usual residents).

22,000 usual residents (5.5%) held a non-UK passport; the most common non-UK passport held was Polish (6,000, 1.5% of all usual residents).

2,600 usual residents had an address outside of the UK one year before the census, up from 2,200 in 2011.

Armed Forces:

In 2021, 12,826 people in Cheshire East reported that they had previously served in the UK armed forces (4.1% of usual residents aged 16 years and over).

Of the UK armed forces veterans in Cheshire East, 74.7% (9,584 people) previously served in the regular forces, 20.8% (2,670 people) in the reserve forces, and 4.5% (572 people) served in both the regular and reserve forces.

247 Cheshire East armed forces veterans (1.9%) lived in communal establishments and the remainder (12,580, 98.1%) lived in households.

There were 12,154 households (7% of all households) in Cheshire East with one or more persons who served in the UK armed forces.

National Identity:

In 2021, 94.5% (376,940) of usual residents identified with at least one UK national identity (English, Welsh, Scottish, Northern Irish, British, and Cornish); this is a slight decrease from 96.6% (357,613) in 2011.

People who identified with at least one UK and one non-UK identity accounted for 1.2% of the overall population (4,978) in 2021; this is an increase from 0.4% (1,587) in 2011.

Those selecting a non-UK identity only accounted for 5.4% of the overall population (21,486), which is an increase from 3.4% of the population (12,518) in 2011.

Among those who described a non-UK national identity, the most common response was those describing “Polish” only as their identity (1.2%, 4,814); “Polish” only was also the most common response in 2011 (1.1%, 4,073).

“Romanian” only was the second most commonly reported non-UK national identity, increasing to 0.6% (2,364) in 2021 from just 60 residents in 2011, which is the largest increase for any non-UK national identity.

Other common non-UK identities include “Irish” only (0.3%, 1,384), “Portuguese” only (0.3%, 1,105), and “Indian” only (0.3%, 1,104).

Language:

In 2021, 95.8% (370,917) of usual residents, aged three years and over, had English as a main language, down from 97.4% (348,956) of usual residents in 2011.

In 2021, a further 3.4% (13,209) of the overall population of Cheshire East were proficient in English but did not speak it as their main language.

The most common main languages, other than English were: Polish (1.3%, 5,102), Romanian (0.6%, 2,234), Slovak (0.2%, 721) and Portuguese (0.2%, 621).

The largest increase was for people who specified Romanian as a main language, who accounted for 0.6% of usual residents in 2021 (2,234 people), up from 0% (64) in 2011.

In 2021, 67.2% (117,573) of households consisted of members who all had the same main language; 2.4% (4,147) had different main languages within the household.

Religion:

The religion question is voluntary; 94.5% (376,955) of usual residents answered the question in 2021, slightly above the national average of 94.0% and an increase from 93.3% (345,486) in 2011.

Just over half of the population in Cheshire East described themselves as “Christian” at 54.3% of usual residents (216,629), however this has fallen 14.6% from the figure in 2011 in which 68.9% (254,940) of usual residents described themselves as “Christian.” While the proportion of residents describing themselves as “Christian” in Cheshire East is higher than the national average (46.2%) the decrease between census years was larger than the national decline (13.1%).

“No religion” was the second most common response, increasing by 15.0% percentage points to 37.7% (150,257) from 22.7% (83,973) in 2011.

There were small increases (0.1%) in the proportion of usual residents in Cheshire East responding as “Buddhist” (0.3%, 1314), “Hindu” (0.5%, 2046) and “Muslim” (1.0%, 4140).

Ethnicity:

In 2021, 94.4% (376,543) of usual residents in Cheshire East identified their ethnic group within the high-level “White” category, a decrease from 96.6% (357,627) in the 2011 Census.

As part of the “White” ethnic group, 89.6% (357,337) of total population in Cheshire East identified their ethnic group as “English, Welsh, Scottish, Northern Irish or British”, this is a decrease from 93.6% (346,264) in 2011.

The next most common high-level ethnic group was “Asian, Asian British or Asian Welsh” accounting for 2.4% (9,531) of the overall population, this ethnic group saw the largest percentage point increase from 2011, up from 1.6% (6,060).

Economic Activity:

At Census Day, 21 March 2021, 195,245 usual residents aged 16 years and over Cheshire East were economically active (59.3%), while 129,185 (39.2%) were economically inactive.

Among usual residents aged 16 years and over, almost half were employees (47.4%, 156,192), almost 1 in 10 were self-employed (9.8%, 32,225) and a further 2.4% (7,802) were unemployed but looking for work.

Over a fifth of usual residents aged 16 years and over were economically inactive because of retirement (26.6%, 87,692).

Travel to Work:

Census 2021 took place during the coronavirus (COVID-19) pandemic, a period of unparalleled and rapid change; the national lockdown, associated guidance and furlough measures will have affected the travel to work topic. This factor should be taken into account when using the Census 2021 data for planning and policy purposes.

Census 2021 estimates that 67,827 (35.2%) usual residents aged 16 years and over in employment in Cheshire East worked mainly at or from home in the week before Census Day, 21 March 2021. The impact of COVID can be seen as this figure stood at 13,462 in 2011.

124,660 usual residents aged 16 years and over in employment (64.8%) gave a method other than “at or from home”.

The most selected mode of travel to work was driving a car or a van (48.5%, 93,442 of all usual residents aged 16 years and over in employment).

In Cheshire East the most common distance of travel to work was 10km to less than 20km, 23,236 usual residents (12.1% of working age economically active).

Industry and Occupation:

The largest number of usual residents aged 16 years and over in employment the week before Census Day, 21 March 2021, worked within the broad wholesale, retail and motor trade industry (15.6%, 30,000 out of 192,485 in employment).

Employment in the manufacturing industry decreased by 2.4 percentage points (9.9%, 19,113 in 2021, compared with 12.3%, 22,226 in 2011), whereas employment in human health and social work activities increased by 1.8 percentage points (14.1%, 27,137 in 2021, compared with 12.3%, 22,343 in 2011).

More people were employed in professional occupations compared with any other broad occupation categories (21.4%, 41,211 people).

The most common socio-economic classification in Cheshire East was lower managerial, administrative and professional occupations (22.5% of usual residents aged 16 years and over, 74,148).

Gender Identity:

The census question on gender identity was a voluntary question asked of those aged 16 years and over. The question asked “Is the gender you identify with the same as your sex registered at birth?”.

Overall, 329,474 (95.0% of the population aged 16 years and over) answered the question.

In total, 312,882 (95.0%) answered “Yes” and 1,387 (0.4%) answered “No”.

The remaining 15,205 (4.6%) did not answer the question.

Sexual Orientation:

The census question on sexual orientation was a voluntary question asked of those aged 16 years and over.

In total, 309,493 (93.9% of the population aged 16 years and over) answered the question.

Around 301,391 (91.5%) identified as straight or heterosexual.

Around 8102 (2.5%) identified with an LGB+ orientation (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”).

The remaining 19,981 (6.1%) did not answer the question.

Education:

There were 65,235 schoolchildren and full-time students (17.2%) in 2021 Cheshire East, out of a total 378,842 usual residents aged five years and over.

More than 3 in 10 usual residents aged 16 years and over had Level 4 or above qualifications (for example, Higher National Certificate, Higher National Diploma, Bachelor's degree and post-graduate qualifications); this was 37.6%, or 123,785 people.

In 2021, 15.0% (49,524 people) reported having no qualifications, this has decreased from 19% (59,806) in 2011.

Across Cheshire East, apprenticeships were the highest qualification for 5.9% of people (19,394).

7. Implications

7.1. Legal

There are no legal implications arising from this report.

7.2. Finance

There are no legal implications arising from this report.

7.3. Policy

This report is in line with our Policy objectives as set out in the Council's Corporate Plan. The Census 2021 data will support delivery of all priorities within the Corporate Plan, enabling opportunities for a more accurate understanding of the communities which we service.

7.4. Equality

The Census 2021 enables an accurate picture of the population of the borough to be established. Census 2021 also asked voluntary questions about sexual orientation and gender identity for the first time.

This will provide the Council with more accurate information on lesbian, gay, bisexual and transgender populations in the borough. It will help the Council to combat any inequalities these groups face and show where services are needed.

7.5. Human Resources

There are no human resources implications arising from this report.

7.6. Risk Management

There are no risk management implications arising from this report.

7.7. Rural Communities

The Census 2021 enables an accurate picture of the population of the borough to be established and will be increasingly important as the smaller geography and multivariate tables become available allowing more detailed analysis of the changes in our rural communities within the borough and will support the updating of the Urban/Rural classification map.

7.8. Children and Young People/Cared for Children

The Census 2021 enables an accurate picture of the population of the borough to be established and will be increasingly important as the smaller geography and multivariate tables become available allowing more detailed analysis of the changes in the borough.

7.9. Public Health

The Census 2021 asked questions about health including data about people's general health. Analysis of this data will provide the Council with an opportunity to establish key areas for health and wellbeing interventions and will support the drafting of Joint Strategic Needs Assessments.

7.10. Climate Change

The Census 2021 asked questions about car ownership. Analysis of this data will provide the Council with an opportunity to establish key areas for interventions and opportunities to introduce projects to reduce car dependency to reduce levels of pollution.

The Census 2021 also included a question on central heating. Analysis of this data will provide the Council with an opportunity to establish key areas for interventions and opportunities to introduce projects to reduce car dependency in an attempt to reduce levels of pollution and improve household heating and insulation efficiency.

Access to Information	
Contact Officer:	Phil Christian Phil.Christian@cheshireeast.gov.uk 01270 686414
Appendices:	Appendix 1: How life has changed in Cheshire East: Census 2021
Background Papers:	Background Paper 1: Build a custom area profile - Census 2021, ONS

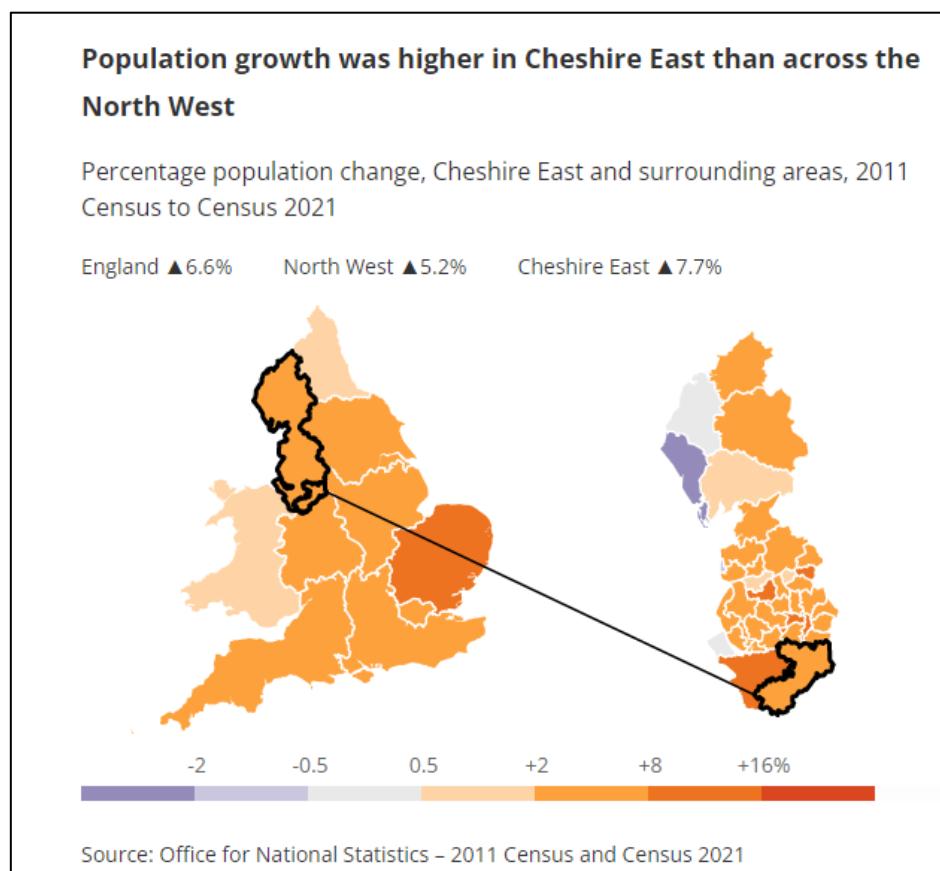
How life has changed in Cheshire East: Census 2021

The population reached nearly 400,000

Between the last two censuses (held in 2011 and 2021), the population of Cheshire East increased by 7.7%, from around 370,100 in 2011 to around 398,800 in 2021.

The population in Cheshire East increased by a greater percentage than the overall population of the North West (5.2%), and by a greater percentage than the overall population of England (up 6.6% since the 2011 Census).

In 2021, Cheshire East was home to around 2.4 people per football pitch-sized piece of land, compared with 2.3 in 2011. Cheshire East was among the lowest 35% local authorities for population density across all English local authority areas at the last census.



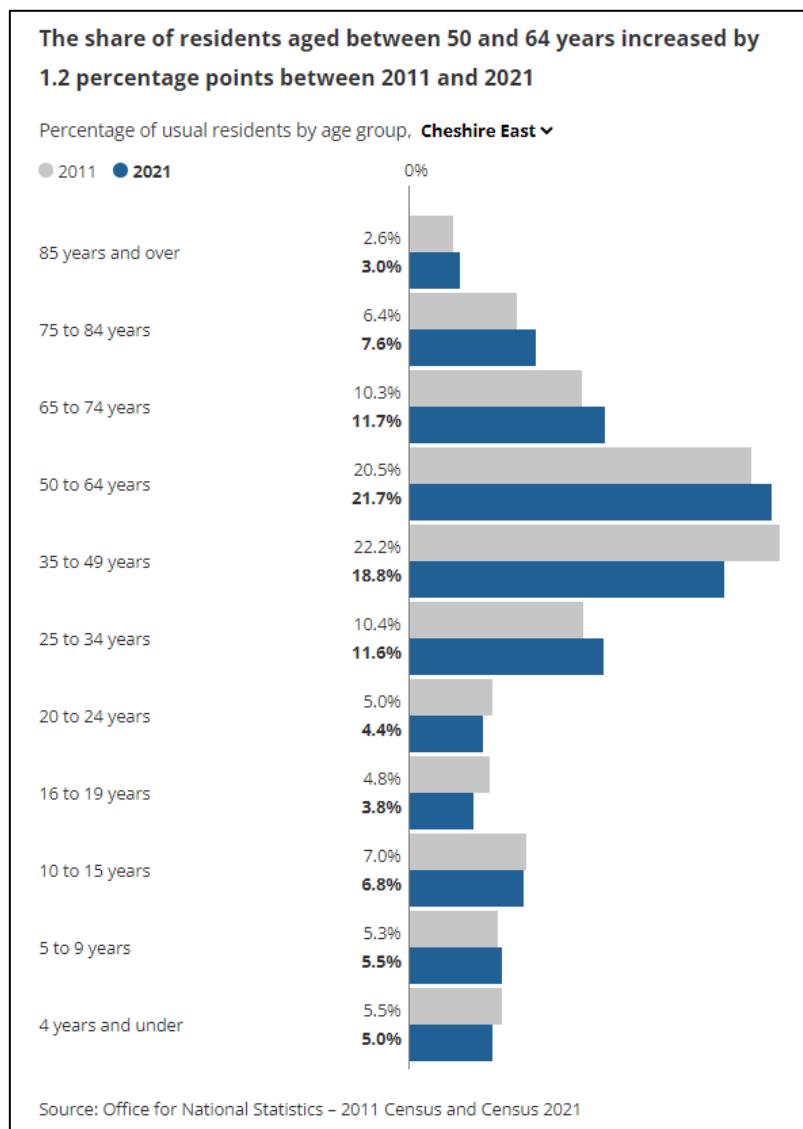
An older Cheshire East

Between the last two censuses, the average (median) age of Cheshire East residents increased by two years, from 43 to 45 years of age.

Cheshire East had a higher average (median) age than the North West as a whole in 2021 (40 years) and a higher average (median) age than England (40 years).

The median age is the age of the person in the middle of the group, meaning that one half of the group is younger than that person and the other half is older.

The number of people aged 50 to 64 years rose by just under 10,600 (an increase of 13.9%), while the number of residents between 35 and 49 years fell by just over 7,500 (9.1% decrease).



Disability in Cheshire East

In 2021, 6.5% of Cheshire East residents were identified as being disabled and limited a lot. This figure decreased from 7.8% in 2011. These are age-standardised proportions.

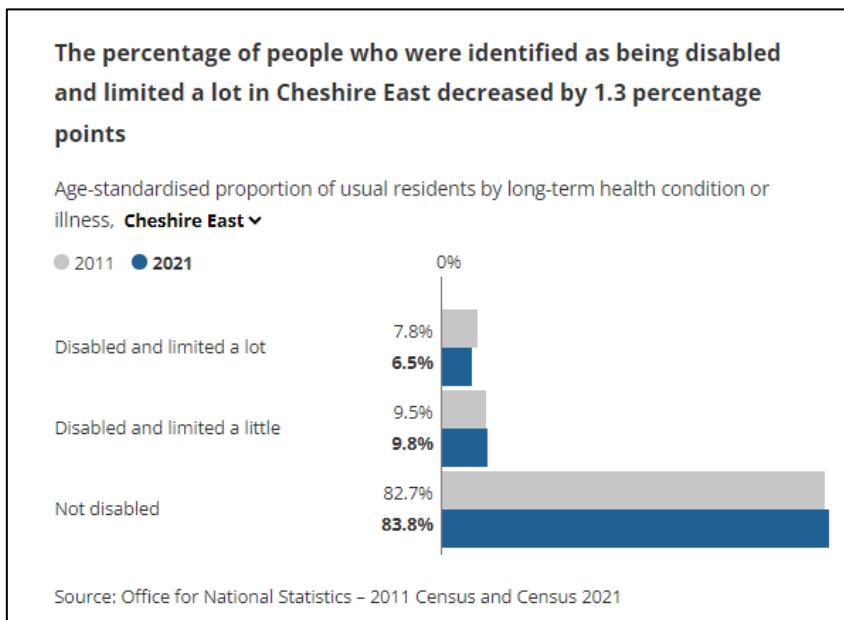
Age-standardised proportions are used throughout this section. They enable comparisons between populations over time and across geographies, as they account for differences in the population size and age structure.

In 2021, just under 1 in 10 people (9.8%) were identified as being disabled and limited a little, compared with 9.5% in 2011. The proportion of Cheshire East residents who were not disabled increased from 82.7% to 83.8%.

The decrease in the proportion of residents who were identified as being disabled and limited a lot was greater across the North West (2.1 percentage points, from 11.2% to 9.1%) than in Cheshire East (1.3 percentage points). Across England, the proportion fell by 1.6 percentage points, from 9.1% to 7.5%.

Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived their health status and activity limitations, and therefore may have affected how people chose to respond.

Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options.

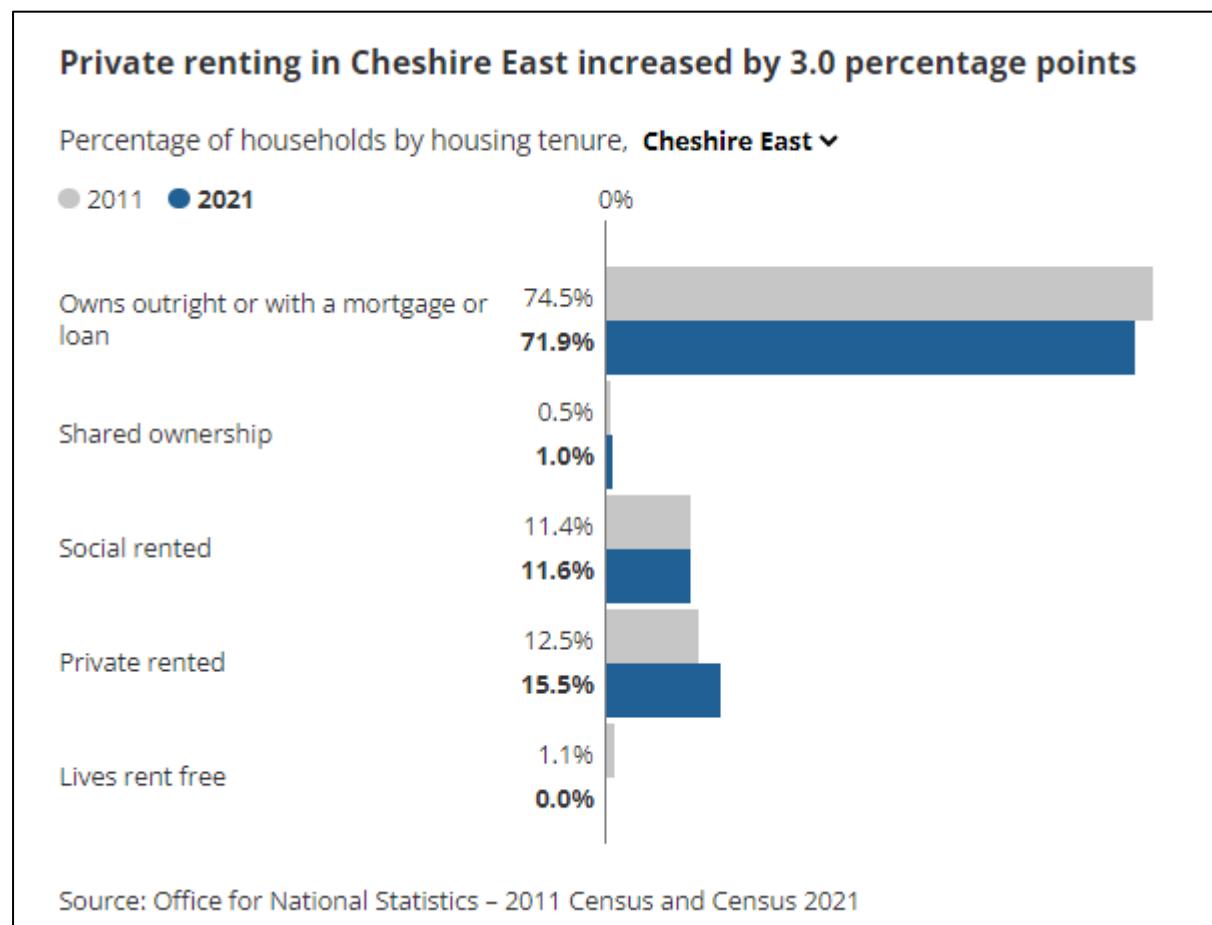


Rise in private renting

Of all Cheshire East households, 15.5% rented privately in 2021, up from 12.5% in 2011.

In 2021, just over one in nine households (11.6%) lived in socially rented housing, compared with 11.4% in 2011. The percentage of Cheshire East households that owned their home (outright or with a mortgage or loan) decreased from 74.5% to 71.9%.

The increase in the percentage of privately-rented homes was greater across the North West (3.9 percentage points, from 15.4% to 19.2%) than in Cheshire East (3.0 percentage points). Across England, the percentage increased by 3.6 percentage points, from 16.8% to 20.5%.



Unpaid care in Cheshire East

In 2021, 4.8% of Cheshire East residents (aged five years and over) reported providing up to 19 hours of unpaid care each week. This figure decreased from 7.6% in 2011. These are age-standardised proportions.

Age-standardised proportions are used throughout this section. They enable comparisons between populations over time and across geographies, as they account for differences in the population size and age structure.

In 2021, 1.6% of residents (aged five years and over) reported providing between 20 and 49 hours of unpaid care each week, compared with 1.2% in 2011. The proportion of Cheshire East residents (aged five years and over) that provided at least 50 hours of weekly unpaid care increased from 2.3% to 2.4%.

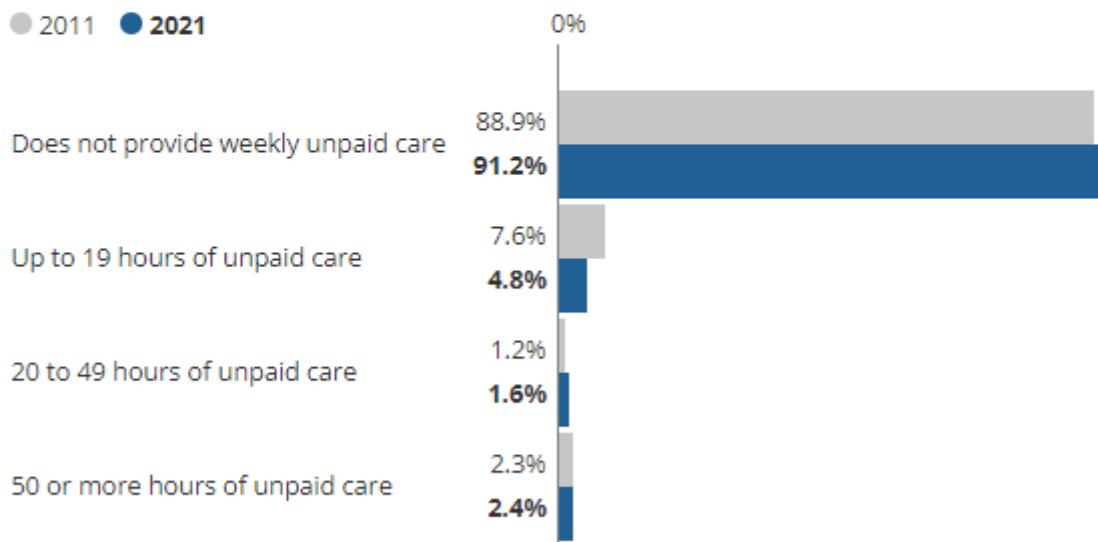
The decrease in the proportion of people (aged five years and over) providing up to 19 hours of weekly unpaid care in Cheshire East (2.8 percentage points) was similar to the decrease across the North West (2.7 percentage points, from 7.2% to 4.5%). Across England, the proportion fell by 2.8 percentage points, from 7.2% to 4.4%.

Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived and managed their provision of unpaid care, and therefore may have affected how people chose to respond.

Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options.

The percentage of people (aged five years and over) providing up to 19 hours of weekly unpaid care in Cheshire East decreased by 2.8 percentage points

Age-standardised proportion of usual residents (aged five years and over) by hours per week of unpaid care provision, **Cheshire East** ▾



Source: Office for National Statistics – 2011 Census and Census 2021

Religion in Cheshire East

In 2021, 37.7% of Cheshire East residents reported having "No religion", up from 22.7% in 2011. The rise of 15.0 percentage points was the largest increase of all broad religious groups in Cheshire East. Because the census question about religious affiliation is voluntary and has varying response rates, caution is needed when comparing figures between different areas or between censuses.

Across the North West, the percentage of residents who described themselves as having "No religion" increased from 19.8% to 32.6%, while across England the percentage increased from 24.8% to 36.7%.

In 2021, 54.3% of people in Cheshire East described themselves as Christian (down from 68.9%), while 5.5% did not state their religion (down from 6.7% the decade before).

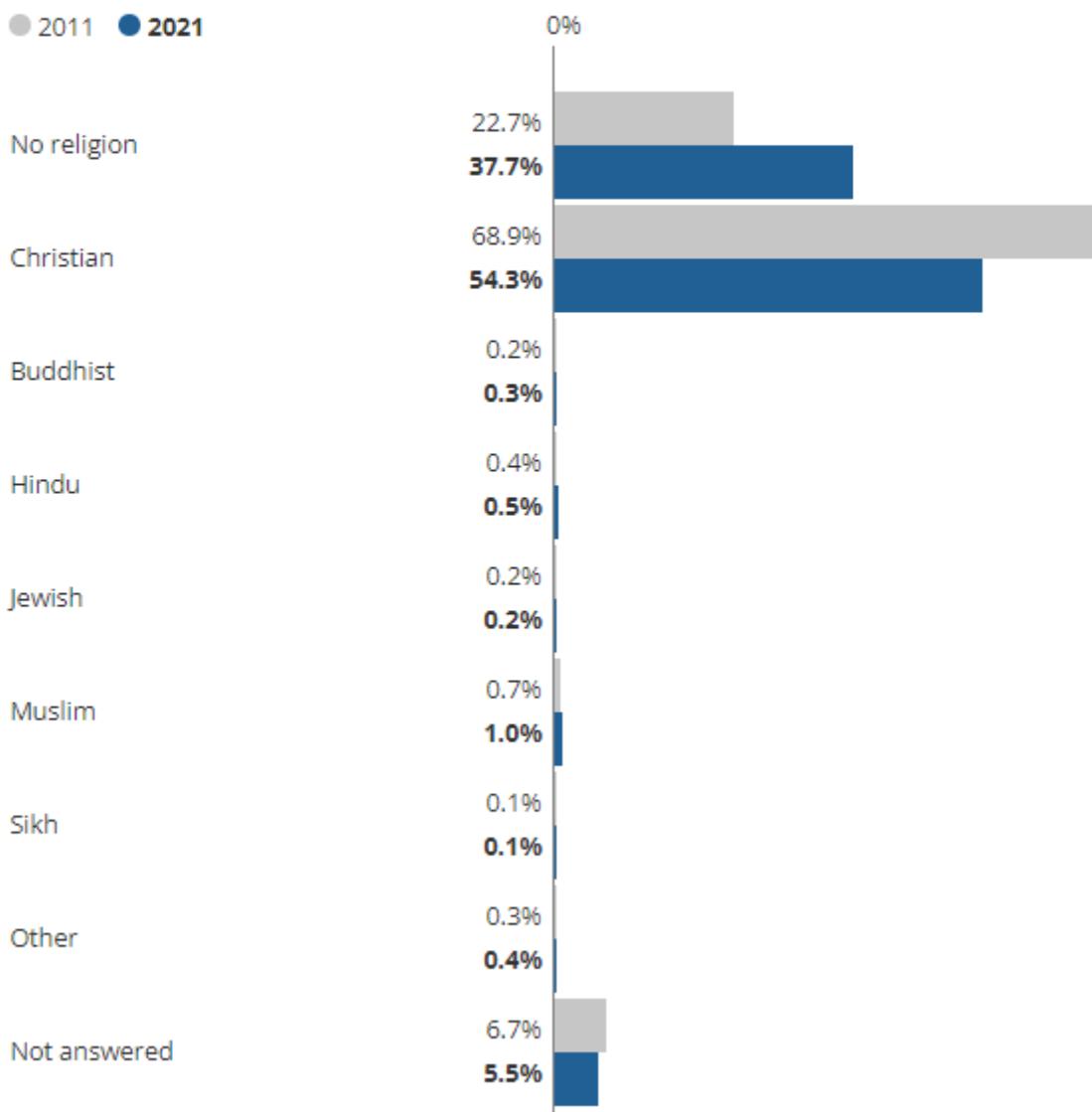
There are many factors that can cause changes to the religious profile of an area, such as a changing age structure or residents relocating for work or education.

Changes may also be caused by differences in the way individuals chose to self-identify between censuses. Religious affiliation is the religion with which someone connects or identifies, rather than their beliefs or religious practice.

In 2021, 37.7% of usual residents in Cheshire East reported having "No religion"

Percentage of usual residents by religion, **Cheshire East** ▾

● 2011 ● 2021



Cheshire East residents' country of birth

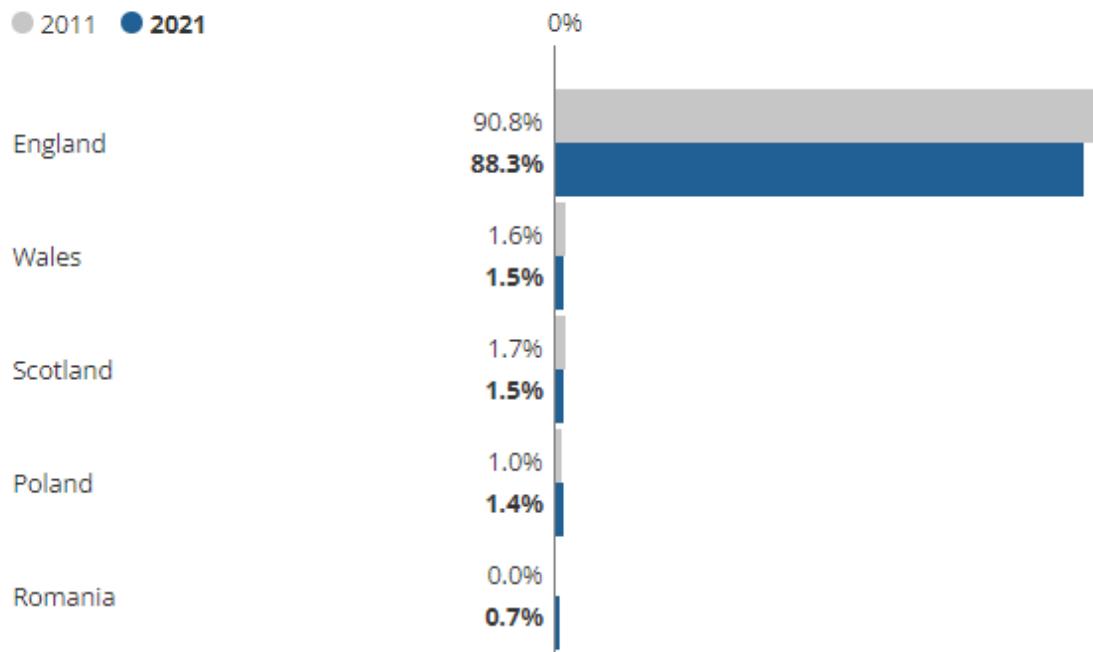
In the latest census, around 352,300 Cheshire East residents said they were born in England. This represented 88.3% of the local population. The figure has risen from just under 336,200 in 2011, which at the time represented 90.8% of Cheshire East's population.

Wales was the next most represented, with around 5,900 Cheshire East residents reporting this country of birth (1.5%). This figure was up from just over 5,800 in 2011, which at the time represented 1.6% of the population of Cheshire East.

The number of Cheshire East residents born in Scotland fell from just over 6,200 in 2011 (1.7% of the local population) to just under 5,900 in 2021 (1.5%).

In 2021, 88.3% of Cheshire East residents reported their country of birth as England

Percentage of usual residents by country of birth, **Cheshire East** ▾



Source: Office for National Statistics – 2011 Census and Census 2021

People looking after their family or home in Cheshire East

In 2021, 3.5% of Cheshire East residents (aged 16 years and over) said they were economically inactive because they were looking after their family or home. This figure increased from 3.2% in 2011.

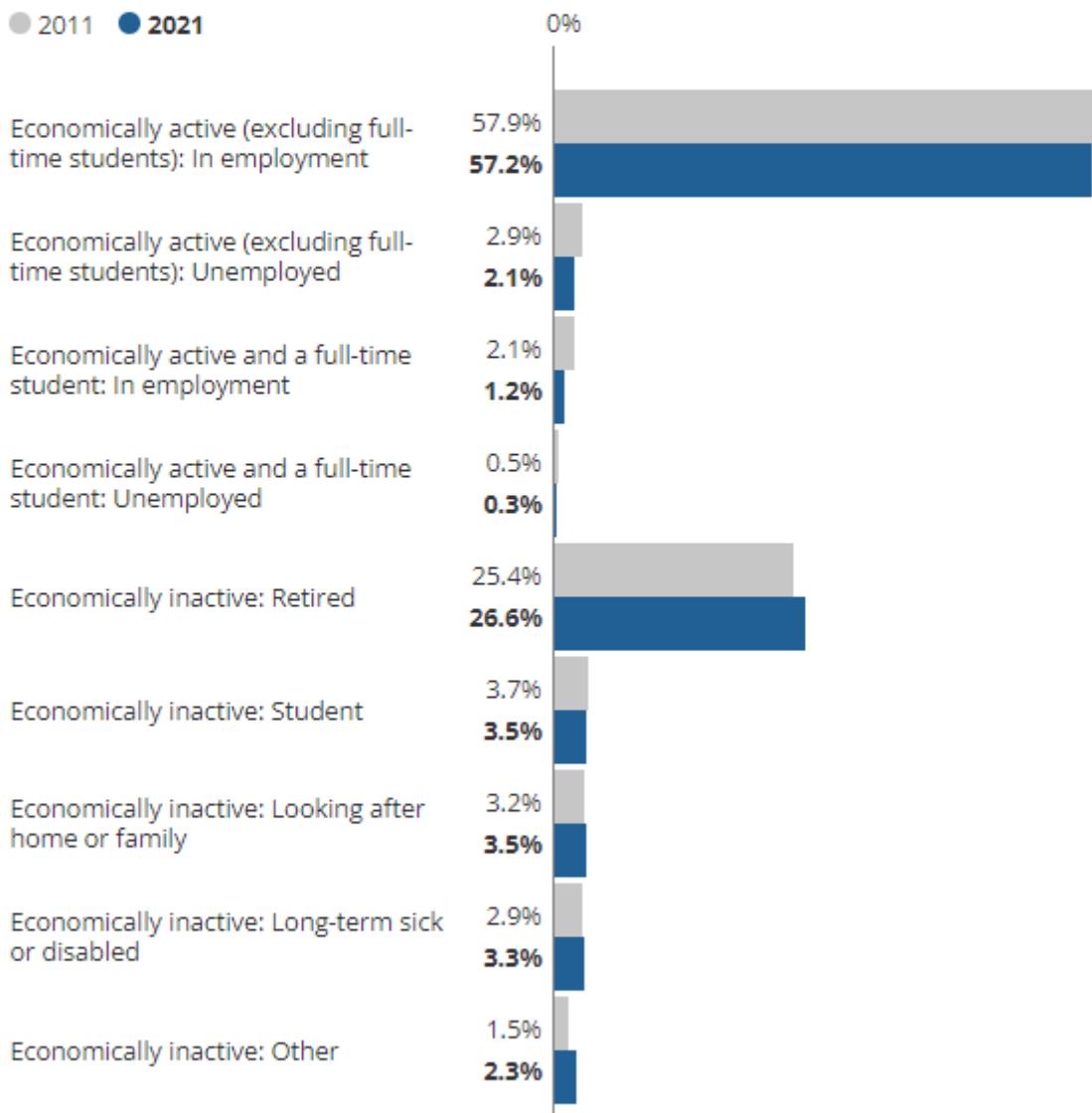
In 2021, just under 6 in 10 people (57.2%) said they were employed (excluding full-time students), compared with 57.9% in 2011. The percentage of Cheshire East residents who were unemployed (excluding full-time students) decreased from 2.9% to 2.1%.

The increase in the percentage of people who were economically inactive because they were looking after their family or home was greater across the North West (1.1 percentage points, from 3.6% to 4.7%) than in Cheshire East (0.3 percentage points). Across England, the percentage increased by 0.8 percentage points, from 4.0% to 4.8%.

Census 2021 took place during the coronavirus (COVID-19) pandemic, a period of rapid and unparalleled change; the national lockdown, associated guidance and furlough measures will have affected the labour market and our ability to measure it.

The percentage of people aged 16 years and over who were looking after their family or home (economically inactive) in Cheshire East increased by 0.3 percentage points

Percentage of usual residents aged 16 years and over by economic activity status, **Cheshire East** ▾



Source: Office for National Statistics – 2011 Census and Census 2021

Working hours in Cheshire East

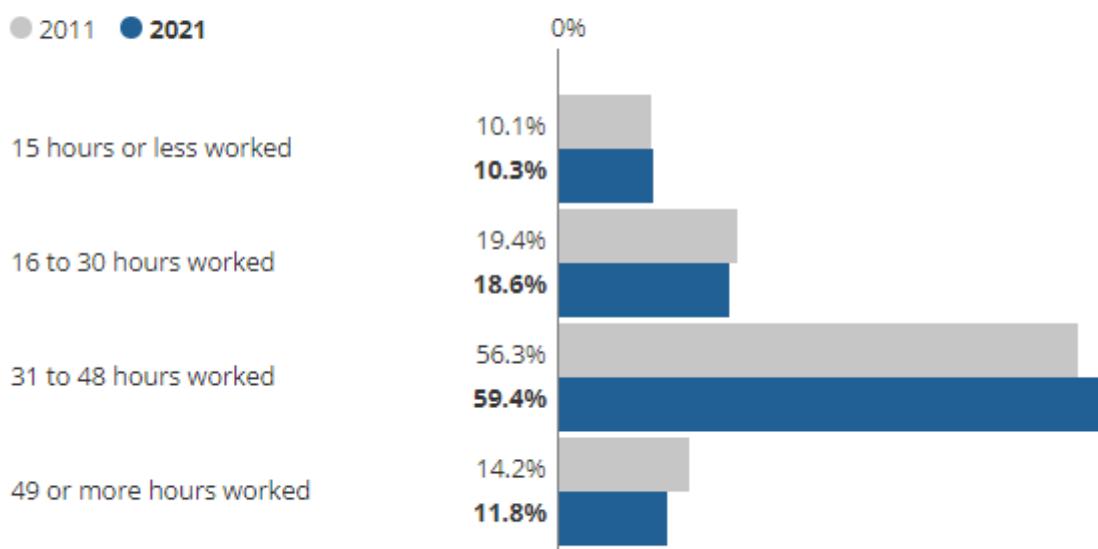
In 2021, 10.3% of Cheshire East residents aged 16 years and over and in employment said they worked 15 hours or less per week. This figure was at a similar level in 2011 (10.1%).

The percentage of people aged 16 years and over and in employment who said they usually worked 15 hours or less per week increased from 9.1% to 9.6% across the North West. Across England, the percentage increased from 9.7% to 10.3%.

Working hours may have been affected by the coronavirus (COVID-19) pandemic.

The percentage of adults who worked 15 hours or less in Cheshire East increased by 0.2 percentage points

Percentage of usual residents aged 16 years and over and in employment by the number of hours worked per week, **Cheshire East** ▾



Source: Office for National Statistics – 2011 Census and Census 2021

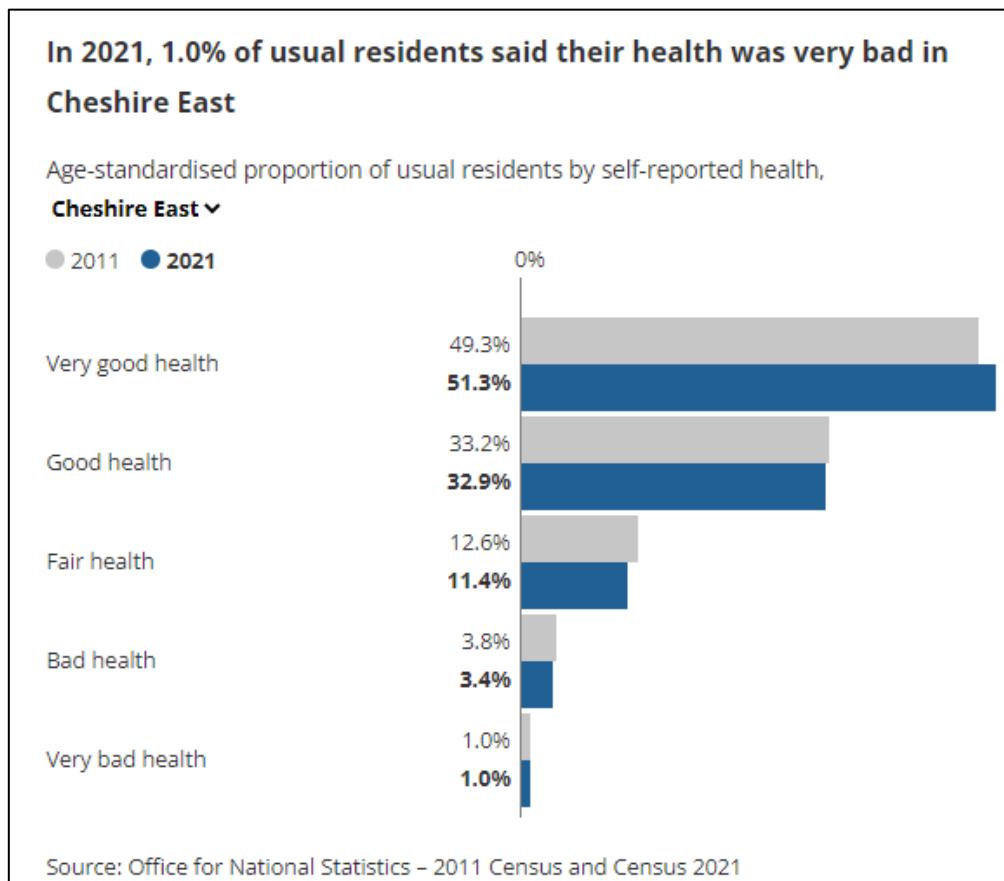
Health in Cheshire East

In 2021, 51.3% of Cheshire East residents described their health as "very good", increasing from 49.3% in 2011. Those describing their health as "good" fell from 33.2% to 32.9%. These are age-standardised proportions.

Age-standardised proportions are used throughout this section. They enable comparisons between populations over time and across geographies, as they account for differences in the population size and age structure.

The proportion of Cheshire East residents describing their health as "very bad" remained 1.0%, while those describing their health as "bad" fell from 3.8% to 3.4%. These data reflect people's own opinions in describing their overall health on a five point scale, from very good to very bad.

Census 2021 was conducted during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived and rated their health, and therefore may have affected how people chose to respond.



National identity in Cheshire East

In 2021, 5.4% of Cheshire East residents did not identify with any national identity associated with the UK. This figure increased from 3.4% in 2011.

In 2021, 1.2% of residents identified with a UK and non-UK national identity, compared with 0.4% in 2011. The percentage of residents in Cheshire East that identified as "British only" increased from 16.2% to 57.9%.

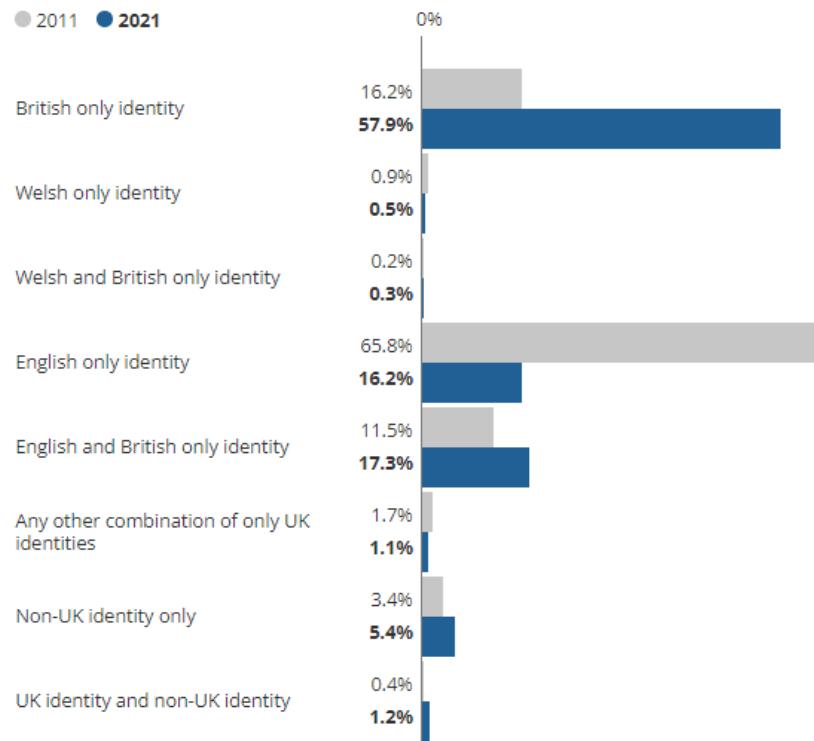
The increase in the percentage of people who did not identify with any national identity associated with the UK in Cheshire East (2.0 percentage points) was similar to the increase across the North West (2.3 percentage points, from 4.7% to 7.1%). Across England, the percentage increased by 1.7 percentage points, from 8.2% to 10.0%.

In Census 2021, "British" was moved to the top response option and this may have influenced how people described their national identity.

The percentage of people who did not identify with at least one UK national identity in Cheshire East increased by 2.0 percentage points

Percentage of usual residents by national identity, **Cheshire East** ▾

● 2011 ● 2021



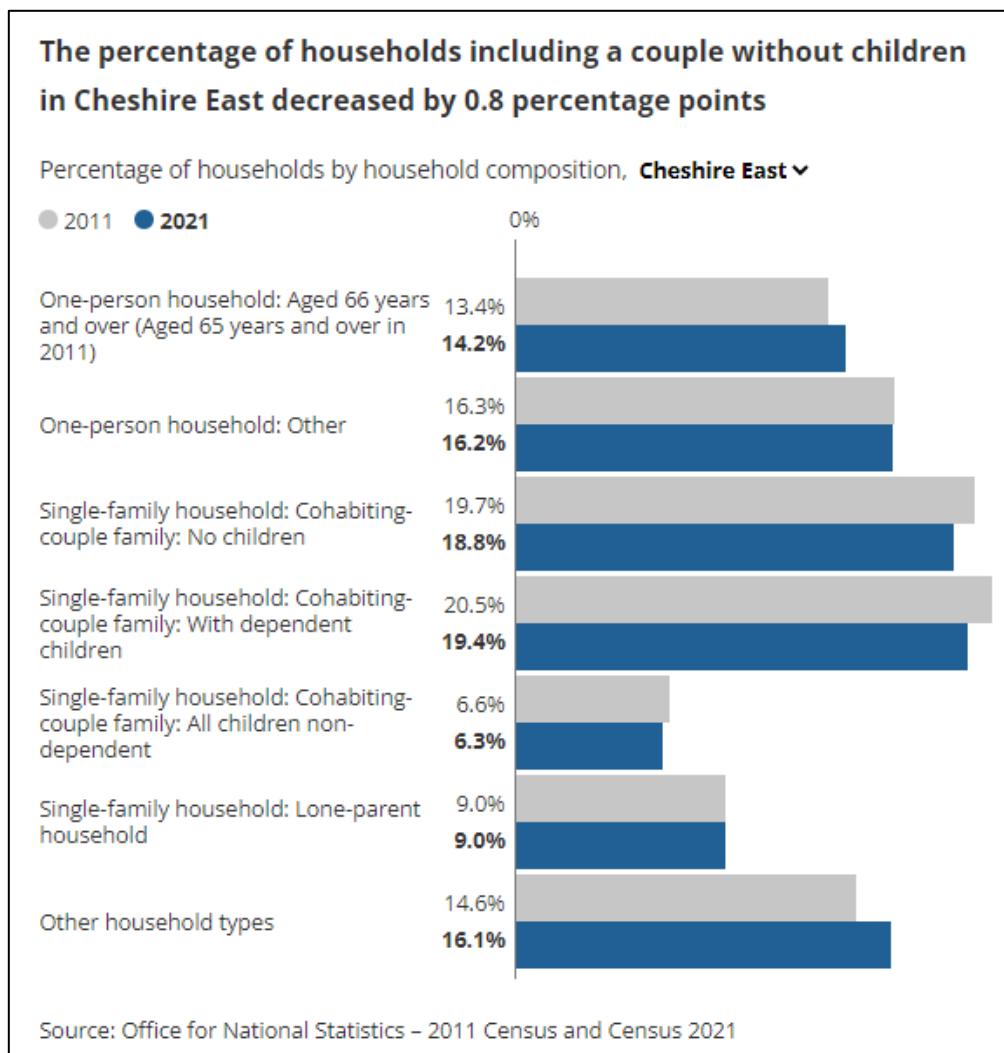
Source: Office for National Statistics – 2011 Census and Census 2021

Family in Cheshire East

Of Cheshire East households, 18.8% included a couple but no children in 2021, down from 19.7% in 2011.

In 2021, just under one in five households (19.4%) included a couple with dependent children, compared with 20.5% in 2011. The percentage of single family households including a couple living with only non-dependent children decreased from 6.6% to 6.3%.

The decrease in the percentage of households including a couple but no children was greater in Cheshire East (0.8 percentage points) than across the North West (0.5 percentage points, from 16.5% to 16.0%). Across England, the percentage fell by 0.9 percentage points, from 17.6% to 16.8%.



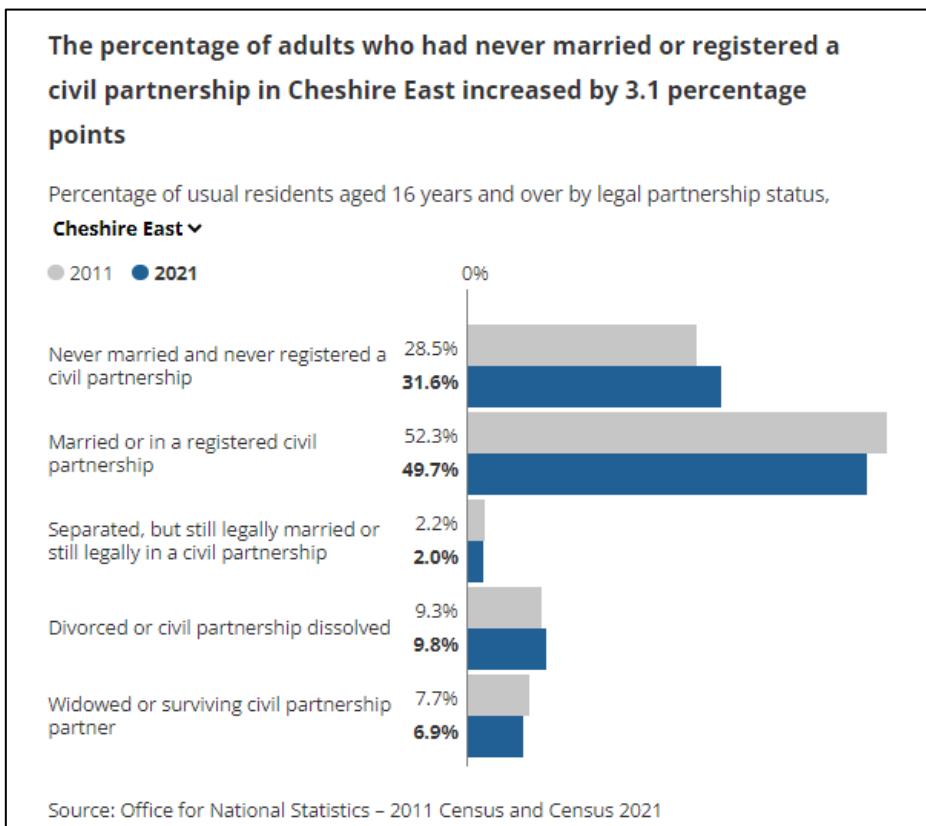
More adults never married or in a civil partnership

Of Cheshire East residents aged 16 years and over, 31.6% said they had never been married or in a civil partnership in 2021, up from 28.5% in 2011.

In 2021, just under one in two people (49.7%) said they were married or in a registered civil partnership, compared with 52.3% in 2011. The percentage of adults in Cheshire East that had divorced or dissolved a civil partnership increased from 9.3% to 9.8%.

The increase in the percentage of people aged 16 years and over who had never been married or in a civil partnership was greater across the North West (3.8 percentage points, from 35.6% to 39.4%) than in Cheshire East (3.1 percentage points). Across England, the percentage increased by 3.3 percentage points, from 34.6% to 37.9%.

These figures include same-sex marriages and opposite-sex civil partnerships in 2021, neither of which were legally recognised in England and Wales in 2011. Same-sex marriages have been legally recognised in England and Wales since 2014 and opposite-sex civil partnerships have been recognised since 2019.



Ethnic groups in Cheshire East

In 2021, 2.4% of Cheshire East residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 1.6% in 2011. The 0.8 percentage-point change was the largest increase among high-level ethnic groups in this area.

Across the North West, the percentage of people from the "Asian, Asian British or Asian Welsh" ethnic group increased from 6.2% to 8.4%, while across England the percentage increased from 7.8% to 9.6%.

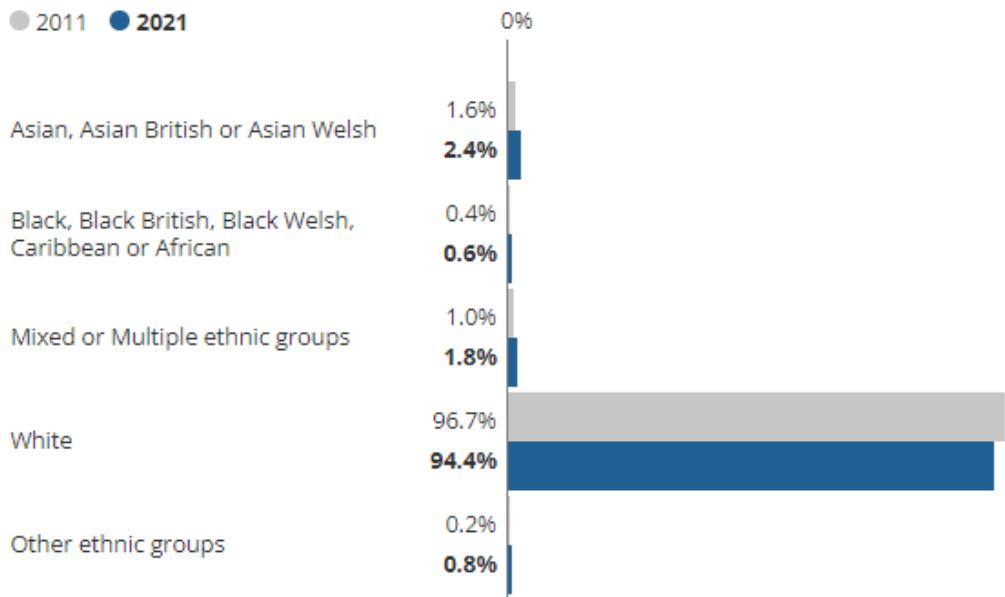
In 2021, 94.4% of people in Cheshire East identified their ethnic group within the "White" category (compared with 96.7% in 2011), while 1.8% identified their ethnic group within the "Mixed or Multiple" category (compared with 1.0% the previous decade).

The percentage of people who identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group") increased from 0.2% in 2011 to 0.8% in 2021.

There are many factors that may be contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals chose to self-identify between censuses.

In 2021, 2.4% of usual residents in Cheshire East identified their ethnic group within the "Asian, Asian British or Asian Welsh" category

Percentage of usual residents by ethnic group, **Cheshire East** ▾



Source: Office for National Statistics – 2011 Census and Census 2021



Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: ICT Strategy

Report of: Jane Burns: Executive Director Corporate Services

Report Reference No: CP/35/22-23

Ward(s) Affected: All

1. Purpose of Report

- 1.1. At the meeting on 6 October 2022, the Corporate Policy Committee approved the development of an ICT Strategy for Cheshire East Council, the principles on which the ICT Strategy will be based, and the timeline for that development which enables and underpins many of the digital aims and objectives in the Council's Corporate Plan 2021-25.
- 1.2. The purpose of this report is to seek approval from the Corporate Policy Committee for the ICT Strategy for Cheshire East Council.

2. Executive Summary

- 2.1 Maximising the opportunities that the Digital Revolution provides is a priority for the Council, as outlined within the Corporate Plan 2021-25. The plan recognises that "new and emerging technologies are bringing opportunities to rethink how services can be provided. We want to improve connectivity for all our communities and help residents and business to benefit from the convenience and flexibility it can bring." Technology and information are therefore fundamental enablers for future digital business solutions.
- 2.2 The Covid pandemic brought this into even greater focus. The technological connectivity, skills, activities, and services that were already a priority, are now an everyday necessity for every aspect of most people's daily lives.

- 2.3 Cheshire East Council has already made strong progress towards its digital priorities however, these have been implemented as a series of individual projects and programmes. Some of these programmes include coproduction and collaboration with our partners. It is therefore recognised that for ICT Services to deliver integrated solutions to the scale, focus and impact required, a cohesive overarching ICT Strategy and action plan had to be developed.
- 2.4 This ICT Strategy sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2023 to 2027.
- 2.5 It is recognised that the enabling role of ICT Services is essential and underpins the delivery of many Council's services. ICT is also fundamental to most business change programmes across the organisation. With advancements in technologies over the past 3 years, and as a preferred communication method by our residents, this ICT Strategy aims to ensure that the Council is innovative and progressive, continuing to explore new and better ways that technology can help our residents, staff and members access and use our services, in the ways that are right for them.

3. Recommendation

- 3.1 To approve the ICT Strategy 2023–27 for Cheshire East Council.

4. Reason for Recommendation

- 4.1. To enable the strategic aims and objectives in the Council's Corporate Plan to be delivered as they relate to the ICT Strategy 2023–27 for Cheshire East Council.

5. Other Options Considered

- 5.1. The Council could continue with individual ICT projects and programmes, without a single strategic point of focus. This option is not recommended as there are significant risks of inefficiency through duplication, a lack of business and technical system integration, as well as limitations to our ability to share expertise and best practice.

6. Background

- 6.1. Over the last two years, a significant amount of progress has been made in the delivery of ICT services including:
 - the provision of a stable, compliant, and secure technology platform that met the essential replacement needs of the Council,

- the update of the remaining data centre components, to enable a robust and resilient service connected via reliable local and wide area network services,
- the creation of a contemporary and performing environment migrating viable applications and products to the Cloud, thereby ensuring remote and new ways of working throughout the pandemic,
- access to key applications hosted appropriately and in the most cost-effective manner i.e., on premises or in the cloud,
- the introduction of an improved level of resilience and disaster recovery capability through the delivery of modern infrastructure technology,
- delivery of the necessary tools and processes, which has enabled ICT services to be more efficient and effective in managing the new environments, and
- working in more agile and flexible ways, in line with their ambitions for flexible and mobile working which have been business critical and successful during the pandemic.

6.2. The ICT Strategy 2023-27 provides direction and strategic priorities that will continue to shape the council technology environment. It provides a platform that can exploit innovation in the delivery of new service models, whilst providing a stable and resilient infrastructure which facilitates the most efficient use of resources.

6.3. Whilst the strategy contains broad strategic principles and objectives (along with the rationale behind those objectives), including the benefits and deliverables that will be achieved, it does not set out to provide a strict formula. As an evolving strategy underpinning changing business need, it will enable an agile approach to operational delivery. This will allow the Council to take advantage of technology and digital platforms as they become available and respond quickly to changing times, to better serve our residents, staff, and members in accessing Council services to provide more efficient and economical communication channels.

6.4. This ICT Strategy enables the Council to deliver its Corporate Plan, supporting our Customer Experience (Cx) and Digital Strategy and, providing more 'efficient services' and improving 'the environment.'

6.5. The ICT Services vision states that it will 'Exploit information and technology to deliver change and innovation based on a foundation of secure and flexible ICT Services.' Our vision is to invest in people and technology to improve customer experience, increase digital services, and promote the use of Cloud services to provide resilient and efficient ways of accessing Council services. To create a relationship between people and technology to remove barriers and use technology as an enabler.

6.6. Our ICT Strategy reflects upon the Councils 'Values' and wider supporting strategies to align with the culture at Cheshire East Borough Council. Those key principles are:

- To provide standard, sustainable, and flexible technology
- Ensure ICT governance and architectural practices are sustainable for the future
- Focus on agile delivery, supporting and communicating with the workforce, to maximise the benefits
- Ensure the Council's information and data is managed effectively with enterprise solutions
- Facilitate sharing of information and partnership working
- Maximise the value of technology enabling financial stability
- Provide Cyber Security and Threat Management

7. Consultation and Engagement

7.1. To develop our ICT Strategy, we have engaged with a number of external organisations including Gartner, iESE, Microsoft, Ernst Young, InfoTech, Apptio and Cheshire West and Chester Council. Internally we have collaborated with the Corporate Leadership Team (CLT), Department Management Teams (DMT), Directorate Meetings, Managers, Bright Sparks, and the Information Governance Group (IGG).

7.2. Further consultation with stakeholders, Trade Union and Staff will also inform the development of ICT Services and the strategy at existing and ongoing regular meetings.

8. Implications

8.1. Legal

8.1.1. Adherence with UK GDPR – Article 5(1)(b) states that data shall be collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible for those purposes. While enabling users to experience a seamless process, the Council does need to ensure compliance with Article 5(1)(b) if personal data is to be used for a new purpose other than a legal obligation or function set out in law, the Council will need to ensure that this is compatible with the original purpose the data was collected for or obtain consent. Obtaining consent for use for a different purpose can be problematic for a public authority as there is a presumption that consent is not freely given if provision of a service is dependent on the consent, as is the case with service provided by public bodies.

8.1.2. ICT Services continues to work with service-based contract managers to procure ICT contracts and assets on behalf of the Council. The ICT Strategy

will continue to ensure that all legal and procurement procedures are followed to maintain Value for Money (VfM) for the authority.

8.2. Finance

- 8.2.1.** This ICT strategy will ensure information, communications and technology solutions are integrated and co-ordinated. There is no requirement to amend the existing four-year ICT Services capital and revenue budgets, however as annual High Level Business Cases (HLBC's) are updated, amended, or new proposals come forward, then the financial benefits will be assessed, and any changes will be considered as part of the MTFS.
- 8.2.2.** This ICT Strategy will need to take into consideration and refer to ongoing resourcing difficulties, inflationary pressures, and third-party supplier costs when optional solutions are proposed.

8.3. Policy

- 8.3.1.** This ICT Strategy is aligned with the Council's vision, priorities and values as outlined in the Corporate Plan 2021-2025.

8.4. Equality

- 8.4.1.** The fundamental principles in the ICT Strategy ensure that inclusion is at the heart of all proposals.
- 8.4.2.** Adherence with the Equality Act 2010 will be part of the Information, Communications and Technology (ICT) Strategy 2022-26 as consideration must be given to the Public Sector Equality Duty provided for under s.149 of the Equality Act 2010. Public authorities must remove or minimise disadvantage and take steps to meet the needs of persons sharing protected characteristics such as a disability or age. The duty also states that public authorities must encourage persons with a protected characteristic to participate where participation by such persons is disproportionately low.

8.5. Human Resources

- 8.5.1.** This ICT Strategy does recognise the need for the continued upskilling of the workforce and where there are wider HR implications, trade unions and staff consultations will be undertaken appropriately.

8.6. Risk Management

- 8.6.1.** The ICT Strategy will continue to assess full business case risk assessments, particularly with respect to information, cyber security and compliance which are managed and reported through the Strategic Information Governance Group (SIGG) and the Strategic Risk Register quarterly update to Corporate Policy Committee.

8.7. Rural Communities

- 8.7.1.** The fundamental principles proposed in this ICT Strategy will ensure that inclusion is at the heart of all proposals including our rural communities.
- 8.7.2.** ICT Services will continue to coproduce and collaborate with the Cheshire and Merseyside regional connectivity teams, the Local Enterprise Partnership and Connected Cheshire programme at both a Cheshire East Place and at the Cheshire and Merseyside regional level to ensure that the ICT Strategy will meet their integration standards and connectivity needs.

8.8. Children and Young People/Cared for Children

- 8.8.1.** ICT Services will continue to work with the Children's Services Transformation Board and Schools to determine ongoing ICT requirements are included within this ICT Strategy.

8.9. Public Health

- 8.9.1.** ICT Services will continue to work with the Adults Social Care and Public Health Strategic Departmental Management Team to determine ongoing ICT requirements are included within this ICT Strategy.
- 8.9.2.** ICT Services will continue to coproduce and collaborate with Health and Social Care colleagues at both a Cheshire East Place and at the Cheshire and Merseyside regional level to ensure that the ICT Strategy will meet their integration standards and data sharing needs.
- 8.9.3.** ICT Services will also continue to work with North West Adults Directors of Social Care (NW ADASS) colleagues to coproduce and collaborate at a regional level to ensure that the ICT Strategy will meet their integration standards and data sharing needs.

8.10. Climate Change

- 8.10.1.** One of the principles of the ICT Strategy is to "ensure ICT governance and architectural practices are sustainable for the future." This ICT Strategy enables the Council's commitment to be carbon neutral by 2025 and, by adopting Cloud first technology, influence carbon reduction across the ICT estate.

Access to Information	
Contact Officer:	Gareth Pawlett, Head of ICT Services Gareth.pawlett@cheshireeast.gov.uk 01270 686298
Appendices:	ICT Strategy
Background Papers:	Report to 6 October Corporate Policy Committee Decision report template (cheshireeast.gov.uk)

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Cheshire East Council

ICT Strategy

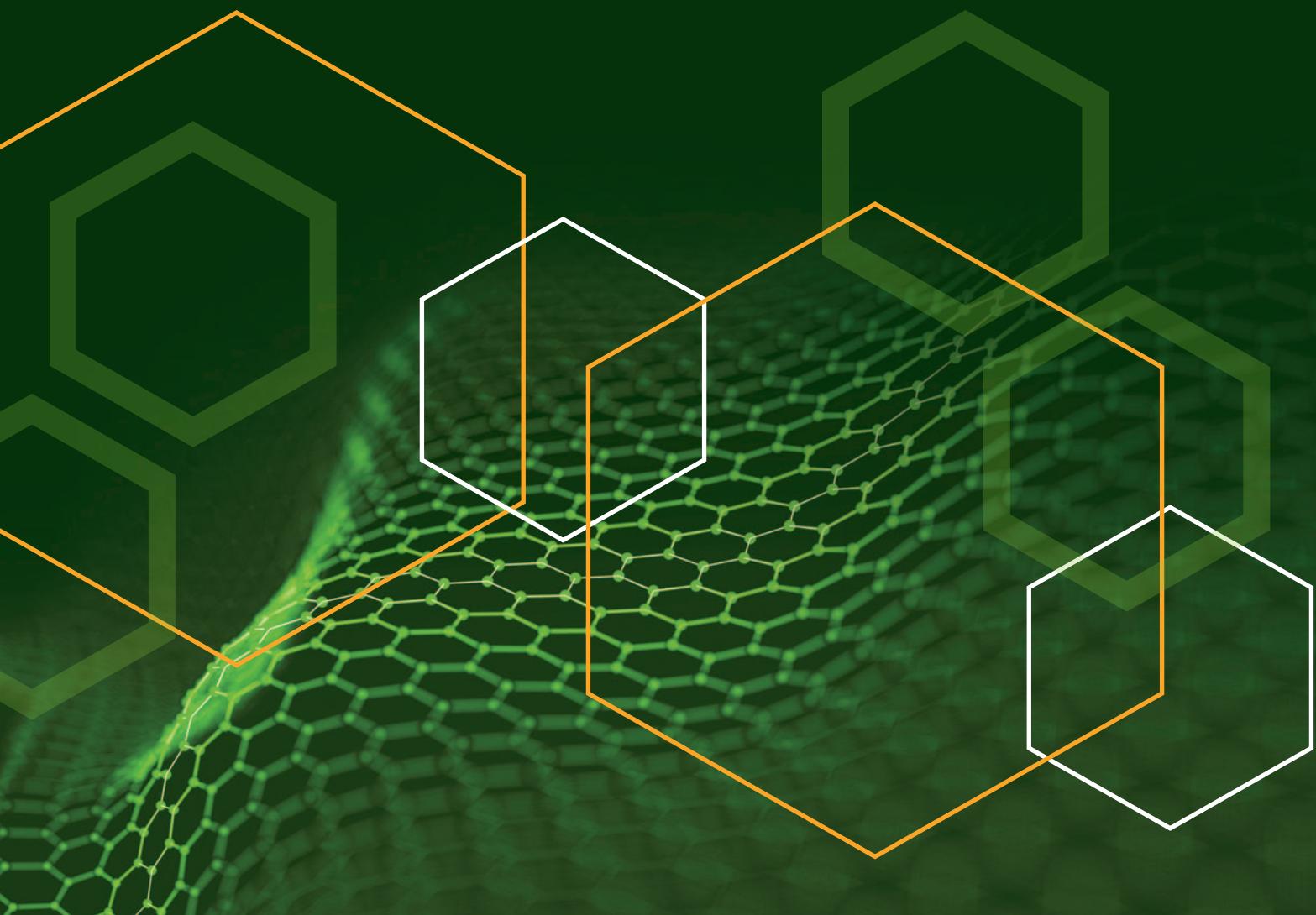
2023-2027



Open Fair Green

Contents

1	Introduction	03
2	Context	04
3	The Council's ICT Vision	04
4	Challenges	05
5	Core principles	06
6	ICT Strategy overview	07
7	Underpinning Strategic Aims and Ambitions	09
	A well-managed ICT Service – how will we do this?	10
	Enabling accurate Information and Data – how will we ensure this and know?	11
	Compliant and secure technology – how will we achieve this and ensure security?	14
	Robust ICT Governance – how will this be implemented and success measured?	18



1 Introduction

This ICT Strategy provides a strategic response and blueprint for the future in which the technology landscape will be a fundamental and essential part of the running of the Council. We understand that bright, shiny technology is not an end in itself; it needs to deliver council services that offer choice, transparency, trust and value.

It complements and enables the Council's Corporate Plan and Digital Strategy. This ICT Strategy seeks to provide alignment between the external and internal transformation and digital agenda supported by a clear focus on the delivery of technology, cyber security, information assurance and data management services.

We recognise that having the right technology in place is important for our future. This ICT Strategy outlines how we will use information and technology to deliver our

essential council services in a way that offers choice, transparency, trust and value for money. We have consulted with services and partners who have expressed their challenges and opportunities. Because of this, we are resetting our past approaches, behaviours and methods, to form an ICT Service that is fit for purpose now and in the future.

Whilst this strategy offers bold ambitions, we will continue to strengthen our core foundations and practices (for example cyber security) ensuring that the Council can continue its business in a safe and resilient way. We will, through a range of council initiatives set within our Corporate Plan, ensure greater connectivity and integration between directorates, suppliers, partners, communities and the wider regional relationships; ensuring we enable collaboration to increase opportunities for efficiency and transformational capabilities through digitalisation.



2 Context

“A digital authority can be described as one that dramatically increases the pace at which it improves its sustainability and resilience, by fundamentally improving how it engages society, how it applies collaborative leadership methods, how it works across disciplines and its diverse urban and rural geography and how it uses data and integrated technologies in order to transform services and the quality of life for those in and involved within the authority (residents, businesses, students, visitors).” ISO 37106”

This ICT Strategy enables the Council to strengthen its digital approach by empowering council services to maximise the transformational opportunities offered by both current and emerging technology and digital tools. Our Council ICT Strategy supports our vision of becoming an open, fair and green Cheshire East.

3 The Council’s ICT Vision



The Council’s ICT vision is to “maximise information and technology to deliver change and innovation, based on a foundation of secure and flexible ICT Services.”



The Council will continue to invest in people and technology to improve customer experience, increase digital services, and promote the use of Cloud services to provide resilient and efficient ways of accessing Council services. As an enabler, ICT Services will create a relationship between people and technology to remove barriers and use technology in the most productive way.



ICT Services will be designed around the customer and user needs first, with innovative technology being used in the right place at the right time that meets changing future demands and adapts to the business. This design-led approach is essential and is coupled with an open innovative approach to technology, and an agile approach to delivery that recognises services as constantly evolving in maturity.

4 Challenges

The vision is set against an evolving backdrop of challenges, including:



Financial and resultant recruitment challenges - The Council, like all councils, is facing financial challenges exacerbated by high inflation and rising demand which has reduced budgets. This may impact our ability to recruit specialist and technical resources which enable transformative innovation,



Growing demands - from an ageing population, the impact of migration on communities, Net Zero climate emergency targets and taking on national Health and Care digital responsibilities from central government and our Integrated Care health partners,



Regional and Place based priorities - which are creating new opportunities for integration across public service boundaries at a local level, reflecting Cheshire and Merseyside regional, and Cheshire East Place needs and population profiles,



Changing expectations – Cheshire East is a dispersed borough with rural and urban users and services needing to be more coherent, user friendly and accessible, 'always on' and responsive to individual needs and preferences,



Changing democracy and single versions of the truth - as more people should have their voice heard, need to be informed, and are having a real influence over local and national policy; consistent and accurate data is key,

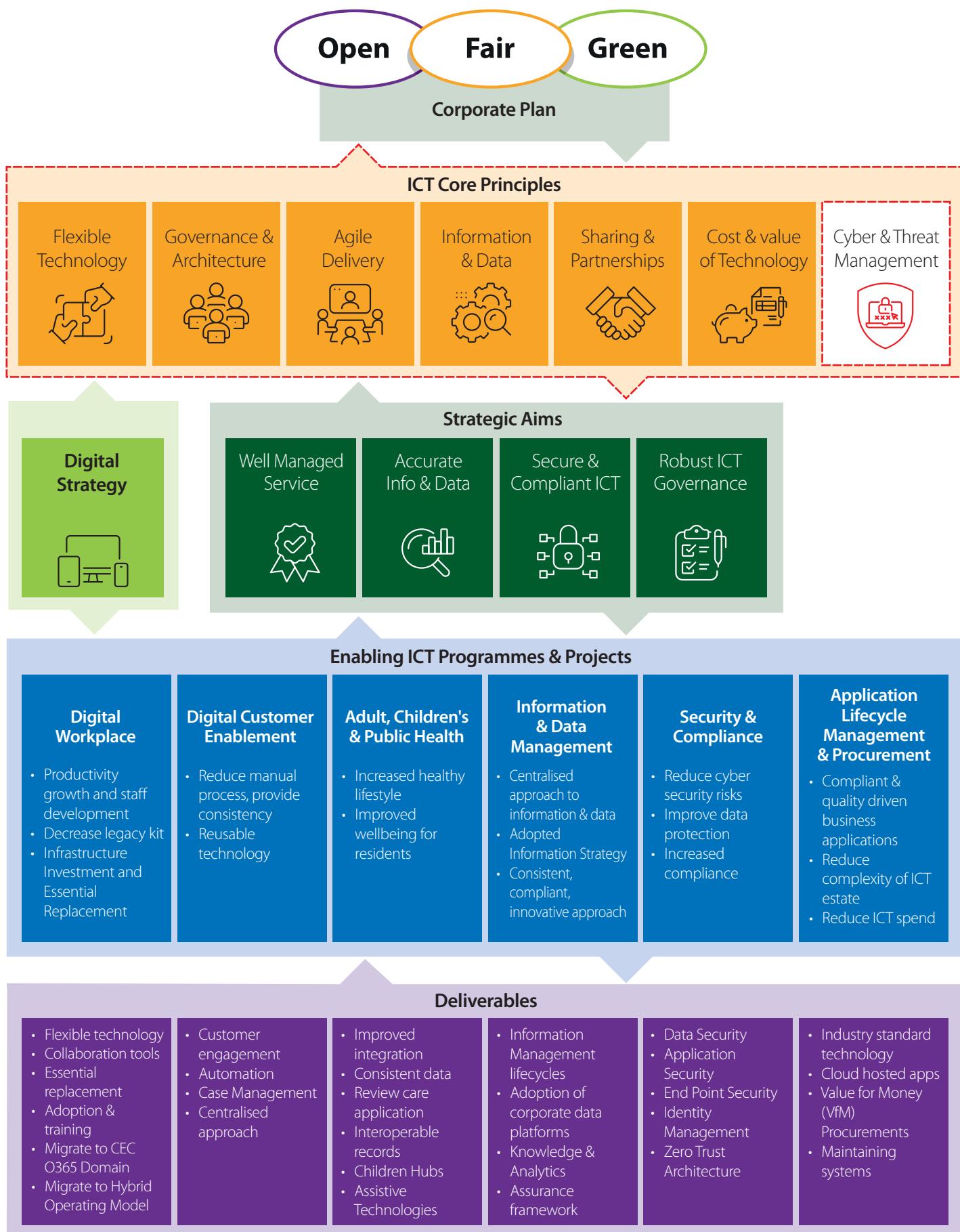


Changing business continuity – the impact of the pandemic was rapid and severe, and this is unlikely to be the only emergency that we need to be prepared for, with potential future incidents likely due to climate and health associated events. We need to be prepared for power cuts, floods, building closures and lockdowns which may impact the delivery of digital solutions whether hosted in the cloud or locally.

5 Core Principles



6 ICT Strategy overview



ICT Vision

The Council's ICT vision is to

“ maximise information and technology to deliver change and innovation, based on a foundation of secure and flexible ICT Services. ”

How will we achieve our aims?

- Consistent user experience
- Taking a practical and agile approach to funding and procuring digital and IT solutions
- Enabling the benefits of cloud
- Adoption and Change Management - setting an expectation of on-going learning, innovation and skills development, digital service design and delivery
- Ensure the Council's data becomes a valuable asset and, is managed and protected correctly
- Ensure the Council's data is used to provide value
- Ensure opportunities for integration
- Transition to common, fit for purpose and connected systems
- Reduce complexity and unlock productivity
- Provide solutions that are digital and secure by design
- Protect the Council and systems from misuse
- Ensure security awareness is embedded
- Ensure workforce security skills are optimised
- Build and run secure digital solutions
- Provide governance to assure council-wide programmes with clear underpinning technical and information assurance policies
- Embed optimal governance arrangements for business managed applications



7 ICT Strategic aims and objectives



7.1 A Well Managed ICT Service



Technology will continue to support the Council in working to address the financial challenges ahead. This will be driven by a new operating model with its key themes based on a demand plan, an underlying investment plan, and the identification of enabling projects.



Simplify, standardise and share wherever possible. Investment and procurement decisions are based on business priorities and requirements to achieve best value and economies of scale, whilst avoiding duplication.



An 'invest to save' approach will be one of our key criteria in the review of any proposed spend on technology. This approach is critical to avoid poor decision making around the choice of new systems, whilst supporting decommissioning of legacy systems, alongside the consolidation and rationalisation of existing technology. Collectively this helps to ensure that any investment made in technology is maximised and aligned with the Council's ambitions.

7.1 A Well Managed ICT Service - how will we do this?

User self service

- Implementation of additional support channels including Live chat, automation and a prioritisation on telephony for urgent support. This is dependent however on business areas being supportive of different channels to support themselves.
- Redesign our services around the customer, work with customers to co-design services which meet customer needs and which makes it easy for them to access.

Monitoring

- Monitoring how the Council's technology contracts (for hardware and software) are run and perform. Our Vendor Management Team has become a 'centre of excellence' to support service-based contract managers with ICT related investments.
- We will make sure we get the agreed levels of service from our current and future suppliers. Availability of ICT services and support will need to be aligned not only within ICT Services but across Services and Suppliers as the Council's business becomes more reliant on digital solutions.

Funding models

- To enable more incremental change and support the financing of cloud infrastructure and applications.
- Software as a Service (SaaS) will move our line of business systems from internally hosted and managed, to an external (cloud) service. This means our capital model will need to move to revenue.
- This will require simplification and standardisation of business process to enable adoption.
- We will move applications as they happen organically (i.e., at the end of contract or at the time of a major upgrade).

Leverage and Value for Money

- Leverage of the benefits of cloud infrastructure and services where best value can be gained (known as Value for Money VfM)
- Exploit licenses and services in contract, where possible remove third party solutions.
- Reuse of developed cloud applications.
- Ensure that all business-as-usual (BAU) activity is effective and efficient.
- Optimisation of software solutions to meet demand and reflect fully the starters, leavers and partner processes and access.



7.2 Enabling accurate Information and Data

Our future vision is **built upon values that demand we lead from a Customer Experience (Cx) perspective**, with a desire to know what users want and need, always putting their needs first and being true to our word. So, our future relies on how we use accurate single version of the truth information in the pursuit of knowledge and insight. Reference should be made to the underpinning Information Assurance and Data Management (IADM) high level business case.



7.2 Enabling accurate Information and Data - how will we ensure this?

Our future relies on how we use accurate single version of the truth information in the pursuit of knowledge and insight. Reference should also be made to the Council's Digital Customer Experience (Cx) high level business case



Information maturity

- Continue to build on the progress made by the Information Assurance and Data Management (IADM) Programme
- Ensure data becomes a valued asset and managed correctly
- Ensure data is used to provide consistent, realistic and accurate information
- Incorporate knowledge management processes in the flow of work as a formal part of our duties



Ethical use

- Ensuring information assurance and data ethics are at the heart of our decisions. This will require an ongoing culture change across Council services, to maximise the value that data provides
- Continue to develop first-rate data quality standards and rules, making sure that they are enforced
- Develop an enterprise knowledge management strategy and supporting frameworks
- Create a cohesive, frictionless knowledge ecosystem from existing repositories, sources and tools working with partners at a place and regional level to enable wider outcomes



Skilled workforce

- Implementation of additional support channels including Live chat, automation and a prioritisation on telephony for urgent support. This is dependent on business areas being supportive of different channels to support themselves.
- Re-design our services around the customer, work with customers to co-design services which meet customer needs and which makes it easy for them to access.

7.2 Enabling accurate Information and Data - how will we know?

Through the development of a basic Knowledge Management Framework

	Converse	Capture	Curate	Circulate
People	Community of practice leaders and facilitators	Lesson capture facilitators	Knowledge owners for each strategic knowledge area	Knowledge Managers for projects and lines of business
Process	Knowledge exchange, peer assist	After action reviews	Creation of best practice, knowledge distillation	Before action assessment, Knowledge Management planning
Technology	Teams	Knowledge base, blog	Wiki, portal	Search, metadata
Governance	Set of Community of Practice, community charters	Expectations and quality standards for articles and lessons	Knowledge Management policy, taxonomy, metadata, information architecture	Expectations of reuse



7.3 Compliant and Secure technology (1)

Technology underpins every area of the Council's work and without it we cannot sustain or improve business. We will enable the efficiency and responsiveness of the Council's operations, supported by a highly skilled workforce that will take advantage of the latest technologies and digital opportunities.

The goal is to keep up-to-date and to invest in services that can be scaled up or down as needs change. This is underpinned by our Infrastructure Investment Programme (IIP), Core Financials, Procurements and ALM Programmes.

Where cloud technologies are greener than legacy systems, it is important to highlight when **cloud is powering the development of these products and services that local authorities can utilise to address climate change.**

Our Corporate Plan sets out ambitions to be more open, fair and green. Becoming greener is important for a number of reasons. The climate emergency is forcing Net Zero technology services, within local authorities, to adapt how they operate and contribute towards organisational and national targets to achieve carbon neutrality. **When it comes to cloud computing, data centres, and the wider IT service industry, the environmental impact these are having is complex** and, until recently, relatively unknown.

7.3 Compliant and Secure technology (2)



The Council's dependence on digital technology exposes vulnerabilities that seriously threaten the safety of individuals, communities and businesses and must be met with extensive, intelligent safeguards and improved digital literacy with all technology users. With more personal information shared online and more digital infrastructure than ever before, people are exposed to personal and social vulnerability simply by existing in the digital age.

Cyber security is crucial to ensuring services are kept up and running and to ensuring the public's trust in the Council with their information. A cyber attack could have very serious consequences disrupting services and damaging the Council's reputation. Healthy cyber security is key to the efficient and productive running of the council.

Today **cyber security is fundamental to creating trust in the Council's digital services.** The Council must give its users, including its own staff, confidence that their information is protected.

The Council needs to further explain the choices customers and users have with respect to data, how it is shared, protected, and for what benefit. This enhanced vigilance must be matched by the right investment and focus, as the use of digital services accelerates.

7.3 Compliant and Secure Technology - how will we achieve this?

Work space

- Transition to common, fit-for-purpose and connected systems
- Reduce complexity and unlock productivity
- Decommission, consolidation and rationalisation – a reduction in the number of systems, balancing the need for agility, value for money, risk and user expectations
- Emerging technologies will be harnessed to provide easily accessible, responsive and cost effective, council-wide services, that are easy to understand and meet user needs
- Enabling service agility by promoting modern and agile working, and providing (using a customer centric design) the right solutions with the right underpinning processes

Cloud

- Continue procuring with carbon thoughtful suppliers, who ensure carbon neutrality in their data centres
- Focusing on optimising applications for the cloud, and creating plans to replace applications that are not cloud native
- Ensuring ICT have the necessary skills to support a cloud environment
- Using our transitions to the cloud to build and design solutions to help combat the climate emergency

Carbon reduction

- Reducing energy consumption across our estates including reducing the data centre footprint by going cloud where appropriate
- Continue to re-design and digitise paper-based communications and processes
- Enabling remote working and reducing carbon emitting commutes
- Ensuring (where possible) that systems are accessible for all our professionals and partners across Cheshire East Place

Leverage and Value for Money

- Enabling digital service delivery across directorates
- Integrating strategies and action plans through cloud technologies
- Integrating regional and place based systems to enable partnership working and business transformation
- Adopting community engagement tools and platforms to maximise the co-benefits from developing and implementing climate friendly policies
- Determining our contribution to social value through the delivery of our services, our part in on-boarding and working with suppliers and partners, our social value link to the environmental factors through the re-use and donation of devices, and our part in any work experience activities

7.3 Compliant and Secure Technology - how will we ensure security assurance?

- Providing solutions that are secure by design.
- Protecting the Council and systems from misuse – introducing Zero Trust initiatives through the Security and Compliance Programme.
- Communications awareness campaign to educate people about cyber security.
- Further development of Lighthouse compliance sound bites.
- Ensuring security awareness is embedded and workforce security skills are optimised.
- Maintaining compliance and security excellence by managing and monitoring compliance across business, systems, technology, data, security.
- Introducing a dedicated focus and management of cyber security to enable a safe workforce.
- Building capabilities - signposting staff to advice and guidance on our communications hub – Lighthouse and through our Bright Sparks, IT Champions network.
- Improving the cultural elements of cyber security throughout the Council, for example, with members, leadership teams, governance, and awareness.
- Ensuring that the Council, its senior management and key stakeholders understand, assess, manage, and remediate cyber risk and ensure testing regimes, policies, processes and tools are in place
- Ensuring and testing that cyber security is understood as a whole workforce issue through the Information Assurance and Data Management (IADM) Programme.
- Ensure that we use National Cyber Security Centre and NW WARP tools and services
- Work with the Business Continuity team to ensure that there are response, recovery and continuity plans for cyber incidents, and that they exercised and tested.
- Ensure that we understand and manage cyber security risk within the supply chain.



7.4 Robust ICT Governance



We know that technology is not just a commodity that we buy in, information and technology (IT) are key enablers for the Council. **Where possible we will seek to introduce and renew new technology to maintain compliance and business relevance, automate business processes, make new efficiencies, lower operating costs and strive for excellence.** We will continue to work with Services to ensure IT solutions are recognised and ensure that technology supports the Council's needs. We continue to help identify requirements by working in partnership with services and helping to develop and deliver solutions.

Innovation is about how we look at existing and new challenges and identify how technology can support such major changes in the supply and demand of services. The supply side is about gaining awareness of what local, national and global partners can contribute. **The demand side is about closer collaboration with stakeholders (workforce, citizens, businesses and visitors etc.) to understand what they need.**

Innovation is crucial to the continuing success of the council; we must be able to introduce new products or solutions to either address existing business problems more effectively or maximise new opportunities to optimise costs and improve services.

Local government is undergoing major changes; as monies from central government continue to be reduced or removed, whilst local fundraising opportunities are increasing, this may lead to a major rethink of how we can deliver future Council services.

7.4 Robust ICT Governance - what will our Core ICT Programmes deliver?

Business Requirements

- ICT and technology developments will be led by the requirements of the business
- It is accepted that the business needs to understand the art of the possible afforded by new and emerging technology to define their requirements, and as such, there must be a symbiotic approach between business requirements and ICT solutions



Applications

- The Council will adopt a Cloud First approach to the provisioning of all applications deploying multi-cloud solutions as appropriate.
- The Council will continue to choose proprietary systems above in-house development where appropriate
- The Council will look to lever the functionality of existing solutions prior to any procurement or development activity
- All ICT development will be linked to a business process review to generate efficiencies
- The Council will adopt Government Digital Standards to ensure interoperability and integration as appropriate
- Solutions will be device agnostic
- The Council will seek to ensure best value, making use of government procurement frameworks where possible



Infrastructure

- The Council will look to implement a multi-cloud model
- The multi-cloud model will enable a scalable and resilient infrastructure that can flex in line with business requirements and provide resilience to ensure business continuity
- Network segregation may be implemented to support Cheshire East Place operations.
- Infrastructure development will factor in collaboration with partner organisations, and any connectivity required as part of the regional Cheshire & Merseyside Integrated Care Board (ICB)



End user computing and agile working

- A standard range of devices will be provided to meet different service requirements
- A fully managed desktop provision will be in place, which is locked down, fully packaged, with roaming profiles enabled and standardisation of software versions where possible
- Internet and network access will be available to enable remote access to Council systems and data via Council-issue devices

Operating system and collaboration software

- The Windows 11 operating system will be updated in line with the Microsoft release schedule
- Microsoft Office 365 will continue to be the core productivity and collaboration tool, with the rollout of additional functionality over time
- Staff will be empowered to take advantage of technology deployed through appropriate training and support

Network and connectivity

- The wide-area network will continue to provide wide-ranging and robust connectivity between Council sites
- Consideration will be given as to how the wide-area network can be joined up with place based and regional partners, if required
- Use of GovRoam will continue to enable staff to directly access the Council network from partner sites across Cheshire East
- Enterprise mobility management solution will allow staff secure remote access to Council systems and data via Council-issue devices
- Public, guest and corporate Wi-Fi to be available in key Council buildings



Voice and telecoms

- Unified communications will continue to enhance agile working
- Mobile phones will only be issued subject to business need

Automation

- The Council will look to implement and support automation technology to enable the service areas to automate high-volume repeatable processing tasks.

Partnership Working

- ICT Services will work with partner organisations such as other local authorities, health bodies, schools, faith, charity and voluntary organisations to ensure that technologies are aligned to facilitate data sharing to aid service provision

7.4 Robust ICT Governance - how will this be implemented?



Business Alignment

- Aligning business and developing technology strategies - ensuring we provide technology that is innovative, reliable, flexible, integrated, secure, accessible and well managed.
- Robust governance and assurance building on existing governance to ensure everyone, all stakeholders from users to suppliers are engaged and comply with corporate policies and standards (detailed in the next slide).
- Continue to work closely with directorates and users to help challenge existing disjointed processes, rethink systems, promote and encourage new ways of working and the art of the possible.



Proactive approach

- Pro-active idea development through technical investigations, prototypes, demos and experimentation
- Feasibility testing and business case analysis through customer or employee pilots for example
- Create a business design authority - so that our users can put forward innovative business and technological ideas and solutions that meet our key challenges. And we'll break down the barriers to putting new ideas in place by focusing on thoughts and inspirations and recognising and rewarding individual or group contributions.



Develop Maturity

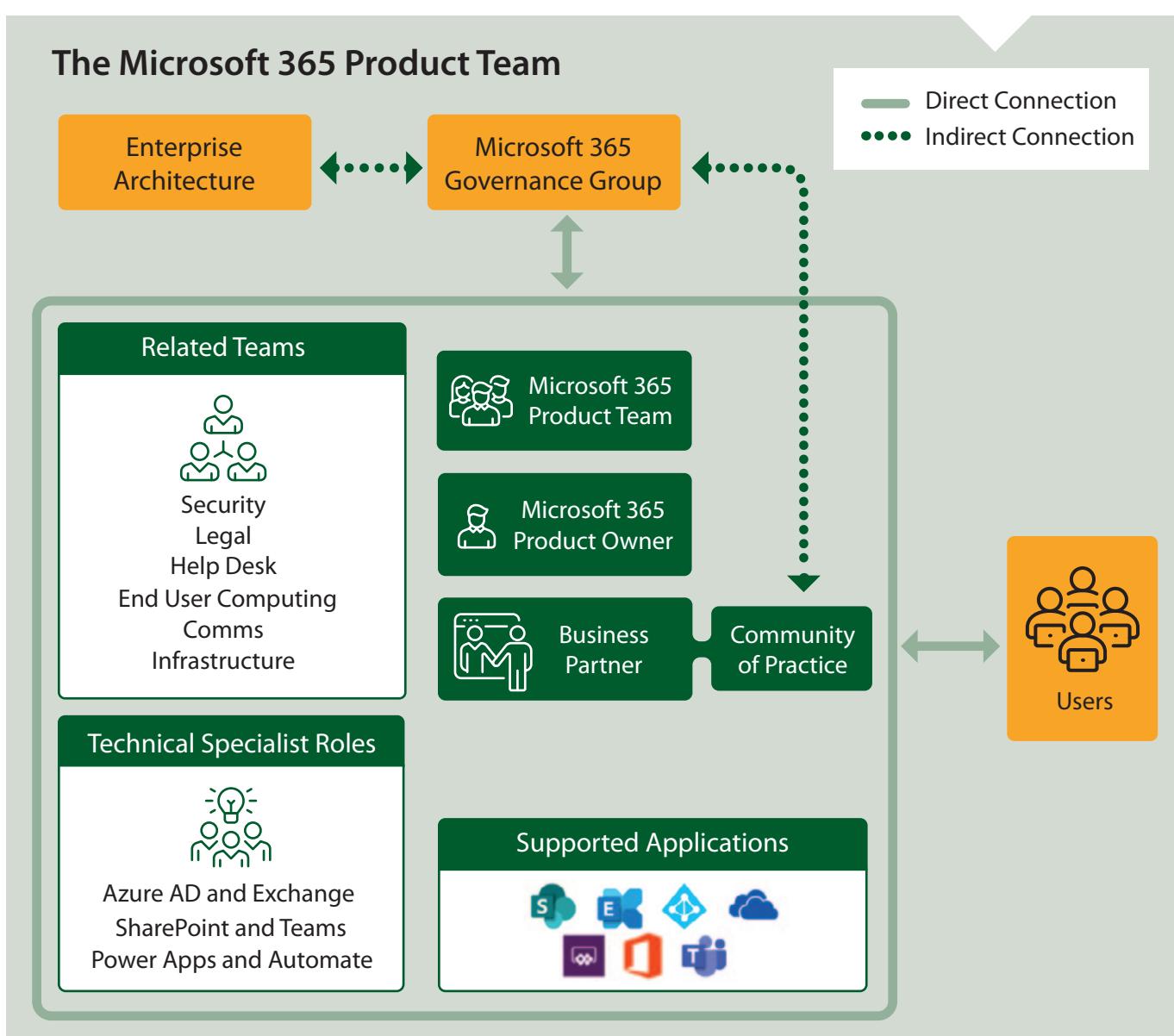
- ICT maturity is more than the sum of individual ICT functions and technical capabilities. IT maturity goals will be based on business expectations and requirements, and how those are likely to change over time.
- Once the Microsoft product team is established, the Business Design Authority should provide an escalation point and make Council wide decisions on the use of Microsoft 365 applications and services. ICT must work with the business to develop further the community of practice Bright Sparks that represent the view of business departments across the Council. With these components in place, ICT will be able to offer more effectively support and drive value from Microsoft 365, and will naturally be working closer with the business.

7.4 Robust ICT Governance - Microsoft core governance

To effectively support Microsoft 365 and to provide value, ICT must develop a dedicated Microsoft 365 product team to function as a centre of excellence for the Council. The product team will provide clear ownership and accountability and will develop a Microsoft 365 roadmap that meets the needs of the wider business and the corporate Business Design Authority.

This role provides platform-level ownership, develops business partnerships, and coordinates Microsoft 365 projects and initiatives. Building a Microsoft 365 product team allows the Council to unlock the value of Microsoft 365 and provides a number of distinct benefits including:

- Defined ownership and accountability Centralised governance and risk management
- Improved business engagement
- Stronger vendor relationships and reduced costs
- Increased user productivity and organisational competency



7.4 Robust ICT Governance - Metrics and KPI Success Measures

This overarching ICT Strategy is underpinned with a business plan including operational Key Performance Indicators and high level business cases which detail measures against which our performance can be assessed. These reports are reported formally on a quarterly basis to the Shared Services Joint Committee (SSJC) and on a monthly basis to each Council.



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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: ICT Hybrid Model Update Report

Report of: Jane Burns, Executive Director, Corporate Services

Report Reference No: CP/66/22-23

Ward(s) Affected: None

1. Purpose of Report

1.1. The purpose of this report is to update the Committee on progress with the mobilisation of a new hybrid model for ICT and to give effect to the decision made at the meeting on 9 February 2023 in respect of Member oversight and scrutiny arrangements.

2. Executive Summary

2.1. The new model involves retaining a shared network and data centre and a separation of other ICT functions that are currently shared. At elected Member level, it was agreed that the existing Shared Services Joint Committee will oversee progress with the transition alongside their current responsibilities through regular reports and agenda items. They will also play a key role, going forward, to oversee the retained shared service.

2.2. In addition, it was agreed that strong Member oversight will be provided through a joint Cheshire East/Cheshire West and Chester Council scrutiny task and finish group to update on progress throughout the programme. Feedback on the draft terms of reference is invited.

2.3. Draft Terms of Reference

To provide further advice and assurance to decision makers on the transition to of a new model for ICT delivery. Key areas of focus are likely to include the following:

- Implementation progress and assurance on key milestones
- Management of risks and issues
- Effective use of resources
- Ensuring operational disruption is minimised
- Putting in place strong foundations for the launch and development of the new model.

The joint task group's advice and recommendations would be considered by the relevant scrutiny bodies and shared with the Shared Service Joint Committee.

Subject to discussion with the proposed task group, it is suggested the group would meet a minimum of three meetings each year over the next two years (six meetings in total through the life of the programme).

Membership: 3 Members from each Cheshire East and Cheshire West and Chester Councils, to be appointed after the local elections on 4 May 2023.

It is recommended that the Group meetings are not open to the public and reports/meeting contents are not published to allow for in-depth discussions. Public reports will be brought to the Shared Services Joint Committee and each Council's decision-making body throughout the programme.

- 2.4. A mobilisation workshop was held in February with senior officers across both councils to ensure the programme could rapidly move into action. This highly productive session covered principles to guide the programme, governance, and resourcing. In addition, lessons learned from the Best for Business programme were further considered.
- 2.5. The report attached at Appendix 1 is to be considered by the Shared Services Joint Committee on 17 March 2023 and gives a timely update on the work to mobilise this change programme.

3. Recommendations

- 3.1. To note the actions taken to mobilise the programme to move to new hybrid model for ICT.

3.2. To comment on the draft terms of reference for the Joint Scrutiny Task and Finish Group.

4. Reasons for Recommendations

4.1. Following the decision by both councils, work has been set in train to mobilise the programme to move to the new model.

4.2. To give effect to the decision to establish strong Member governance of the programme.

5. Other Options Considered

5.1.

Option	Impact	Risk
Do nothing	Each council could use its own arrangements to oversee and scrutinise the programme.	Likelihood of unco-ordinated oversight and inefficient use of resources.

6. Background

6.1. At the meeting on 9 February 2023, the Committee considered a report on the final conclusions of the ICT Shared Service Review. The Committee agreed to move from the current shared service to a hybrid model. This would involve retaining a shared data centre and network but would involve separation and reconfiguration of other functions that are currently shared including helpdesk, device support, application support, architecture and projects. In advance of the decision, careful consideration had been given by the Shared Services Joint Committee. Both Cheshire East Council, through this Committee and Cheshire West and Chester Council, through its Cabinet, approved the proposal.

6.2. Appendix 1 is to be considered by the Shared Services Joint Committee on 17 March 2023 and gives a timely update on the work to mobilise this change programme.

6.3. Drawing on the lessons learned from the Best for Business programme (which was considered by this Committee on 6 October 2022), Member oversight of the programme is proposed through both the Shared Services Joint Committee and a new joint scrutiny task and finish group.

6.4. Draft terms of reference are provided in paragraph 2.3 for comment. They have also been shared with Cheshire West and Chester Council and the Joint Committee. Verbal feedback will be provided at the meeting.

7. Consultation and Engagement

7.1. There will be full consultation and engagement with unions and staff on the move to a hybrid model and approach to the reconfiguration of the service.

8. Implications

8.1. Legal

8.1.1. A revised Shared Service Agreement will be developed to underpin the new retained shared service arrangement, together with associated Service Definitions, Service Specifications, Service Level Agreements, Charges and Payment Mechanisms, all of which will be subject to agreement and review by the Shared Services Joint Committee.

8.2. Finance

8.2.1. To transition to a new model, one-off investment of £5.1m (£2.55m per Council) has been approved. This will provide technical resources and external specialist technical support to create and migrate the councils to new tenancies; transformation support, backfill for corporate enablers and shadow management to ensure the delivery of the programme and transition of the workforce; and a level of contingency to ensure that the programme can respond to potential risks.

8.2.2. The one-off costs will be shared 50:50 across the two councils. The investment costs above have been fully considered by both councils and prudently assessed. Soft market testing with Microsoft gold partners and reference calls with other local authorities has taken place to secure realistic supplier costs for the technical aspects of the change which makes up a significant proportion of the costs. Any existing capital budgets that would already be incurred have been excluded from the table above to provide clarity on the total additional one-off cost required. council's budget planning which is currently the case.

8.2.3. The proposal projects financial savings of £2.67m per annum from year 3. Most of the savings would be achieved through workforce changes, particularly reduction in the use of contractors and vacancies. Contract costs are also expected to reduce by £0.5m. The scale of the benefit varies for each council as they start from different points in terms of technology investment. Potential organisational structures have been modelled in each council to provide assurance that a viable and affordable service is possible in line with the projected benefits. It should be noted that this financial benefit avoids the project future overspend. It must be noted that each council will make different choices on their organisational structures and ICT configuration so may secure more savings than these projected benefits. These benefits also combine capital and revenue.

8.3. Policy

8.3.1. The new hybrid model will be aligned to each councils' policies. Common ICT policies will be agreed for the retained shared service.

8.4. Equality

8.4.1. There are no direct equality implications at this stage

8.5. Human Resources

8.5.1. All staff working in the current shared service arrangement are employed by Cheshire East Council. Any change of this nature may create uncertainty for staff. Throughout the review period, staff and Trade Unions have been briefed. There will be full consultation and engagement with unions and staff on the move to a hybrid model, informing a more detailed design of a new model and the approach to the reconfiguration of the service, including any disaggregation process .

8.6. Risk Management

8.6.1. Like any major project, the transition will not be without challenges, but key risks have been identified and mitigations are planned. It is also worth noting the risk of doing nothing could mean more complexity, additional ongoing costs, and a less responsive model. A fully scored risk register will be established and reported on as part of the programme and member governance.

8.7. Rural Communities

8.7.1. The fundamental principles proposed for the ICT Strategy will ensure that inclusion is at the heart of all proposals including our rural communities. ICT Services will continue to coproduce and collaborate with the Cheshire and Merseyside regional connectivity teams, the Local Enterprise Partnership and Connected Cheshire programme at both a Cheshire East Place and at the Cheshire and Merseyside regional level to ensure that the ICT Strategy will meet their integration and connectivity needs.

8.8. Children and Young People/Cared for Children

8.8.1. ICT Services will continue to work with the Children's Services Transformation Board and Schools to determine ICT requirements for inclusion in the ICT Strategy.

8.9. Public Health

8.9.1. ICT Services will continue to work with the Adults Social Care and Public Health Strategic Departmental Management Team to determine ICT requirements for inclusion in the ICT Strategy.

8.9.2. ICT Services will continue to coproduce and collaborate with Health and Social Care colleagues at both a Cheshire East Place and at the Cheshire and Merseyside regional level to ensure that the ICT Strategy will meet their integration and data sharing needs.

8.9.3. ICT Services will also continue to work with North West Adults Directors of Social Care (NW ADASS) colleagues to coproduce and collaborate at a regional level to ensure that the ICT Strategy will meet their integration and data sharing needs

8.10. Climate Change

8.10.1. One of the principles of the ICT Strategy is to “ensure ICT governance and architectural practices are sustainable for the future”. The ICT Strategy will enable the Council’s commitment to be carbon neutral by 2025 and, by adopting Cloud first technology, influence carbon reduction across the ICT estate.

Access to Information	
Contact Officer:	Gareth Pawlett, Chief Information Officer Gareth.pawlett@cheshireest.gov.uk
Appendices:	Appendix 1 – Shared Services Joint Committee update
Background Papers:	Previous reports to the Corporate Policy Committee Agenda for Corporate Policy Committee on Thursday, 9th February, 2023, 10.00 am Cheshire East Council Agenda for Corporate Policy Committee on Thursday, 6th October, 2022, 10.00 am Cheshire East Council Previous reports to the Joint Committee can be found here: http://moderngov.cheshireeast.gov.uk/ecminutes/ieListMeetings.aspx?CId=427&Year=0

Cheshire East Council

Cheshire West and Chester Council

Shared Services Joint Committee

Date of Meeting: 17th March 2023

Report Title: The Future Model for ICT: Mobilisation Update

Senior Officer: Jane Burns, Executive Director, Corporate Services, Cheshire East Council.

Laurence Ainsworth, Director of Public Service Reform, Cheshire West and Chester Council.

1 Report Summary

1.1 This report provides a summary of the work underway to mobilise the Hybrid ICT programme following recent decisions to proceed with a new service model.

2 Recommendations

2.1 That the Shared Services Joint Committee note the latest update on the mobilisation phase of the programme.

3 Reasons for Recommendations

3.1 The Shared Service Joint Committee have agreed to receive regular updates on the progress of the programme to provide transparent oversight and accountability.

4 Background

4.1 Following comprehensive joint work by officers, on 26th January 2023 Shared Services Joint Committee recommended that their constituent councils proceed with a hybrid model for ICT. This involves retaining a shared network and data centre and a separation of other ICT functions that are currently shared. Each council has now taken this recommendation through their respective decision-making bodies. Shared Service Joint Committee will play a key role in providing oversight throughout the programme over the next two years. A reminder of the high-level programme plan is provided in Appendix 1.

4.2 A mobilisation workshop was held in February with senior officers across both councils to ensure the programme could rapidly move into action. This highly productive session covered principles to guide the programme, governance, and resourcing. In

addition, lessons learned from the Best for Business programme were further considered. A number of highlights are outlined below.

- 4.3 **Key principles:** 15 draft principles were identified that would guide the programme. Emphasis was made on collaboration, engagement, accountability and ensuring good levels of operational delivery are secured during and following the programme. These principles will remain reference points throughout the programme and are included in Appendix 2.
- 4.4 **Governance:** Both proposed Member governance and officer governance were discussed. For Members, it is envisaged that Shared Service Joint Committee will receive a report on the programme at each meeting with information presented in an accessible form. This will cover progress, resource, risks, and issues. In addition, discussion was held on establishing a joint scrutiny task group to hold Shared Service Joint Committee and the programme to account. The terms of reference will be agreed with Members and the group will be established in line with each council's governance processes.
- 4.5 The officer programme governance was also considered. A board jointly chaired by Executive Director of Corporate Services – Cheshire East and the Director of Public Service Reform - Cheshire West and Chester will be formed supported by a Programme Director and three workstreams covering Workforce, Technical Change and Design. The board will report into Shared Services Joint Committee.
- 4.6 **Workstreams:** The key areas for delivery under each workstream were discussed to provide clarity on major tasks. This has supported a shared understanding across both councils and will inform more detailed programme planning and resource considerations.
- 4.7 **Resourcing:** A process to engage a Programme Director was agreed. To ensure the right skills are in place a process will commence to secure an individual with the appropriate skills and experience to manage the programme. Emphasis was made that the technical programme management skills were needed but experience of driving a large-scale programme with multiple stakeholders was essential alongside a problem solving mindset. In addition, it was confirmed that dedicated resource will be secured for Human Resources and technical support. A partner will be commissioned for the technical workstream to create the new tenancy environments. A procurement process and specifications are currently being scoped.
- 4.8 **Supporting the workforce:** Both councils discussed the importance of engaging and supporting the workforce throughout the transitional period and beyond. In addition, dialogue with Trade Unions will be essential. Meetings will be arranged to define the best mechanisms for this dialogue with Trade Unions.

5 Next steps

5.1 The actions outlined above will be progressed at pace in line with the programme timescales. By June many of the mobilisation actions will have been completed and the programme will be nearly fully mobilised.

6 Implications of the Recommendations

6.1 *Legal Implications*

Discussion was held on legal support for the programme, particularly to support new contractual arrangement and the new shared service agreement.

6.2 *Finance Implications*

A £5.1m overall programme budget has been agreed, projected benefits are £2.67m combined, payback period is 4 years. Regular reports on programme finances will feature through Members governance as the programme progresses.

6.3 *Policy Implications*

The new hybrid model will be aligned to each councils' policies. Common ICT policies will be agreed for the retained shared service.

6.4 *Equality Implications*

There are no direct Equality implications at this stage.

6.5 *Human Resources Implications*

Implications for Human Resources will be managed by the workforce workstream and will be a critical part of the programme. Engagement with workforce will continue throughout the programme. In addition, a joint session with the Trade Unions will be planned for later in March and it is proposed this will become a regular working group.

6.6 *Risk Management Implications*

A full risk log is being formed and will be reported to Members of the Committee on a regular basis.

6.7 *Rural Communities Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

6.8 *Implications for Children & Young People/Cared for Children*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

6.9 *Public Health Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

6.10 *Climate Change Implications*

ICT supports all priorities and communities, and it is important that successful delivery of the service is achieved.

6.11 *Ward Members Affected*

This report relates to Shared Services that operate across both CE and CWC, therefore all wards are affected in both Councils.

7 Access to Information

Documents are available for inspection at:

Cheshire East Democratic Services
Westfields, Middlewich Road
Sandbach
CW11 1HZ

or:

Cheshire West & Chester Democratic Services
HQ Building, Nicholas Street,
Chester,
CH1 2NP

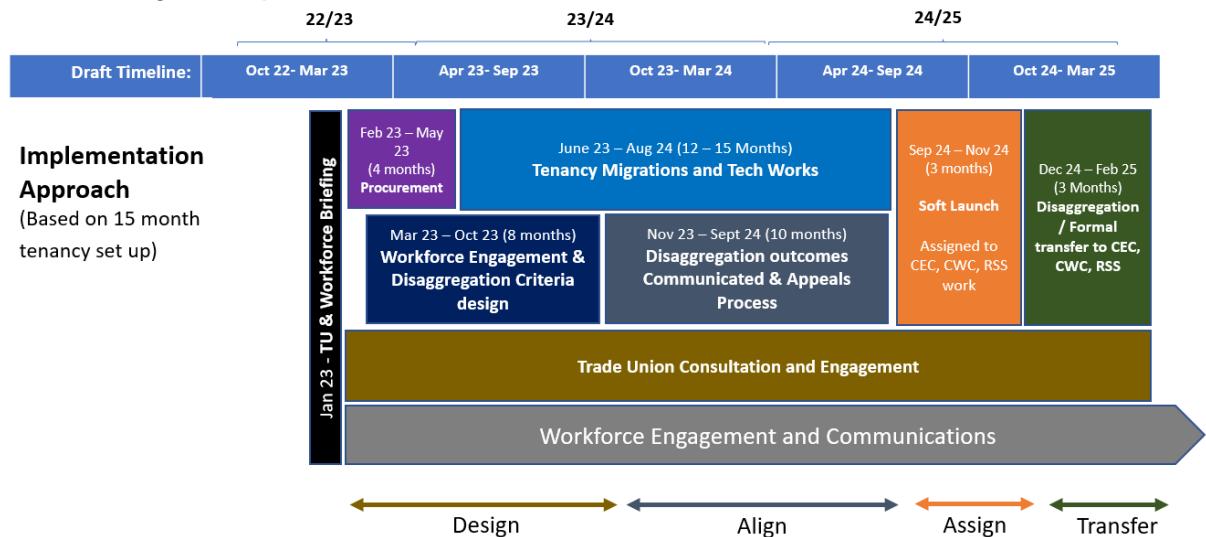
8. Contact Information

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

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Name: Peter Lloyd
Job Title: Head of Transformation and Technology
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Appendix 1: High level plan



Appendix 2 - Draft Principles

We will:

1. work closely with Members, supporting a clear understanding and keeping Members up to date on progress and challenges.
2. work together focussed on ensuring a successful transition to the new ICT models for both Councils.
3. will make joint decisions on material aspects of staffing and contractual commitments throughout the implementation of the new model.
4. share data and information on all aspects of the programme, which will be held in one place where all parties have access to the latest and most accurate version.
5. be transparent on costs and budgets and work together to provide greater multi-year budget certainty for all parties.
6. work in partnership to overcome challenges together regardless of if the challenge only effects one organisation.
7. acknowledge that the Councils are different and do things in different ways and we will need to find compromise at times.
8. recognise both parties have an equal stake in the successful delivery of the change
9. work as a partnership and trust in each other's ability to deliver, considering both councils need at all times.
10. strive to equally balance resources on the programme between each Council
11. ensure there is a fair and balanced transition of staff, skills and experience in line with our obligations.
12. put in place effective and pragmatic programme governance which will empower the programme team to deliver.
13. be clear on who is accountable for what aspects of the programme.
14. be realistic and focus on ensuring a successful of the Hybrid ICT Model rather than assign a Go Live date.
15. be solution focused, agile and ensure we have the tools to deliver from the start and we will recognise and share the success of key achievements through out the programme.



Working for a brighter future together

BRIEFING REPORT

Corporate Policy Committee

Date of Meeting: 23rd March 2023

Report Title: Cyber Security Update

Report of: Jane Burns, Executive Director Corporate Services

Report Reference: CP/38/22-23

1. Purpose of Report

1.1. This report provides an update on the status of Cyber Security within the Council and outlines key aspects to assure the Committee that information continues to be treated as a valued asset, with on-going measures to protect and manage it in line with compliance.

2. Executive Summary

2.1. Threats to the Cheshire East Council's Information Security arrangements are recognised on the Council's strategic risk register (SR4 Information Security and Cyber Threat). This risk is reviewed on a quarterly basis.

2.2. Cyber Security is defined as the protection of computer systems from the theft or damage to their hardware, software or information, as well as from disruption or misdirection of the services they provide. One of the most widespread and damaging threats to materialise is the ransomware exploit. It comes in several variants, each becoming more sophisticated in techniques for spreading and exploitation. The ransomware is designed to extort money from victims using social engineering and intimidation through phishing attacks. The malware steals the information and holds it hostage with threats of releasing it into the public domain if a ransom payment is not received.

2.3. This briefing note seeks to assure members across several areas about the protections in place to mitigate any associated risk.

3. Background

- 3.1. Cyber Risks are becoming more widespread and more sophisticated and the skills and technologies to carry out these attacks are easily acquired by non-technical criminals from the 'dark web'. The Internet can be described as having three discrete elements. There is a "Surface" web such as Google, Wikipedia and publicly available information, there is the "Deep" web where sensitive information is held i.e., bank accounts, Health & Social Data etc. Then there is the "Dark" web where there are illegal marketplaces, anonymous journalism, ransomware data. Typically, you can't browse to these sites without using specialised software.
- 3.2. There are many ransomware groups operating and storing their data in this "dark" web. A number of these groups have made enormous sums of money and there are suggestions that they are becoming sophisticated and joined up and are actively protecting themselves. The Council actively monitors that its data is not being stored by ransomware groups on this web.
- 3.3. The escalation of armed conflict has increased criminal activity across several areas including the rise of cyber threats as highlighted by the National Cyber Security Centre. Amongst this criminal activity there are several groups who have authorized agents working for sovereign powers.
- 3.4. The NCSC Annual Statement published August 2022 states that there were 2.7m cyber-related frauds in the 12 months to March 2022 in the UK. It also reports that 39% of all organisations have identified a cyber incident, of that 39% most (83%) said they had been targeted by phishing attacks. Approximately a fifth of those organisations impacted said that had been subjected to a more sophisticated attack such as a denial of service, malware, or ransomware attack.
- 3.5. In 2022, the Costa Rica Government declared a national emergency in response to a cyber-attack. There were attacks across different sectors, firstly the finance sectors in both government and the private sector. A further attack concentrated on the nation's healthcare system. These attacks were carried out by multiple ransomware groups and can be seen as examples of the devastation they can bring not only to an organisation but on an entire nation.
- 3.6. It is now commonplace for organisations to be targeted with ransomware . The Council has valuable information and resources that an attacker would likely seek to exploit.
- 3.7. It is noted that threats from nation state actors are of considerable concern, with nearly half of nation state activity being targeted at governments across the world, with the UK being the third most targeted country behind the USA and Ukraine. The NCSC stated that "During the invasion, Russia sought to use offensive cyber operations to support their military campaign", it also

gave a warning that “China’s technical evolution is likely to be the single biggest factor affecting the UK’s cyber security in the future”.

3.8. The Cyber Security Strategy states that “while use of ransomware rises, the costs of remediating the impact of ransomware attacks remain significant. This only reinforces the need for strong cyber resilience and strengthens the case for appropriate cyber security prioritisation and investment, to mitigate the risks before they turn into serious incidents”.

4. Briefing Information

Awareness

4.1. To understand cyber risks, numerous resources and guidance are used to help understand potential threats and issues including linking to local WARPs (Warning Advice and Reporting Points), government advice and guidance through the NCSC (National Cyber Security Centre) and the LGA (Local Government Association), whilst also monitoring cyber security best practice from industry product specialists and suppliers.

- LGA Cyber Maturity report has been used to help identify any gaps.
- ICT Security have subscribed to use several NCSC resources e.g., CNR (CERT UK Reporting Network/ and the Network Early Warning Service (NEWS), ACD (Active Cyber Defence) portal incorporating Web Check and Mail Check, and through these channels have contact to NCSC representatives.

4.2. The Council has a membership with iNetwork and NWWARP (North West WARP) and are working with the NCSC on trial reporting capabilities to increase awareness and visibility of emerging threats.

4.3. NWWARP membership includes quarterly meetings to discuss relevant technology, security developments and enhancements within the marketplace, access to the KHub (Knowledge Hub Portal), and CISPR (Cyber Security Information Sharing Partnership) platform, which provide opportunity to review government cyber updates and initiatives with other northwest NHS and LA representatives.

4.4. The security landscape is changing so ICT staff regularly review process and policies against issued best practice and guidance. The LGA offered a further funding grant (2022/23) to train a member of staff to a level of Certified Information Systems Security Professional (CISSP).

4.5. The Council has been working with the Department for Levelling Up, Housing and Communities (DLUHC) to access additional funding with a view to improve the Council’s security posture. A joint workshop was held where areas of risk were discussed and following this a Risk Treatment Plan was

development. Following on from this workshop a funding grant of £150,000 was received to cover a number of mitigations that were jointly agreed.

- 4.6. The ICT Strategy Security team keep abreast of evolving technology trends and reporting to support and protect the authority's information assets, to the best of its ability, from emerging threats impacting service delivery.
- 4.7. ICT Services have built on their existing capabilities in cyber security to set up a new team (SecOps) dealing with Security Operations, this team co-ordinates ICT security operational monitoring activity across the Council. The SecOps function has set clear goals such as fostering security collaboration across all ICT teams, ensuring that security best practice is followed across the supply chain. It is responsible for implementing an incident response plan, which defines how the organisation detects a cyberattack and reacts to it. It will also conduct forensic analysis by analysing information which can help determine the root cause of security incidents, performance issues, or other unexpected events.
- 4.8. It is important that the Council's workforce cyber culture and behaviours are continually assessed and developed, there is mandatory information handling training, cyber awareness training and simulated phishing attacks through which risks can be understood and mitigated.

Protection

- 4.9. The Council have invested in improved security protection and detection capabilities through Microsoft 365 E5 licences and the Defender suite of products. This provides a holistic view of security across applications, email, documents, devices, servers, users and identity. The output from this tooling is used by the SecOps team to investigate and mitigate identified risks and to drive improvement in the configuration of both strategic and legacy systems.
- 4.10. The new Defender tools add automated detection capabilities such as spotting if a user is accessing from an unusual location, or if a user is exhibiting unusual behaviour such as deleting a large number of files in a single session. These alerts are flagged to the SecOps team for further investigation. Integration with Outlook has added an easy to use "Report Phishing" button to allow users to quickly report suspicious emails for further investigation. If found to be malicious the SecOps team can quickly remove all instances of the email from end user mailboxes, and even see which have been opened and links clicked. User machines can be remotely scanned for malware and if necessary, isolated from the network whilst further investigation is carried out.

- 4.11. A full software inventory is automatically gathered from all user machines and servers, with versions of software with known vulnerabilities flagged for remediation. This also helps with licensing compliance as it is straightforward to see which software is installed and where, and on how many devices. “Shadow IT” detection allows usage of unsanctioned web applications to be identified to help guard against inappropriate sharing of data using unapproved services that might not have appropriate data handling or security controls.
- 4.12. The Council is moving from a traditional ICT Service infrastructure into one that employs several technologies such as “cloud”. This offers several benefits, but the risks afforded need a different approach to security. The Council is moving its Cyber Architecture into a position where the maximum amount of protection can be applied to its Information Assets to offset the risks generated through the rise of malware and in particular ransomware.
- 4.13. The traditional approach of a perimeter defence with your valuable assets protected inside is one many still adopt however it comes with some limitations and some risk. The Council is adopting a Zero Trust framework which will allow the Council a greater level of security whilst allowing a greater flexibility in deploying technologies and using information effectively. The main concept behind zero trust is “never trust, always verify,” which means that users and devices should not be trusted by default.
- 4.14. A Security and Compliance business case was developed to define how to enable the Council to move to a zero-trust model and mitigate the increasing risks and challenges from cyber-attacks, agile working, and increased sharing of information. The Council has been working with a third-party in Info-Tech who have experience in deploying the necessary tools and processes to implement this new way of working.

Recovery

- 4.15. The Council creates regular backup copies of its live production data hosted in the core data centre.
- 4.16. With the trend to Software as a Service (SaaS), vendors are responsible for ensuring the availability and security of their services. A standard ICT Security questionnaire issued to all vendors is used to determine whether they follow best practice and meet the security standards expected for storing, protecting, and processing Council data.
- 4.17. Where possible, the Council is adopting a Single Sign On approach to accessing SaaS based applications. This means that security best practice such as password controls, Multi-Factor Authentication (MFA) and

conditional access can be applied to further secure who can access data, from what device, and from what location. A number of applications have been redeveloped to support this authentication method and the Council will continue to adopt this model.

4.18. The enhancement and investment that the Council has made in a range of technologies including Microsoft will enable it to benefit from increased levels of protection and business contingency should an incident occur.

5. Implications

5.1. Legal

5.1.1. The Council must comply with the General Data Protection Regulation (GDPR), the Data Protection Act 2018, the Computer Misuse Act 1990, the Freedom of Information Act 2000 and other relevant legislation in particular that relating to retention of information.

5.1.2. GDPR has brought in substantially higher levels of penalties for data controllers than the previous legislation, up to €20 million (£17m) or 4% of annual worldwide turnover although it is capped at €20 million for public authorities. GDPR has also introduced fines for data processors.

5.1.3. The Council needs to understand what data they control and what is processed on their behalf and build data protection into its day-to-day processes to ensure that it and organisations processing data on its behalf are compliant.

5.2. Finance

5.2.1. Compliance with GDPR and UK data protection legislation is mandatory; penalties for the Council as a Data Controller under GDPR can be up to €20 million.

5.3. Human Resources

5.3.1. Under the new GDPR data subjects have several rights in relation to their personal data, including confirmation as to whether or not personal data concerning them is being processed, where and for what purpose. This requirement cannot be met if information is not managed in a compliant manner or used as a storage mechanism for information.

Access to Information	
Contact Officer:	Gareth Pawlett, Chief Information Officer and Head of ICT Services <u>Gareth.Pawlett@cheshireeast.gov.uk</u>
Appendices:	N/A
Background Papers:	N/A

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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: 2022/23 Financial Update

Report of: Alex Thompson, Director of Finance and Customer Services (Section 151 Officer)

Report Reference No: CP/44/22-23

Ward(s) Affected: Not Applicable

1. Recommendations

That Corporate Policy Committee:

1.1. Notes the report of the Finance Sub-Committee ([Agenda for Finance Sub-Committee on Wednesday, 8th March, 2023, 2.00 pm | Cheshire East Council](#)), specifically the recommendations of that committee.

1.1.1. Finance Sub-Committee recommend Service Committees to:

1.1.1.1. note the financial update and forecast outturn relevant to their terms of reference.

1.1.1.2. note the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in **Appendix 3, Section 2, Table 4.**

1.2. Notes Appendix 3 and the following sections specific to this Committee:

- Changes to Revenue budget 2022/23
- Corporate Grants Register
- Debt Management
- Capital Strategy
- Reserve Strategy

2. Reasons for Recommendations

- 2.1. Committees are responsible for discharging the Council's functions within the Budget and Policy Framework provided by Council. The Budget will be aligned with Committee and Head of Service responsibilities as far as possible.
- 2.2. Budget holders are expected to manage within the budgets provided by full Council. Committee and Sub-Committees are responsible for monitoring financial control and making decisions as required by these rules.

Access to Information	
Contact Officer:	Alex Thompson Director of Finance and Customer Services (Section 151 Officer) alex.thompson@cheshireeast.gov.uk
Appendices:	Finance Sub Committee 2022-23 Financial Update which includes: Covering Report Annex 1: Appendix 3 Corporate Policy Committee.
Background Papers:	Medium-Term Financial Strategy 2022-26 First Financial Review, Item No.14 Financial Review 2022/23, Item No. 5 Financial Review Update 2022/23, Item No. 52 Medium-Term Financial Strategy 2023-27



Working for a brighter future together

Finance Sub-Committee

Date of Meeting: 8 March 2022

Report Title: 2022/23 Financial Update

Report of: Alex Thompson: Director of Finance and Customer Services

Report Reference No: To be provided by Democratic Services

Ward(s) Affected: Not applicable

1. Purpose of Report

- 1.1.** The report provides Members with an update on financial management for the year 2022/23.
- 1.2.** The in-year forecasts remain the same as reported to the Finance Sub-Committee on 19 January 2023 as part of the draft Medium-Term Financial Strategy 2023-27, which was subsequently presented to Corporate Policy Committee on 9 February, and Council on 22 February 2023.
- 1.3.** This report includes requests for formal approvals of various matters, including fully funded supplementary budgets, as required in line with the Constitution.
- 1.4.** Members are being asked to note the on-going serious financial challenges being experienced by the Council, due to global/ national economic circumstances which are raising prices and demand for services, and where local needs are becoming increasingly complex.
- 1.5.** Mitigating activity continues, to minimise the impact on services and the outturn position.
- 1.6.** Reporting the financial forecast outturn supports the Council's vision to be an open Council, as set out in the Corporate Plan 2021 to 2025 - in particular, the priorities for being an open and enabling organisation, and ensuring that there is transparency in all aspects of Council decision making.

2. Executive Summary

- 2.1. The Council aims to operate a financial cycle of planning, monitoring and reporting. This update is part of the monitoring cycle providing the forecast outturn position and any impacts on planning for next year's budget. The issues raised in this report are also seriously impacting on the planning cycle of the Council.
- 2.2. This report supports the Council priority of being an open and enabling organisation, ensuring that there is transparency in all aspects of Council decision making.
- 2.3. The Council set its 2022/23 annual budget in February 2022. The budget was balanced, as required, and included important planning assumptions about spending in the year. The budget is part of the Medium-Term Financial Strategy (MTFS) 2022 to 2026.
- 2.4. The provisional financial outturn for 2021/22 was reported in July 2022 and recognised emerging pressure within the final quarter of the year up to 31 March 2022. This was particularly linked to rising inflation and complexity of demand for care. It was also acknowledged specific risks remained unmitigated in respect of the Council's Private Finance Initiative and High Needs within the Dedicated Schools Grant.
- 2.5. National increasing inflation during 2022/23 is having a significant impact on the cost of Council services as well as on the cost of living for local residents.
- 2.6. The Council's Medium Term Financial Strategy recognises that the Council has relatively low levels of reserves as funding is instead utilised to manage ongoing service demand. This means mitigation of spending pressures must come from a combination of activities, such as:
 - 2.6.1. Additional use of grants and balances: Covid-19 grants to be fully utilised alongside appropriate application of Public Health Grants; integrated use of grants with Health Partners; drawing down from MTFS Reserve, General Reserves and specific service and company reserves where practical. Flexible use of capital receipts has also been reviewed, allowing eligible one-off revenue transformation expenditure by services to be funded from the proceeds of asset sales, in accordance with regulations.
 - 2.6.2. Further efficiencies and income generation: Services are limiting all non-essential spending requirements; efficiencies will be sought beyond the current MTFS; project spending will be delayed where this is cost effective; charging will be reviewed to ensure discretionary services are properly funded.
- 2.7. The report sets out details of the latest Financial Review of the Council's forecast financial performance for 2022/23:

Annex 1: 2022/23 Financial Update

- **Financial Stability:** Provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2022/23 is being funded, including the positions on overall service budgets, centrally held budgets, council tax and business rates. Further details are contained in the appendices.
- **Appendices:**
 - Appendix 1** Adults and Health Committee.
 - Appendix 2** Children and Families Committee.
 - Appendix 3** Corporate Policy Committee.
 - Appendix 4** Economy and Growth Committee.
 - Appendix 5** Environment and Communities Committee.
 - Appendix 6** Finance Sub-Committee.
 - Appendix 7** Highways and Transport Committee.

3. Recommendations

Finance Sub-Committee is asked to:

- 3.1. Note the forecast adverse Net Revenue financial pressure of £7.7m against a revised budget of £328.3m, as previously reported to Finance Sub-Committee on 19 January 2023
- 3.2. Note the forecast Capital Spending of £125.2m against an approved MTFS budget £185.2m.
- 3.3. Note the contents of Annex 1 and each of the appendices.
- 3.4. Approve supplementary revenue estimates for specific grants coded directly to services up to and including £1,000,000 in accordance with Financial Procedure Rules as detailed in **Appendix 6 Finance Sub-Committee, Section 3 Corporate Grants Register, Table 3**.
- 3.5. Approve the drawdown from MTFS reserve for transport detailed in **Appendix 6, Section 5**.
- 3.6. Note that Council will be asked to approve:
 - 3.6.1. Fully funded supplementary revenue estimates for specific grants coded directly to services over £1,000,000 in accordance with Financial Procedure Rules as detailed in **Appendix 1, Section 2 Corporate Grants Register, Table 2, Appendix 2, Section 2 Corporate Grants Register, Table 2** and **Appendix 3, Section 2 Corporate Grants Register, Table 2**.
- 3.7. Recommend to Service Committees to:
 - 3.7.1. Note the financial update and forecast outturn relevant to their terms of reference.

3.7.2. Note the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in **Section 2 of each Committee Appendix**.

4. Reasons for Recommendations

4.1. The overall process for managing the Council's resources focuses on value for money, good governance and stewardship. The approach to these responsibilities is captured in the Medium-Term Financial Strategy.

4.2. The budget and policy framework sets out rules for managing the Council's financial affairs and contains the financial limits that apply in various parts of the Constitution. As part of sound financial management and to comply with the constitution any changes to the budgets agreed by Council in the MTFS require approval in-line with the financial limits within the Finance Procedure Rules.

4.3. This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.

4.4. In approving the Cheshire East Council Medium-Term Financial Strategy members of the Council had regard to the robustness of estimates and adequacy of reserves as reported by the s.151 Officer. The s.151 Officer's report highlighted the importance of each element of the MTFS and the requirement to achieve all the proposals within it. The recommendations of this report highlight the need for ongoing activity to manage the financial pressure being experienced by the Council.

4.5. Financial plans are predicated on robust estimates and supported by adequate reserves. The issues raised in this report present significant challenges to this assessment due to ongoing uncertainty about costs, achievement of actions and use of reserves. It is therefore important for ongoing effort to be put into achievement of the Action Plans and associated financial targets.

5. Other Options Considered

5.1. None. This report is important to ensure members of the Committee are sighted on the financial pressure the Council is facing and the activity to date to try and mitigate this issue. Activity is required to ensure the Council balances its expenditure and income without serious impact on essential Council services.

6. Background

6.1. Managing performance is essential to the achievement of outcomes. This is especially important in evidencing the achievement of value for money across an organisation the size of Cheshire East Council. The Council is the third largest Local Authority in the Northwest of England, responsible for

approximately 500 services, supporting over 398,000 local people. Gross annual spending is over £700m, with a revised net revenue budget for 2022/23 of £328.4m.

6.2. The management structure of the Council is organised into four directorates: Adults, Health and Integration; Children's Services; Place; and Corporate Services. The Council's reporting structure provides forecasts of a potential year-end outturn within each directorate during the year, as well as highlighting activity carried out in support of each outcome contained within the Corporate Plan.

6.3. The political structure of the Council is organised into six committees, with a single sub-committee, all with financial responsibilities acutely aligned to the management structure. Performance against the 2022/23 Budget within each Committee, and the sub-committee, is outlined in Table 1 below.

Table 1 – Revenue Outturn Forecast split by the Six Service Committees and the Finance Sub-Committee

2022/23	Revised Budget	Forecast Outturn	Forecast Variance	Change since Second Review
(GROSS Revenue Budget £474.2m)	(NET) £m	£m	£m	£m
Service Committee				
Adults and Health	121.1	130.0	8.9	0.0
Children and Families	74.2	77.7	3.5	(0.5)
Corporate Policy	40.6	41.0	0.4	(0.0)
Economy and Growth	23.6	22.8	(0.8)	(1.0)
Environment and Communities	44.4	47.3	2.9	1.2
Highways and Transport	13.8	13.6	(0.2)	(0.7)
Sub-Committee				
Finance Sub	(317.7)	(324.7)	(7.0)	-
TOTAL	-	7.7	7.7	(1.0)

6.5. The Council set a balanced net revenue budget of £327.7m at its meeting in February 2022. Current forecasts against the revised budget of £328.3m, shows a potential net expenditure of £336.0m. This position is despite significant and challenging mitigation work by staff. All staff were issued with information on spending controls, with ongoing communication planned on this topic.

6.6. In December a forecast outturn of £8.7m net overspend was reported at the Corporate Policy Committee. The make-up of the changes in the forecast position to £7.7m is outlined in the following paragraphs:

6.6.1. Increased care commitments within Adults, Health and Integration are being offset by further income, for example, from direct payment reimbursements and external grants (no change).

6.6.2. Children and Families Directorate (-£0.5m) - Additional costs of home to school transport from increasing SEND demand, fuel costs and contract costs offset by charging additional amounts to transformation costs to capital receipts and additional underspending in Strong Start from holding vacancies. This forecast assumes that £1.6m of resettlement funding can be applied to costs incurred in 2022/23 and that piece of work is ongoing. Pressure remains on the DSG high needs block as a result of the growth in the number of pupils with an education, health and care plan. The Council holds an unusable reserve to manage DSG balances without impacting on the Council's General Reserves. The balance on the DSG reserve is forecast to be £45.6m deficit at 31 March 2023. That position is under review and may be under additional pressure.

6.6.3. Environment and Neighbourhood Services (£1.1m) - Company pay pressures of £1.4m are partially offset by a number of vacancies within the Planning service which will not be filled before the year end -£0.2m and lower waste tonnage and premises costs.

6.6.4. Growth and Enterprise (-£0.9m) - Cost reduction in Estates of £0.3m due to deferral of some non-essential maintenance work. £0.4m due to release of reserve for the ELENA project and £0.2m grant received relating to Reopening High Streets Safely.

6.6.5. Highways and Infrastructure (-£0.7m) - Improved position due to continuing high levels of income which is contributing a further £0.5m in 2022/23, costs of the RJ contract are predicted to be £0.2m lower than budget.

6.6.6. Increase in the forecast overspend within the Transactional Service Centre due to additional temporary staff in recruitment and pay, external consultants costs (Agylisis), and additional Governance & Support staff costs. Fall in the underspend being forecast by Customer Services due to test & trace final grant income no longer being received, and back pay costs for staff regrades in the newly formed continuous improvements team (£0.4m).

6.6.7. Confirmation of new burdens funding within the Elections Service and lower than previously forecast electoral registrations costs (-£0.2m).

6.6.8. Improvement within ICT due to the use of capital reserve for laptop replacement and an improved revenue contracts forecast decreasing the ICT Strategy overspend (-£0.2m).

6.6.9. No change in forecast for Central Budgets.

6.7. General Reserve balances are risk assessed and it was highlighted in the MTFS that emerging risks such as inflation and particularly the DSG deficit, have no alternative funding. To address the issue of emerging financial pressure senior officers set up Action Plans, which continued to be

developed to identify activities required to bring spending back in line with the MTFS. Actions may be required in-year to provide financial stability for future years. Such decisions will be appropriately governed and communicated ensuring relevant consultation and impact assessments are addressed.

- 6.8.** There is a clear ambition for each Committee to achieve spending in-line with the approved MTFS for all years. However, in some cases, given the seriousness of the financial pressure being put on the Council, Committee Members should consider options to exceed financial performance targets to retain an overall balanced position.
- 6.9.** Whilst some inflation factors may be temporary, the Action Plans must also consider the medium-term resilience of mitigation activity. For example, the use of one-off balances, to mitigate in-year spend, may be effective in the short term, but would not be effective if spending is likely to recur in later years.

7. Consultation and Engagement

- 7.1.** As part of the budget setting process the Pre-Budget Consultation provided an opportunity for interested parties to review and comment on the Council's Budget proposals. The budget proposals described in the consultation document were Council wide proposals and that consultation was invited on the broad budget proposals. Where the implications of individual proposals were much wider for individuals affected by each proposal, further full and proper consultation was undertaken with people who would potentially be affected by individual budget proposals.

8. Implications

8.1. Legal

- 8.1.1.** The legal implications surrounding the process of setting the 2022 to 2026 Medium-Term Financial Strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report for 2022/23.
- 8.1.2.** Other implications arising directly from this report relate to the internal processes of approving supplementary estimates and virements referred to above which are governed by the Finance Procedure Rules.
- 8.1.3.** Legal implications that arise when activities funded from the budgets that this report deals with are undertaken, but those implications will be dealt with in the individual reports to Members or Officer Decision Records that relate.

8.2. Finance

- 8.2.1.** The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for local residents and communities. Monitoring and managing performance help to ensure that resources are

used effectively, and that business planning and financial decision making are made in the right context.

- 8.2.2. Financial plans are predicated on robust estimates and supported by adequate reserves. The issues raised in this report present significant challenges to this assessment due to ongoing uncertainty about costs, achievement of actions and use of reserves. It is therefore important for ongoing effort to be put into the achievement of the Action Plans and associated financial targets.
- 8.2.3. Reserve levels are agreed, by Council, in February each year and are based on a risk assessment that considers the financial challenges facing the Council. If spending associated with in-year delivery of services is not contained within original forecasts for such activity it may be necessary to vire funds from reserves.
- 8.2.4. The unplanned use of financial reserves could require the Council to deliver a greater level of future savings to replenish reserve balances and / or revise the level of risks associated with the development of the Reserves Strategy in future.
- 8.2.5. As part of the process to produce this report, senior officers review expenditure and income across all services to support the development of mitigation plans that will return the outturn to a balanced position at year-end.
- 8.2.6. Forecasts contained within this update provided important information in the process of developing the Medium-Term Financial Strategy. Analysis of variances during the year identified whether such performance is likely to continue, and this enables more robust estimates to be established.

8.3. Policy

- 8.3.1. This report is a backward look at Council activities and predicts the year-end position.
- 8.3.2. The forecast outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2023 to 2027 Medium-Term Financial Strategy.

8.4. Equality

- 8.4.1. In setting the 2022/23 budget, an Equality Impact Assessment was prepared to show that proposals included positive and negative impacts in headline terms. Any equality implications that arise from activities funded by the budgets will be dealt within the individual reports to Members or Officer Decision Records to which they relate. These will be reviewed, as appropriate in the light of the mitigation actions referred to in this report.

8.5. Human Resources

8.5.1. This report is a backward look at Council activities and states the forecast year-end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

8.6. Risk Management

8.6.1. Performance and risk management are part of the management processes of the Authority. Risks are captured at Strategic and Operational levels, both in terms of the risk of underperforming and risks to the Council in not delivering its objectives for its residents, businesses, partners and other stakeholders.

8.6.2. Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2021/22 budget and the level of general reserves were factored into the 2022/23 financial scenario, budget and reserves strategy.

8.7. Rural Communities

8.7.1. The report provides details of service provision across the borough.

8.8. Children and Young People/Cared for Children

8.8.1. The report provides details of service provision across the borough.

8.9. Public Health

8.9.1. Public health implications that arise from activities that this report deals with will be dealt with as separate reports to Members or Officer Decision Records as required.

8.10. Climate Change

8.10.1. Climate change implications that arise from activities that this report deals with will be dealt with as separate reports to Members or Officer Decision Records as required.

Access to Information	
Contact Officer:	<p>Alex Thompson Director of Finance and Customer Services (Section 151 Officer) alex.thompson@cheshireeast.gov.uk 01270 685876</p>
Appendices:	<p>Annex 1 including:</p> <p>Section 1 provides information on the overall financial stability and resilience of the Council. Further details are contained in the appendices.</p> <p>Appendix 1 Adults and Health Committee. Appendix 2 Children and Families Committee. Appendix 3 Corporate Policy Committee. Appendix 4 Economy and Growth Committee. Appendix 5 Environment and Communities Committee. Appendix 6 Finance Sub-Committee. Appendix 7 Highways and Transport Committee.</p>
Background Papers:	<p>The following are links to key background documents:</p> <p>Medium-Term Financial Strategy 2022-26 First Financial Review, Item No.14 Financial Review 2022/23, Item No. 5 Financial Review Update 2022/23, Item No. 52 Medium-Term Financial Strategy 2023-27</p>



2022/23 Financial Update

March 2022

This report receives scrutiny and approval from Members of Cheshire East Council. As a public report, the Council welcomes feedback to the information contained here.

Anyone wanting to comment is invited to contact the Council at:

RandC@cheshireeast.gov.uk

Introduction

Cheshire East Council is the third largest Council in the Northwest of England, supporting over 398,000 local people with annual spending of over £470m.

Local government is going through a period of financial challenges, with a combination of the impact of increasing demand for services and rising costs due to inflation. There is also increasing uncertainty associated with income from business rates and government grants.

Demand for Council services is increasing, with more individuals and families needing support and services than ever before. This reflects an increase in population but also reflects changes in demographics and the national cost of living increases. This demand is resulting in forecast outturn of £336.0m against a net revenue budget of £328.3m, with the most significant impact within the rising complexity of needs in Adult Social Care.

When the 2022/23 budget was set, in February 2022, it was highlighted that the use of reserves was not sustainable in the medium term. Net spending therefore needs to be contained within the estimates of expenditure that form the budget. Early in the year forecasts highlighted pressures due to demand, inflation and pay negotiations. The pressures affecting the medium term finances of the Council have been addressed as part of the MTFS process for 2023 to 2027.

To support openness and transparency, and provide evidence of strong governance, the report has a main section, to provide background and context, and then seven supporting appendices with detailed information about allocation and management of public money during 2022/23:

The **Financial Stability** section provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2022/23 is being funded, including the positions on overall service budgets, centrally held budgets, council tax and business rates. Further details are contained in the appendices.

- **Appendix 1** Adults and Health Committee.
- **Appendix 2** Children and Families Committee.
- **Appendix 3** Corporate Policy Committee.
- **Appendix 4** Economy and Growth Committee.
- **Appendix 5** Environment and Communities Committee.
- **Appendix 6** Finance Sub-Committee.
- **Appendix 7** Highways and Transport Committee.

Alex Thompson

Director of Finance and Customer Services
(Section 151 Officer)

Contents

Introduction	1
2022/23 Revenue Forecast	3
Financial Stability	
- Introduction	4
- Service Performance	4
Appendices	
Appendix 3 – Corporate Policy Committee	9

2022/23 Outturn Forecast - Financial Position

2022/23 (GROSS Revenue Budget £474.2m)	Revised Budget (NET) £m	Forecast Outturn £m	Forecast Variance £m	For further information please see the following sections
SERVICE DIRECTORATES				
Adults, Health and Integration	121.1	130.0	8.9	Appendix 1 Section 2
Children's Services	74.2	77.7	3.5	Appendix 2 Section 2
Place	81.8	83.7	1.9	Appendix 4, 5 & 7 Section 2
Corporate Services	40.6	41.0	0.4	Appendix 3 Section 2
CENTRAL BUDGETS				
Capital Financing	19.0	19.0	-	Appendix 6 Section 5
Transfer to/(from) Earmarked Reserves	(3.2)	(9.2)	(6.0)	Appendix 6 Section 6
Transfer from MTSF Earmarked Reserve	-	-	-	Appendix 6 Section 6
Corporate Contributions / Central Budgets	(5.2)	(6.2)	(1.0)	Appendix 6 Section 2
TOTAL NET EXPENDITURE	328.3	336.0	7.7	
Business Rates Retention Scheme	(49.1)	(49.1)	-	Section 1 - Paragraphs 21-24
Specific Grants	(24.5)	(24.5)	-	Appendix 6 Section 3
Council Tax	(254.7)	(254.7)	-	Section 1 - Paragraphs 10-20
Net Funding	(328.3)	(328.3)	-	
NET (SURPLUS) / DEFICIT	-	7.7	7.7	

Financial Stability

Introduction

1. The Council has a track record of sound financial management. Nevertheless, in common with all UK local authorities the Council finds itself in a position where pressures on the revenue budget are intensifying as a result of rapid inflation, the legacy impact of the Coronavirus pandemic and increasing cost of living pressure on households. These issues have the effect of increasing the demand for services and increasing costs of services.
2. Complexity and market sustainability in Adults' and Children's Social Care remains the most significant financial pressure for the Council in the medium term. Rising inflation in fuel, utilities and wage levels are affecting costs across all services.
3. In December a forecast outturn of £8.7m net overspend was reported at the Corporate Policy Committee (The full report can be found [Agenda for Corporate Policy Committee on Monday, 1 December, 2022, 10.00 am, Item 10 | Cheshire East Council](#)).
4. The outturn position is now forecast to be an overspend of £7.7m due to the following changes since the second review:
 - Increased care commitments, within Adults, Health and Integration, are being offset by income, for example, from direct payment reimbursements and external grants. This results in no net change to the forecast.
 - The Children and Families Directorate forecast has improved by -£0.5m. Additional costs of home to school transport from increasing SEND demand, fuel costs and contract costs is being offset by charging additional

amounts to transformation costs to capital receipts and additional underspending in Strong Start from holding vacancies. This forecast assumes that £1.6m of resettlement funding will be applied to costs incurred in 2022/23. Pressure remains on the DSG high needs block as a result of the growth in the number of pupils with an education, health and care plan. The Council holds an unusable reserve to manage DSG balances without impacting on the Council's General Reserves. The balance on the DSG reserve is forecast to be at least £45.6m deficit as at 31 March 2023.

- Environment and Neighbourhood Services forecast pressures have changed by £1.2m. Environmental services operational costs of £1.3m are partially offset by lower premises costs, and vacancies within the Planning service which will not be filled before the year end.
- Growth and Enterprise forecast has improved by -£1.0m. Cost reduction in Estates of £0.3m due to deferral of some non-essential maintenance work. £0.5m due to release of reserve for the ELENA project and £0.2m grant received relating to Reopening High Streets Safely.
- Highways and Infrastructure forecast has improved by -£0.7m. Continuing high levels of income is contributing a further £0.5m in 2022/23, costs of the Ringway Jacobs contract are predicted to be £0.2m lower than budget.
- Increase in the forecast overspend within the Transactional Service Centre due to additional temporary staff in recruitment and pay, external consultants costs (Agyllis), and additional Governance and Support staff

costs. Fall in the underspend being forecast by Customer Services due to test and trace final grant income no longer being received, and back pay costs for staff regrades in the newly formed Continuous Improvements team (£0.4m).

- Confirmation of new burdens funding within the Elections Service and lower than previously forecast electoral registrations costs (-£0.2m).
- Improvement within ICT due to the use of capital reserve for laptop replacement and an improved revenue contracts forecast decreasing the ICT Strategy overspend (-£0.2m).
- No change in forecast for Central Budgets.

5. This forecast may be subject to variation in the final quarter, as budget managers will continue to take robust actions to control costs and reduce non-essential expenditure to improve this position further.

6. Individual pressures identified above are reflected in the MTFS for 2023/24 to 2026/27. Any betterment to the forecast outturn position should be utilised to replenish reserves in line with the priority of the Corporate Plan.

Table 1 - Service Revenue Outturn Forecasts

2022/23	Revised Budget	Forecast Outturn	Forecast Variance
(GROSS Revenue Budget £474.2m)	(NET) £m	£m	£m
SERVICE DIRECTORATES			
Adult Social Care - Operations	117.5	126.1	8.6
Commissioning	3.6	3.9	0.3
Public Health	-	-	-
Adults and Health Committee	121.1	130.0	8.9
Directorate	1.0	0.6	(0.4)
Children's Social Care	47.0	49.5	2.5
Strong Start, Family Help and Integration	7.7	6.0	(1.7)
Education & 14-19 Skills	18.5	21.6	3.1
Children and Families Committee	74.2	77.7	3.5
Directorate	0.8	0.7	(0.1)
Growth & Enterprise	22.8	22.1	(0.7)
Economy and Growth Committee	23.6	22.8	(0.8)
Environment & Neighbourhood Services	44.4	47.3	2.9
Environment and Communities Committee	44.4	47.3	2.9
Highways & Infrastructure	13.8	13.6	(0.2)
Highways and Transport Committee	13.8	13.6	(0.2)
Directorate	1.4	1.3	(0.1)
Finance & Customer Services	12.5	13.1	0.6
Governance & Compliance Services	11.9	11.3	(0.6)
Communications	0.7	0.7	-
HR	2.4	2.2	(0.2)
ICT	9.8	10.5	0.7
Policy & Change	1.9	1.9	-
Corporate Policy Committee	40.6	41.0	0.4
TOTAL SERVICES NET EXPENDITURE	317.7	332.4	14.7
CENTRAL BUDGETS			
Capital Financing	19.0	19.0	-
Transfer to/(from) Earmarked Reserves	(3.2)	(9.2)	(6.0)
Corporate Contributions / Central Budgets	(5.2)	(6.2)	(1.0)
Finance Sub-Committee - Central Budgets	10.6	3.6	(7.0)
TOTAL NET EXPENDITURE	328.3	336.0	7.7
Business Rates Retention Scheme	(49.1)	(49.1)	-
Specific Grants	(24.5)	(24.5)	-
Council Tax	(254.7)	(254.7)	-
Finance Sub-Committee - Net Funding	(328.3)	(328.3)	-
NET (SURPLUS) / DEFICIT	-	7.7	7.7

Outturn Impact

7. It is planned that £5.2m will be used from the MTFS reserve to mitigate the overspend. The residual impact on General Reserves would be a reduction of £2.5m, decreasing the forecast closing balance of £14.9m to a potential closing balance of £12.4m, which is aligned to the risk assessed level of reserves for the 2023/24 Budget.
8. The Council will continue to manage and review the financial forecasts in response to emerging pressures and how this affects the Council's revenue budget.

Collecting Local Taxes for Local Expenditure

9. Cheshire East Council collects Council Tax and Non Domestic Rates for use locally and nationally.
10. Council tax is set locally and retained for spending locally. Council tax was set for 2022/23 at £1,626.24 for a Band D property. This is applied to the taxbase.
11. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect council tax from (after adjustments for relevant discounts, exemptions and an element of non-collection). The taxbase for 2022/23 was agreed at 156,607.48 which, when multiplied by the Band D charge, means that the expected income for the year is £254.7m.
12. In addition to this, Cheshire East Council collects council tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils. **Table 3** shows these amounts separately, giving a total budgeted collectable amount of £313.8m.

13. This figure is based on the assumption that the Council will collect at least 99% of the amount billed. The Council will always pursue 100% collection, however to allow for non-collection the amount billed will therefore exceed the budget.
14. This figure may also vary during the year to take account of changes to Council Tax Support payments, the granting of discounts and exemptions, and changes in numbers and value of properties. The amount billed to date is £315.6m.

Table 3 – Cheshire East Council collects Council Tax on behalf of other precepting authorities

	£m
Cheshire East Council	254.7
Cheshire Police and Crime Commissioner	36.9
Cheshire Fire Authority	12.9
Town and Parish Councils	9.3
Total	313.8

15. **Table 4** shows collection rates within three years, and demonstrates that 99% collection is on target to be achieved within this period.

Table 4 – 99% of Council Tax is collected in three years

Financial Year	CEC Cumulative			
	%	%	%	%
After 1 year	98.2	97.9	97.4	97.8
After 2 years	99.0	98.8	98.3	**
After 3 years	99.2	98.9	**	**

**data not yet available

16. The council tax in-year collection rate for the period up to the end of December 2022 is 82.9%. This is a small decrease of 0.5% on the previous year, indicating current cost of living pressures. Facilities are in place for residents to extend payments where needed and staff are engaging with residents who need additional support.
17. Council tax support payments were budgeted at £18.4m for 2022/23 and at the end of December the total council tax support awarded was £18.7m.
18. During 2021/22 there was a consultation and review of the Council Tax Support scheme resulting in some amendments being made. The revised scheme was confirmed by full Council in December 2021.
19. Council tax discounts awarded are £29m which is a slight increase in comparison to the same period in 2021/22. A small increase is attributable to work related to raising awareness of the discounts available to residents.
20. Council tax exemptions awarded is £7.7m which although broadly in line with previous years shows a slight increase due to reasons shown at 19.

Non-Domestic Rates (NDR)

21. NDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes annually in line with inflation and takes account of the costs of small business rate relief.
22. The small business multiplier applied to businesses which qualify for the small business relief was set at 49.9p in

2022/23. The non-domestic multiplier was set at 51.2p in the pound for 2022/23.

23. **Table 5** demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.
24. The business rates in-year collection rate for the period up to the end of December 2022 is 80.8%. This is a significant increase on last year and begins to revert collection rates back to pre-pandemic figures. A return to standard collection processes and government support through additional reliefs has assisted the recovery in collection.

Table 5 – Over 99% of Business Rates are collected within three years

Financial Year	CEC Cumulative			
	2018/19	2019/20	2020/21	2021/22
After 1 year	98.5	98.2	92.4	95.6
After 2 years	99.4	98.4	97.4	**
After 3 years	99.4	99.2	**	**

**data not yet available

Appendices to the 2022/23 Financial Update

March 2022

Appendix 3 : Corporate Policy Committee

Contents

Corporate Policy Committee Extracts

1. Changes to Revenue Budget 2022/23 since Financial Review Update
2. Corporate Grants Register

Table 1: Corporate Policy Committee Grants

Table 2: Council Decision Additional Grant Funding (Specific Purpose) over £1m

Table 3: Note Additional Grant Funding (General Purpose) over £500,000 up to £1,000,000

Table 4: Delegated Decision Additional Grant Funding (Specific Use) £500,000 or less

3. Debt Management
4. Capital Strategy
5. Reserves Strategy

Appendix 3

Corporate Policy Committee

1. Changes to Revenue Budget 2022/23 since Financial Review Update

	Second review	Additional	Restructuring &	Revised
	Net Budget £000	Grant Funding £000	Realignments £000	Net Budget £000
Corporate Policy				
Directorate	1,400	-	(5)	1,395
Finance & Customer Services	12,116	-	400	12,516
Governance and Compliance Services	11,799	-	123	11,922
HR	2,423	-	-	2,423
ICT	9,443	-	309	9,752
Communications	673	-	-	673
Policy and Change	1,918	-	-	1,918
	39,772	-	827	40,599

2. Corporate Grants Register

Table 1 – Corporate Grants Register

Corporate Grants Register	National Allocation 2022/23 £m	Revised Forecast 2022/23 £000
SPECIFIC USE (Held within Services)		
Corporate Policy Committee		
Housing Benefit Subsidy	not available	52,676
Discretionary Housing Payments Grant	98.000	349
Housing Benefit (HB) Award Accuracy Initiative	11.417	31
LADS - VEP (RTI) funding	10.900	29
New Burdens: Universal Credit, maintenance & natural migration	not available	8
LADS - New Burdens - Welfare Reform Changes (S4/2022)	19.500	64
LADS - New Burdens - Supported & Temporary Accommodation Change Request	not available	2
LADS - New Burdens - Supported & Temporary Accommodation	not available	5
LADS - New Burdens - Single Housing Benefit Extract Automation Incapacity Benefit Reassessment (S5/2022)	not available	5
Council Tax Rebate Scheme - New Burdens on Account Payment	0.478	2
Council Tax Rebate Scheme	28.047	450
Business Rates Grant NB	3,069.445	19,852
Democratic Services:		
Police and Crime Commissioner's Panel grant	not available	65
Electoral Integrity Programme - New Burdens	7.478	69
Total		73,626

Corporate Grants Register	National Allocation 2022/23 £m	Revised Forecast 2022/23 £000
GENERAL PURPOSE (Held Corporately)		
Corporate Policy Committee		
Housing Benefit Administration Subsidy	163.721	736
Council Tax Support Administration Subsidy	69.000	344
Unidentified Ministry of Justice Grant	not available	9
NNDR Administration Allowance	not available	587
Council Tax Family Annexe Discount	7.422	25
Revenue Support Grant	1,672.058	7
New Homes Bonus	556.003	6,614
Lower Tier Services Grant	111.000	360
Services Grant	822.000	2,932
Business Rates Reliefs Grant	4,076.389	13,890
Total		25,504
Total Corporate Policy Committee		99,130

3.1 Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. Specific use grants are held within the relevant service with a corresponding expenditure budget. Whereas general purpose grants are held in central budgets with a corresponding expenditure budget within the allocated service area.

3.2 Spending in relation to specific use grants must be in line with the purpose for which it is provided.

3.3 **Table 2** shows additional grant allocations that have been received over £1m that Council will be asked to approve.

3.4 **Table 3** shows additional grant allocations that have been received which are £500,000 or less and are for noting only.

Table 2 – Note that Council will be asked to Approve Supplementary Revenue Estimates of Additional Grant Funding (Specific Purpose) over £1m

Committee	Type of Grant	£000	Details
Corporate Policy	Housing Benefit Subsidy	4,071	Increase on MTFS 2022-26 estimate. This grant is from the Department for Work and Pensions. Payment of claims administration within Housing Benefits. Housing Benefit for local authorities: subsidy circulars - GOV.UK (www.gov.uk)
Corporate Policy	Energy Bills Support Scheme Alternative Funding	2,089	Funding provided to be distributed to Cheshire East residents qualifying to receive Alternative Fuel grants in accordance with Government guidance.
Total Specific Purpose Allocations over £1,000,000		6,160	

Table 3 – Note - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (General Purpose) over £500,000 up to £1,000,000

Committee	Type of Grant	£000	Details
Finance Sub-Committee (Corporate Policy to Note)	Council Tax Support Fund	521	This grant is provided Council Tax Reduction Scheme (CTRS) claimants plus discretionary scheme Council Tax Support Fund guidance - GOV.UK (www.gov.uk)
Total General Purpose Allocations over £500,000 up to £1,000,000		521	

Table 4 – Note Delegated Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Use) £500,000 or less

Committee	Type of Grant	£000	Details
Corporate Policy	Council Tax Rebate Scheme - New Burdens on Account Payment	280	New Burden grant relating to the additional costs resulting from administration of support for energy bills - the council tax rebate 2022-23. Support for energy bills - the council tax rebate 2022-23: billing authority guidance - GOV.UK (www.gov.uk)
Corporate Policy	Business Rates Grants - New Burdens	19	The balance of new burdens funding for administering business rates grants.
Total Specific Purpose Allocations less than £500,000		299	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Corporate Policy Committee		
Finance and Customer Services	113	47
Governance and Compliance	3	-
Human Resources	(1)	-
ICT	18	-
	133	47

4. Capital Strategy

Corporate Policy

CAPITAL

CAPITAL PROGRAMME 2023/24 - 2026/27														
Scheme Description	Total Approved Budget	Forecast Expenditure							Total Forecast Budget 2023/27 £000	Forecast Funding				Total Funding £000
		Prior Years £000	Revised Budget 2022/23 £000	Forecast Budget 2023/24 £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	External Grants £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000			
Committed Schemes														
ICT Services														
Care Act Phase 2	2,648	0	510	1,100	1,038	0	0	2,648	0	0	0	0	2,648	
Digital Customer - Delivery Programme Phase 1	250	79	49	122	0	0	0	171	0	0	0	0	171	
Digital Customer Enablement	2,874	33	967	1,400	474	0	0	2,841	0	0	0	0	2,841	
ICT Device Replacement	120	75	381	0	0	0	0	381	0	0	381	0	381	
Info' Assurance And Data Mgmt	5,324	0	1533	1,941	1,850	0	0	5,324	0	0	626	4,698	5,324	
Infrastructure Investment(IIP)	7,773	0	2434	1,869	1,656	1814	0	7,773	0	0	0	0	7,773	
Unified Communications Project	1,206	651	555	0	0	0	0	555	0	0	0	555	555	
Vendor Management	1,006	730	276	0	0	0	0	276	0	0	0	0	276	
Total ICT Services Schemes	21,201	1,568	6,705	6,432	5,018	1,814	0	19,969	0	0	381	626	18,962	19,969
Finance & Customer Services														
Core Financials	3,948	0	1,746	741	720	741	0	3,948	0	500	0	13	3,435	3,948
Strategic Capital Projects	12,349	0	535	4,727	4,000	3,087	0	12,349	0	0	0	0	12,349	12,349
Total Finance & Customer Services Schemes	16,297	0	2,281	5,468	4,720	3,828	0	16,297	0	500	0	13	15,784	16,297
Total Committed Schemes	37,498	1,568	8,986	11,900	9,738	5,642	0	36,266	0	500	381	639	34,746	36,266
New Schemes														
ICT Services														
Vendor Management - Phase 2	320	0	19	0	0	151	150	320	0	0	0	150	170	320
Total ICT Services New Schemes	320	0	19	0	0	151	150	320	0	0	0	150	170	320
Total Corporate Policy Schemes	37,818	1,568	9,005	11,900	9,738	5,793	150	36,586	0	500	381	789	34,916	36,586

5. Reserves Strategy

Corporate Policy Committee

Name of Reserve	Opening Balance 1st April 2022	Forecast Movement in Reserves 2022/23	Forecast Closing Balance 31st March 2023	Notes
	£000	£000	£000	
Directorate				
Corporate Directorate	1,868	(381)	1,487	To support a number of widespread projects within the Corporate Directorate.
Finance and Customer Services				
Collection Fund Management *	27,424	(13,840)	13,584	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing Reserve - Capital Financing Budget *	6,511	1,500	8,011	
Financing Reserve - Corporate Capital Projects	925	(400)	525	
Financing Reserve - People Capital Projects	573	(150)	423	To provide for financing of capital schemes, other projects and initiatives.
Financing Reserve - Place Capital Projects	1,520	(250)	1,270	
MTFS Reserve *	10,068	(6,833)	3,235	To support the financial strategy and risk management. Reserve balance at end of 2026/27 is forecast at £2.7m.
Section 151 Revenue Grants	28	(28)	0	Unspent specific use grant carried forward into 2022/23.
Section 151 Revenue Grants - Covid-19	5,989	(5,989)	0	Covid (Unringfenced) reserve carried forward into 2022/23.
Governance and Compliance				
Insurance Reserve - Cheshire County Fund	130	(187)	(57)	To settle insurance claims and manage excess costs.
Insurance Reserve - Cheshire East Fund	5,164	(1,244)	3,920	To settle insurance claims and manage excess costs.
Elections General	477	225	702	To provide funds for Election costs every 4 years.
Brexit Funding	13	0	13	
Human Resources				
HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System)	59	(59)	0	To fund HR expenditure in relation to the Care4CE review, culture change programme, pay realignment and the Learning Management System.
Pay Structure (M Grade Review)	584	(278)	306	To fund ongoing changes to pay structure.
Policy and Change				
Brighter Future Transformation Programme *	1,780	(279)	1,501	To fund the Council's four year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance.
CORPORATE POLICY TOTAL	63,113	(28,193)	34,920	

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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: Performance Report – Quarter 3 2022/23

Report of: Jane Burns, Executive Director Corporate Services

Report Reference No: CP/36/22-23

Ward(s) Affected: All

1. Purpose of Report

- 1.1. The purpose of this report is to provide the Committee with an oversight of organisational performance for the third quarter of 2022/23 against the priorities in the Council's Corporate Plan 2021-25.
- 1.2. This report supports the responsibility of the Corporate Policy Committee to have a co-ordinating role across all other committees and to exercise a corporate oversight of outcomes, performance, budget monitoring and risk management.
- 1.3. Appendix 1 provides further detail of performance and progress against priorities for the period 1 October 2022 – 31 December 2022.

2. Executive Summary

- 2.1 This report gives an update on performance against the priorities in the Council's Corporate Plan. It describes performance in Quarter 3 (October – December 2022) against the objectives within the Corporate Plan 2022/23.
- 2.2 The period of Quarter 3 to date has followed the trend in 2022/23 of being a period of ongoing political uncertainty, continuing high inflation, continuing cost of living pressures, extreme “winter pressures” across health and social care and a period of employee relations disputes and strikes outside of local government.

- 2.3** Although it was anticipated that Quarter 3 may see an overall decline in progress and performance due to the ongoing challenging context, this has not materialised. At the end of Quarter 3 Cheshire East Council is continuing to make progress against the Corporate Plan, despite the difficult circumstances.
- 2.5** The final Performance Outturn report for 2022/23 will be received by the Committee post elections.

3. Recommendations

- 3.1.** That the Committee note performance against Quarter 3 of 2022/23 of delivery of the Corporate Plan.
- 3.2.** That the Committee consider any additional data and intelligence that could and should be included in future performance reports.

4. Reasons for Recommendations

- 4.1.** The Corporate Policy Committee is responsible for reviewing and scrutinising performance against the strategic aims and objectives in the Council's Corporate Plan 2021-25.
- 4.2.** The performance management framework continues to be developed and seeks to provide a robust, customer focussed view of performance. Member input into this development is valued to ensure that the performance management reports are of value.
- 4.3.** Performance management is a tool to allow oversight of the Council's key activities and to enable transparency and understanding around where the Council is performing well, and what are the areas of challenge and improvement.

5. Other Options Considered

- 5.1.** Not applicable.

6. Background

- 6.1.** The Council's Corporate Plan 2021-25 outlines 20 priorities for the Council, 6 aligned with the "Open" aim, to be an open and enabling organisation, 8 priorities are aligned to the "Fair" aim, a Council which enables and cares about people and 6 priorities are aligned to the "Green" aim, a thriving and sustainable place. The 20 priorities are as follows:

An open and enabling organisation

- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Look at opportunities to bring more income into the borough
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote and develop the services of the council through regular communication and engagement with all residents

A council which empowers and cares about people

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025

6.2 This report reviews performance against the priorities in the Corporate Plan and continues to focus upon the “One Council” approach to performance management. This includes a balance of quantitative and qualitative data. The Q3 performance report is at **Appendix A**. This gives further details on progress made against the Corporate Plan objectives during Q3 of 2022/23.

6.3 Cheshire East Council delivers around 500 services to around 398,800 residents. There are 2,966 full time equivalent staff in Quarter 3. This shows a relatively steady number of FTE over the year to date.

6.4 Service Committees receive performance information on a regular basis, specific to the subject of the committee. This performance report offers a strategic view of progress against the corporate plan and should complement the more detailed performance, service specific dashboards that are considered at service Committees.

Open – An open and enabling organisation

Priorities
Ensure that there is transparency in all aspects of council decision making
Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
Support a sustainable financial future for the council, through service development, improvement and transformation
Look at opportunities to bring more income into the borough
Support and develop our workforce to be confident, motivated and empowered
Promote and develop the services of the council through regular communication and engagement with all residents

- 6.5** In terms of member activity, there has continued to be significant activity during quarter 3. During Quarter 3, there were 9 service committee meetings held and two meetings of Full Council.
- 6.6** Recruitment and retention nationally and locally remain challenging, particularly in specific services including social care, planning and ICT. The vacancy rate for the council is 10%, slightly higher than quarter 2. At the end of quarter 3 the number of agency staff working for the council was 323, which has shown a gradual increase quarter on quarter (242 in quarter 1 and 297 in quarter 2). We are also balancing the in-year overspend position through actions including restricting non-essential spending and not filling vacancies on a permanent basis where the impact can be managed. We continue to pursue a range of measure to promote Cheshire East Council as a good place to work, including through careers fairs and social media.
- 6.7** The council continue to undertake communications and engagement activities. In quarter 3 the council received the formal report from the Cheshire East People's Panel in relation to the cost of living. The council's initial response to the People's Panel recommendations will be presented in Quarter 4 (at March Corporate Policy Committee). In Quarter 3 there was also a consultation on the development of the All-Age Mental Health Strategy. This received 452 responses, with 57 people attending face to face engagement sessions. In Quarter 3 a consultation was conducted on the draft Communications Strategy for residents. This followed an initial survey (in May 2022) completed by 1,068 residents. The subsequent consultation received 151 responses. The Economic Development service ran a six-week public consultation from November 2022, sharing draft Town Centre Vitality Plans for the borough's nine Key Service Centres.
- 6.8** One of the most notable milestones for communications in quarter 3 was the agreement of the Communications Strategy for residents. The strategy reflected on communications activities during 2022/23, which included the council: publishing 287 media releases, responding to more than 700 media enquiries, being included in more than 6,600 media articles and news stories, having 31,000 followers for the corporate Twitter account and 22,000 followers for the corporate Facebook account, and having more than 34,000 subscribers to e-newsletters about our services. The Communications Strategy for residents has four overall aims; to build engaged audiences from Cheshire East's diverse communities, to promote council priorities through a coordinated programme of activity, to be an effective voice which promotes Cheshire East's priorities, challenges and achievements and to build resilience to respond to new circumstances and emergencies.

6.9 During quarter 3 it was reported to the council's Corporate Policy Committee that there was a forecast adverse Net Revenue financial pressure of £11.6m against a revised budget of £328.4m (3.5%). This is driven by rising inflation and increased demand pressures. Mitigations to the financial challenges were endorsed in quarter 3, which included:

- Managed restrictions of in-year spending
- Reviewing the level of spending on key contracts and reviewing the need for contract renewals
- Pricing and grant reviews to ensure that income is being fully recovered
- Enhanced vacancy forecasting and management
- Re-alignment of, and appropriate use of balances, such as earmarked reserves, General Reserves, and capital receipts
- Review and reprofile the Capital Programme to prevent any impact of related inflation on the revenue budget.

A separate report elsewhere on the agenda sets out the financial forecast in detail.

Fair – a Council which empowers and cares about people

Priorities
Work together with residents and partners to support people and communities to be strong and resilient
Reduce health inequalities across the borough
Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
Be the best Corporate parents to our children in care
Support all children to have the best start in life
Increase opportunities for all children and young adults with additional needs
Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia service

6.10 In quarter 3, Cheshire East Council jointly funded 7 projects following the latest round of crowdfunding. The council has contributed £15,627 with an additional £11,901 raised in the community so far. This is the third round of crowdfunding since July 2021. The previous 2 rounds funded 17 projects, where the council contributed £61,692 and the community raised £100,000 of additional monies. Crowdfunding projects supported in quarter 3 include a mental health art exhibit, a wheelchair coach for a miniature railway, support for stroke survivors and a four-day music and arts festival.

6.11 Around 200 members of staff from the council, NHS and support services came together in two workshops in October 2022 to network and pledge their support to the development of family hubs across Cheshire East. Cheshire East is one of only 12 areas to receive the initial wave of government funding from the Family Hubs Transformation Fund. We have up to £1 million to develop family hubs across the borough by March 2024. Family hubs support children and young people from birth until they reach the age of 19 (or up to 25 for young people with special educational needs and disabilities). They bring council, health and community services together so that families can access the right support at the right time.

6.12 We are working to minimise the impact the cost-of-living crisis has on our residents and businesses. Support for residents is available online at www.cheshireeast.gov.uk/costofliving which has had over 5000 views, face to face in over 70 Warm PlaCEs which over 1000 people have attended, through winter wellbeing visits carried out by our Stay Well Squad, and through a dedicated helpline which has been contacted by nearly 400 people.

6.13 In addition to response to rising demand and complexity, and in line with statutory responsibilities across social care, communities and public health, flexible service responses have been developed and continue to deliver innovative approaches to the challenges of covid and covid scarring, mounting hospital pressures and rapidly changing external pressures. These include

stabilising the provider market, developing the Live Well for Longer Strategy (approved in quarter 2) and redesigning the Communities team to support emergent challenges such as the Afghan and Ukraine schemes and food poverty.

6.14 Consultation on a refreshed Joint Local Health and Wellbeing Strategy and Five-Year Plan took place during quarter 3. A Five-Year Delivery Plan is also being written. High level progress against these plans will be monitored by a Joint Outcomes Framework; the indicators for the first phase of this have been agreed. The Live Well in Crewe report has been completed and endorsed by the Health and Wellbeing Board and now forms a long-term blueprint for reducing inequalities in the town. A review of the Health and Wellbeing Board has been initiated, facilitated by the Local Government Association, to ensure the Board is fit for purpose in the context of Integrated Care Systems.

6.15 Working in partnership with the Integrated Care Board and Cheshire and Wirral Partnership, the council have released a jointly funded grants programme with a total of £382,860 for physical health and mental wellbeing. These grants were available for the voluntary, community, faith and social enterprise sector to apply for from the beginning of quarter 4 (January 2023).

6.16 The council has contributed to the drafting of the new Cheshire and Merseyside Suicide Prevention Plan which was launched in quarter 3 (November 2022). Training and workshops are being delivered to develop our local plan.

6.17 The Holiday Activity and Food programme (HAF), funded by the DfE, has provided holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer and Christmas holidays. During Q3, 943 young people attended holiday activities over the Christmas period, a total of 11,618 hours of support with 3,169 meals provided across 35 locations in Cheshire East.

6.18 The Safeguarding Adults Board arranged a range of activities and training during national Safeguarding Adults Week in November 2022 to raise awareness and understanding of different safeguarding areas. Cheshire East mirrored the national safeguarding themes, including a focus on exploitation, self-neglect, creating safe cultures, working with faith organisations, and issues facing older people. During the week there were over 200 attendees from a range of organisations.

6.19 Significant future challenges are still foreseen in relation to Adults, Health and Integration, there are no immediate indications that the rising demand trajectory for services will reduce, and past evidence indicates that, given the known cost of living pressures on residents, it is more likely that demand will increase further and at a faster pace. In this context a number of risks need to be

carefully managed, including the impact on staff, greater complexity of individuals requiring services, widening inequalities and the consequential impacts on the performance and costs of commissioned services.

6.20 Children's social care assessments completed within 45 days continue to be a focus for improvement as any delays can be an indicator of families not receiving timely intervention and support. Timeliness however needs to be balanced to ensure that assessments receive sufficient management oversight and are of high quality. 49% of completed assessments in quarter 3 were completed within 45 days, showing a downwards trend over the year.

6.21 In quarter 3, there were 18% of children with a second or subsequent child protection plan in a rolling twelve-month period. This is a slight decrease on 20% reported in quarter 2 and the average for the year to date is 18%. It is important to understand the reasons for repeat plans to reflect on whether there are different presenting reasons or whether previous plans had not resulted in sustainable changes being evidenced in a family. Regular auditing activity enables reflective learning which can influence practice. Although a small increase as an authority we still compare favourably with the England (22%).

6.22 The percentages of schools which are judged good or outstanding has improved since Q1 and is a continually high performing area for the council (primary now at 94% and secondary at 91%). This positive change reflects the detailed work undertaken with schools to ensure that the quality of education judgement is robust, and schools have the strong evidence that the curriculum is well embedded and shows effective progression.

6.23 Timeliness of EHCP completion continues to be a challenge, due to increased demand on services, the quarterly data shows that the percentage of plans completed within 20 weeks is 40%, compared to the national figure of 58%. The rate of 0-25 year olds with a EHCP in Cheshire East is high, at 4% (4,011 children), which is higher than the national rate of 3.7%. A key element in many plans is observing the individual in a classroom setting to enable the most effective interventions to be put in place, enabling this can be delayed during holiday periods, and the school Christmas holiday period was over quarter 3.

6.24 Cheshire East overall numbers and rates of years 12-13 young people NEET continues to be lower than the national picture evidencing that positive outcomes continue to be achieved for the vast majority of young people in the borough. It was anticipated that the figure would increase slightly during quarter 3 as young people change decisions with regards to 6th form and college courses and quarter 3 outturn has evidenced this, with the figure increasing to 2.5% from 1.5% last quarter.

6.25 Cheshire East Council has led the development of the Social Value Award (quality mark) across Cheshire and Merseyside. 69 organisations have achieved the award to date (including the council), an increase of 11 on the previous reporting period.

6.26 Quarter 3 has seen an increase in residential admissions for all adults and shown an increasing trend over 2022/23. For adults 18-65 the numbers are relatively low and relate to 14 individuals who have moved into residential and nursing care. Cheshire East council seek to provide packages of care that support individuals in the community as long as possible, wherever it is possible to do so. The increase in residential admissions for people aged over 65 is primarily due to pressures in the market in terms of packages of care in the community. This need to discharge people from hospital is resulting in more individuals entering short term residential care on discharge from hospital, which are converting into long term placements.

Green – A thriving and sustainable place

Priorities
A great place for people to live, work and visit
Welcoming, safe and clean neighbourhoods
Reduce impact on the environment
A transport network that is safe and promotes active travel
Thriving urban and rural economies with opportunities for all
Be a carbon neutral council by 2025

6.27 There are 6 priorities under the “Green” aim for a thriving and sustainable place.

6.28 The first priority is in relation to well designed, affordable and safe homes. In Quarter 3 a further 46 new affordable homes have been delivered against an annual target of 355. This totals 320 affordable homes have now been delivered to date, and performance against this target is on track.

6.29 There have been 668,323 visitors to libraries this year to date. This evidences increasing visitors since the pandemic, but remains behind the target of 1,000,000 visitors per year.

6.30 The redevelopment of Congleton Leisure Centre has continued with re-opening due in spring 2023. The Learn to Swim scheme has continued to grow this year, and now has 19,803 swimmers participating in weekly lessons, an increase of over 100 since last quarter.

6.31 Planning continues to be a challenge during Quarter 3 of 2022/23, however recent improvement work is starting to show an impact, with a continued reduction of applications in hand. At the end of quarter 3 the service had 2,257 applications in hand, a reduction of 100 since quarter 2 and a reduction of over 400 compared to quarter 1. Planning application performance against statutory performance measures (including agreed extensions to time) remains above target for major application but below for minors. The national average percentage of major applications determined within 13 weeks or agreed time is

87%, in Cheshire East 96% has been achieved. For minor applications agreed within 8 weeks or the agreed time, the national average percentage is 86% and Cheshire East have determined 77% of applications within this period.

6.32 The Regeneration Team, Business Rates Team, and Legal Teams supported the Wilmslow Town Centre BID proposers to complete necessary legal requirements and enable the commencement of the boroughs first Business Improvement District on 1 November 2022. A £4.5m contribution to the Archives project (History Centre – Crewe) was approved by National Lottery Heritage Fund in November 2022.

6.33 The Council is on track to deliver carbon neutrality by 2025, however, there remain risks of time to deliver our second solar insetting scheme together with ongoing risk due to external factors of increase gas usage from covid ventilation measures and lack of availability of affordable electric vehicles. Work to decarbonise buildings under the Carbon Action Plan has continued during quarter 3. Seventeen solar installations have been completed to date, providing approximately 1GWh per year. The Council has also put in place a programme of replacing gas boilers with air source heat pumps with to date three air source heat pump installations completed, a further twelve pumps underway. We continue to replace petrol and diesel vehicles with electric across our services with a key milestone being the launch of our Car club running three electric pool cars for staff use.

6.34 Progress against the net zero targets for the Council (by 2025) and for the Borough (by 2045) has been made. 10% of carbon has been reduced from the baseline and 33% of carbon has been inset. Overall, the Council is at 40% progress against the net zero by 2025 target. Performance measures are under development in relation to the commitment to a net zero Cheshire East borough by 2045.

Conclusion

6.35 In conclusion, Cheshire East Council continues to progress implementation of the Corporate Plan during quarter 3 2022/2023, progress has been made in all three areas towards achieving our vision of an Open, Fair and Green Cheshire East. The risks that have been identified this year have not yet impacted on delivery of the Corporate Plan and progress has continued, despite the challenging context in which the Council is operating.

7 Consultation and Engagement

Not applicable.

8 Implications

Legal

There are no legal implications arising from this report.

Finance

There are no direct financial implications arising from this report. Financial implications arising from performance requirements are detailed within the separate financial review report aligned with the Medium-Term Financial Strategy.

Policy

The report demonstrates progress against the achievement of the Cheshire East Council Corporate Plan 2021-25.

Equality

The range of Council activities covered in the Corporate Plan aims to meet the Public Sector Equality Duty and the obligations under the Equality Act 2010.

Human Resources

An officer working group is in operation to review recruitment, retention, reward and recognition to address current staffing challenges.

Risk Management

Performance and risk are intrinsically linked. Where risks are identified, performance data can evidence the likelihood of the risk and can also show if a risk materialises. The performance report identifies areas where performance is strong and areas for development and improvement. This supports the risk management process by providing the opportunity to review progress and identify areas for improvement and any necessary mitigating actions.

Rural Communities

The Corporate Plan aims to support greater inclusion for rural communities. Implementation of the Corporate Plan will support improved access for rural communities. In September 2022 a Rural Action Plan has been approved by the Economy and Growth Committee, which provides a rural focus on the Council's strategies and plans. Priorities addressed in the plan include digital connectivity, access, housing, visitor economy and support for rural based businesses.

Children and Young People/Cared for Children

Performance management of the priorities relating to children and young people and cared for children, ensure that there is a focus on children receiving the best start in life and that we deliver on our commitments to children and young people in Cheshire East.

Public Health

This report supports our Public Health priorities utilising the Joint Strategic Needs Assessment and Tartan rug to ensure that we work with partners to address issues of poor housing, poverty, employment and education across urban and rural communities.

Climate Change

Performance against the Corporate Plan contributes to several of the strategic goals set out in the Council's Environment Strategy, including:

- Cheshire East Council will be carbon neutral by 2025
- Reduce waste
- Improve Air Quality
- Ensure that new development is sustainable
- Protect and enhance our natural environment

Access to Information	
Contact Officer:	Sarah Bullock, Director of Policy and Change Sarah.bullock@cheshireeast.gov.uk
Appendices:	Appendix 1 – Q3 Performance report 2022/23
Background Papers:	N/A

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 3 2022/23



Page 203



An open and enabling organisation

By 2025 we want:

Performance 2022/2023 – Quarter 3 Update

Priority: Ensure that there is transparency in all aspects of council decision making

The council to be seen as being a fair open and transparent organisation and able to demonstrate it.

Key actions:

- Implement a new committee system
- Demonstrate commitment to open data

- During quarter 3, there were 9 service committee meetings and 2 meetings of Full Council;

Name of Committee	Date
Council	19 October 2022
Council	14 December 2022
Adults and Health	21 November 2022
Children's and Families	14 November 2022
Corporate Policy	6 October 2022
Corporate Policy	1 December 2022
Economy and Growth	15 November 2022
Environment and Communities	31 October 2022
Environment and Communities	10 November 2022
Finance Sub Committee	9 November 2022
Highways and Transport	24 November 2022

- 88% of Freedom of Information Act requests were completed within statutory timescales during quarter 3. This is an increase since quarter 2 (86%) but not yet at the level of quarter 1 (93%). The average for the year to date is 89%.

To increase local democracy.

Key actions:

- Working with town and parish councils
- Virtual meetings

- Two engagement networks between Cheshire East Council and Town and Parish Councils have taken place. The first of these 6 weekly network sessions took place in November 2022 and initial feedback has been positive.

- In Quarter 3 (December 2022) a refreshed approach to Consultation and Engagement was reported to Corporate Policy Committee, which consisted of a new council toolkit and a consolidated consultation plan for the remainder of the financial year.

<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Enhanced emergency preparedness in communities 	<ul style="list-style-type: none"> The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support. Cheshire East Council develop flexible plans through a process called Integrated Emergency Management, which enables all responding organisations to deal effectively with a major or serious incident at any time of day or night, 365 days a year.
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Consultation on key plans and strategies 	<ul style="list-style-type: none"> In quarter 3 the council received the formal report from the Cheshire East People's Panel in relation to the cost of living. The council's initial response to the People's Panel recommendations will be presented in Quarter 4. In Quarter 3 there was a consultation on the development of the All-Age Mental Health Strategy. This received 452 responses, with 57 people attending face to face engagement sessions. In Quarter 3 a consultation was conducted on the draft Communications Strategy for residents. This followed an initial survey (in May 2022) completed by 1,068 residents. The subsequent consultation received 151 responses. The Economic Development service ran a six-week public consultation from November 2022, sharing draft Town Centre Vitality Plans for the borough's nine Key Service Centres
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review where and how technology can assist and enable 	<ul style="list-style-type: none"> Online transactions continue to rise and have increased to 242,733 in quarter 3. Digital transactions have almost tripled since quarter 1 (92,192). Digital accounts have risen steadily this quarter. There are now 122,449 digital accounts. This is an increase of 19,128 since the end of 21/22. The total number of accounts was 103,321 at year end. Digital accounts are rising at a rate of around 2,800 per quarter. The Estates Service operates a helpdesk for land and property matters and through this over 700 enquiries have been handled so far this year. In addition, the Service has developed a case management module, within its property system, to improve the management of its legal property transactions workload and customer service offer. It has onboarded 469 live cases, a number that is set to rise as around 300 corporate projects and highways schemes are logged. Cases will also include regular estates transactions such as rent reviews, break clauses and lease terminations.

<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Award of silver standard prior to award of gold standard 	<ul style="list-style-type: none"> • A new Armed Forces staff network is now operational. The network is supporting progress towards the MoD Gold Standard award.
<p>A financially sustainable council which has increased levels of reserves.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a 4-year MTFS • Develop a sustainable reserves strategy • Successful delivery of savings programme 	<ul style="list-style-type: none"> • During quarter 3 it was reported to the council's Corporate Policy Committee that there was a forecast adverse Net Revenue financial pressure of £11.6m against a revised budget of £328.4m (3.5%). This is driven by rising inflation and increased demand pressures. • Mitigations to the financial challenges were endorsed in quarter 3, which included: <ul style="list-style-type: none"> ▪ Managed restrictions of in-year spending ▪ Reviewing the level of spending on key contracts and reviewing the need for contract renewals ▪ Pricing and grant reviews to ensure that income is being fully recovered ▪ Enhanced vacancy forecasting and management ▪ Re-alignment of, and appropriate use of balances, such as earmarked reserves, General Reserves, and capital receipts ▪ Review and reprofile the Capital Programme to prevent any impact of related inflation on the revenue budget
<p>Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete programme of reviews of ASDVs 	<ul style="list-style-type: none"> • In quarter 3 the Finance Sub Committee gave approval to re-establish the Shareholder Working Group to review the Business Plans of Ansa Environmental Services and Orbitas Bereavement Services, for the period 2023/24-2026/27, and related performance reports. A report will be provided back to the Finance Sub Committee in quarter 4.

<p>A committed and motivated workforce. Cheshire East Council seen as an employer of choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake staff surveys and act on the results • Implement Best4Business Unit 4 ERP system 	<ul style="list-style-type: none"> • There are continuing workforce communication and engagement channels. These include the regular “Team Voice” digital newsletter, face to face “Coffee and Chat” sessions with the Chief Executive, “conversation with...” sessions between Executive Directors and staff, Managers Share and Support sessions and the Brighter Futures Champions networks. • In quarter 3 a “thank you” video was produced, reflecting on the successes of the council over 2022 and celebrating the achievements of staff. • New apprentice standards continue to be introduced across Cheshire East Council and schools. During quarter 3 there were 43 new apprenticeships. • Best for Business system implemented. A lessons learned scrutiny review was undertaken by both CWAC and CEC and reported to the Shared Services Joint Committee and each Council’s decision-making bodies.
<p>A workforce that can work remotely and flexibly using the latest technology.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Clear guidance and support to staff and managers. • Accelerate roll-out of mobile working 	<ul style="list-style-type: none"> • All staff are encouraged to maximise the use of technology to support hybrid working arrangements. Staff are encouraged to come into the office for team meetings and workplace events. Communications to staff around cost-of-living support have also encouraged staff to work from corporate buildings as much as they require.
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<ul style="list-style-type: none"> • In Quarter 3 the Corporate Policy Committee agreed a new Communication Strategy for residents. The strategy reflected on communications activities during 2022/23, which included the council: <ul style="list-style-type: none"> ○ Publishing 287 media releases ○ Responding to more than 700 media enquiries ○ Included in more than 6,600 media articles and news stories ○ Having 31,000 followers for the corporate Twitter account and 22,000 followers for the corporate Facebook account ○ Having more than 34,000 subscribers to e-newsletters about our services • The Communications Strategy for residents has four overall aims; to build engaged audiences from Cheshire East’s diverse communities, to promote council priorities through a coordinated programme of activity, to be an effective voice which promotes Cheshire East’s priorities, challenges and achievements and to build resilience to respond to new circumstances and emergencies.

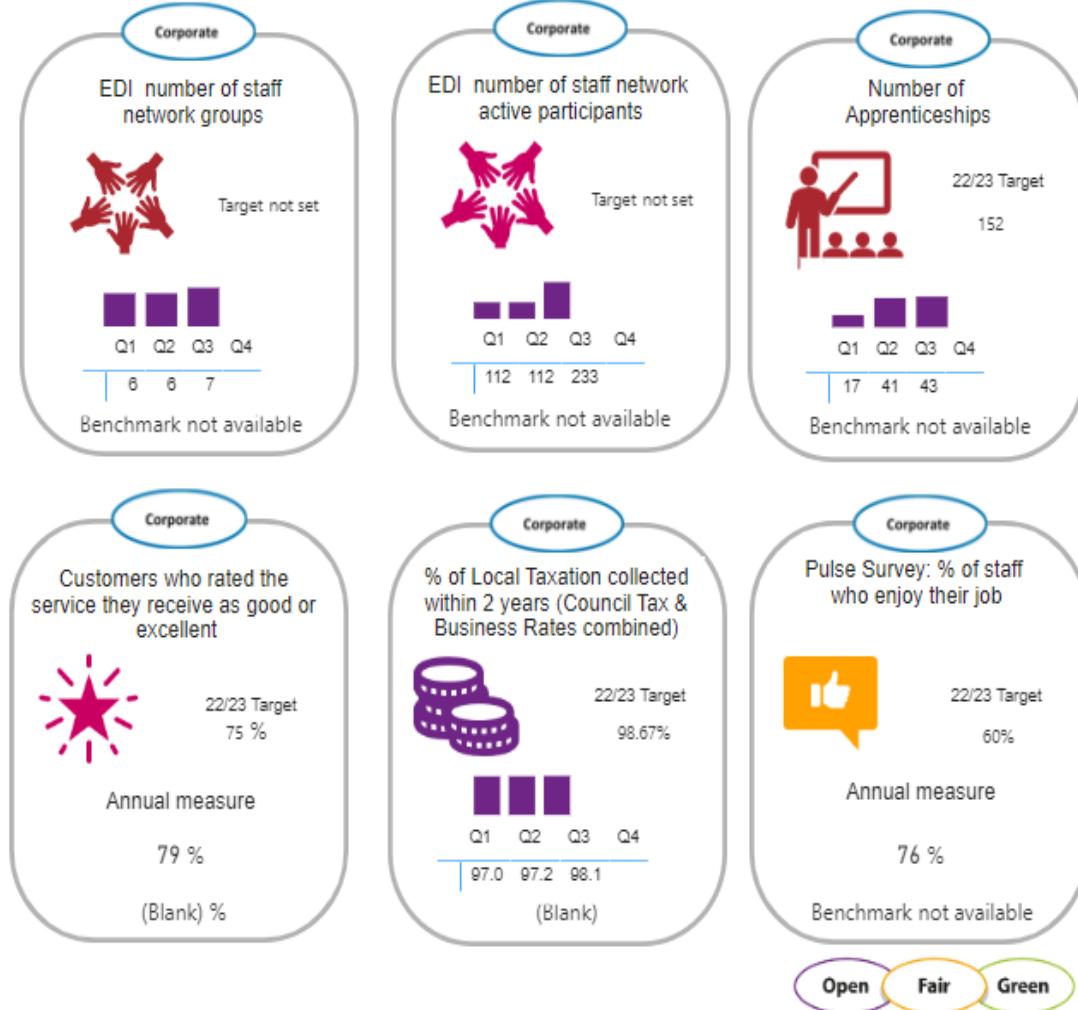
<p>Resident satisfaction with the council to be in line with similar councils.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake regular communications with residents • Develop new Customer Experience strategy 	<ul style="list-style-type: none"> • A Customer Experience Strategy was launched in 2022. • In 2021/22 a new performance measure for satisfaction was introduced. Customers score their experience out of 10 in relation to the “effort required to complete their request”. During 2021/22 this score dropped from 5.6/10 to 4.12/10. In Q3 2022/23, this score was 4.3/10. This evidences improvement against the quarter 2 score of 5.1. • There is a wide range of two-way interactions and communications between individual residents and the council, its officers and members. The consultation on the Communications Strategy for residents evidenced a marked increase in usage of digital channels across all age groups over time. Feedback showed that the key characteristics in determining preferred media channels is age. While older people are increasingly using digital channels, some are less likely to say they prefer digital channels and state a preference for more “traditional media”, such as newspapers, TV and radio.
<p>The council to be regarded as a good partner.</p>	<ul style="list-style-type: none"> • The council is engaged in many strategic partnerships. The list of partnerships is revised annually through the business planning process. This process will commence in quarter 4 to form a up to date baseline of partnerships. Following this process, the level of organisational risk around partnerships will be reviewed. • Cheshire East Council is a key partner on the Leading Cheshire and Warrington Management Board. • The Council is an active partner in the regular Cheshire and Warrington Chief Executives meetings. • Cheshire East Council is part of the Cheshire and Merseyside Integrated Care System. The council is a key partner in the Cheshire East Place Leadership Group and continues to support the development of integrated care locally through the Cheshire East Place Leadership Development workshops. • Cheshire East Council holds a regular Cheshire East Leaders Board for key local stakeholders, which is chaired by the Leader of the Council.

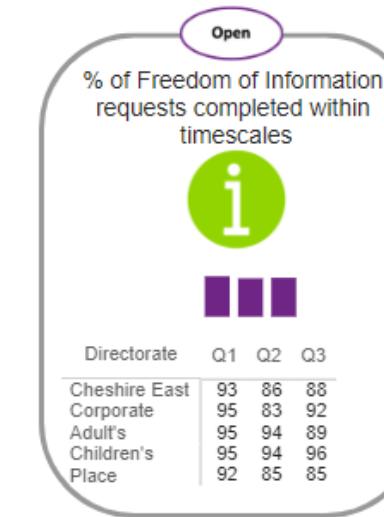
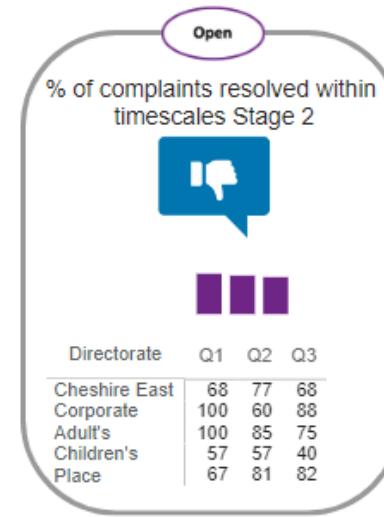
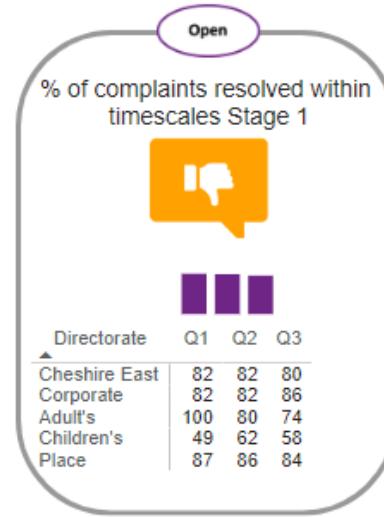
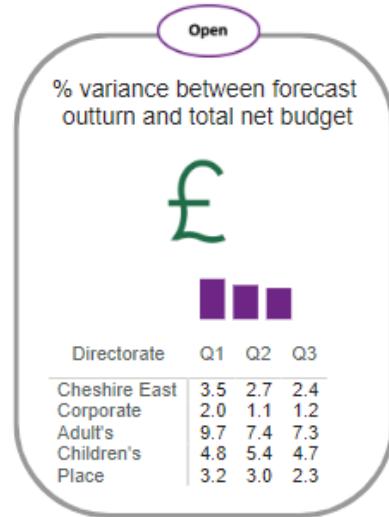
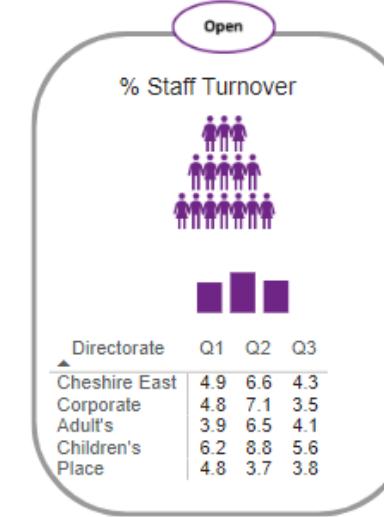
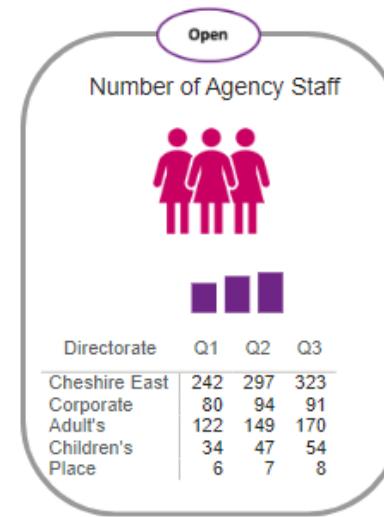
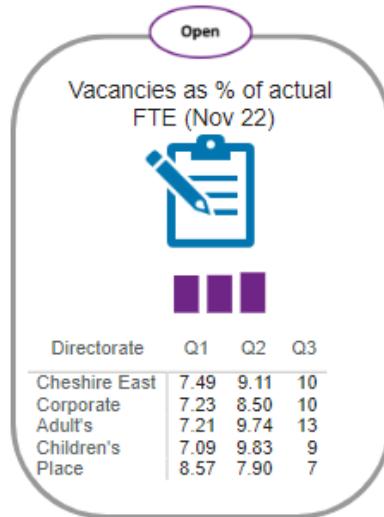
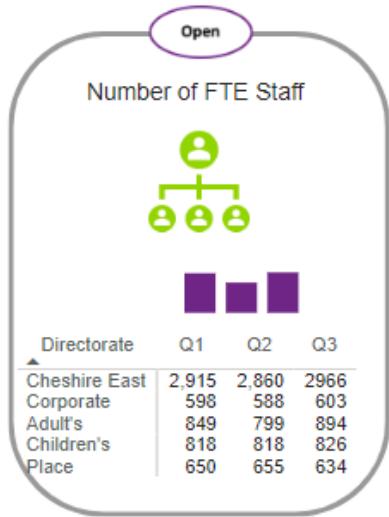
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Performance measures supporting An open and enabling organisation

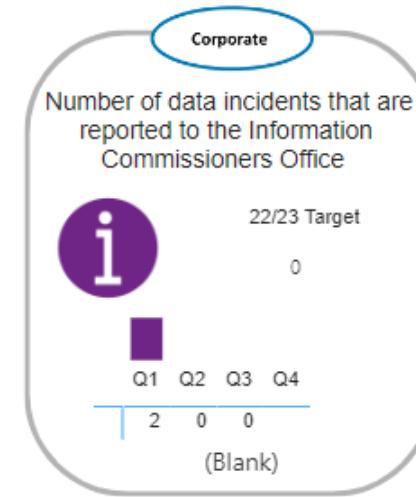
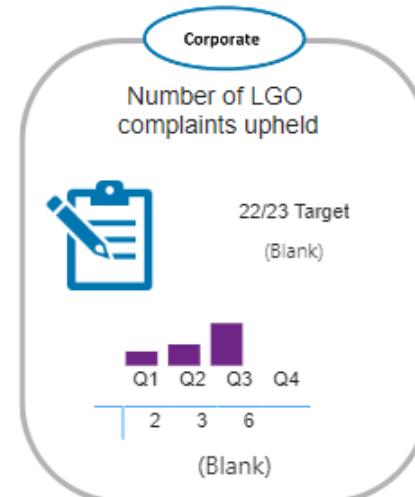
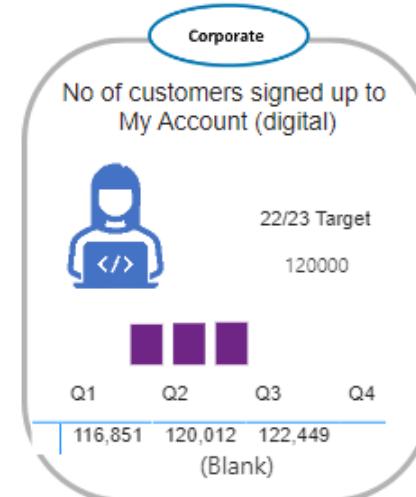
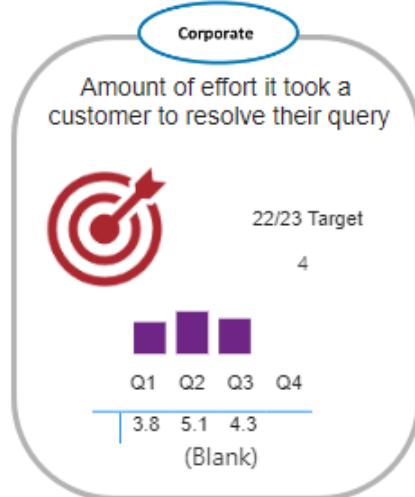
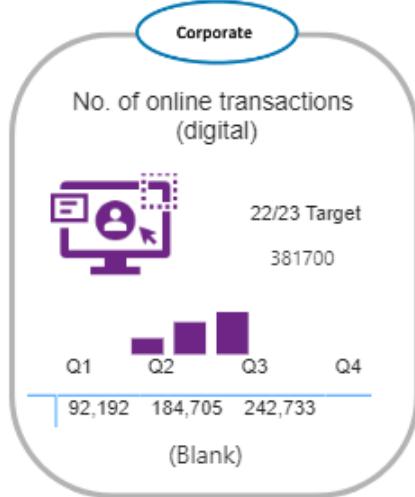


- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Look at opportunities to bring more income into the borough
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote and develop the services of the council through regular communication and engagement with all residents





Open Fair Green



Open  Fair  Green 

A council which empowers and cares about people

By 2025 we want:

Performance 2022/23 – Quarter 3 Update

Priority: Work together with our residents and our partners to support people and communities to be strong and resilient

All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.

Key actions:

- Embed our vision for children and young people, and working together
- Work with residents to understand the continuing impact of Covid

- Cheshire East Council continue to develop services together with our residents and communities.
- A new Digital Inclusion Strategy has been drafted after pre-engagement with residents and community and voluntary sector representatives. A six-week public consultation on the draft strategy has also taken place.
- Cheshire East's Emotionally Healthy Children and Young People Service is due for recommissioning in April 2024. In preparation, a 3-month period of engagement has taken place to ensure that the voice of children and young people provide a foundation for service design. The service will be coproduced throughout, with children and young people, parents/carers and other key stakeholders being equal partners in specification development. To date, 36 focus groups have taken place, with 346 participants.
- Children's Rights Month was celebrated in November 2022. Young people's organisations in the borough staged several weeks of events during November involving the people who run the services that support them. Young people shared their views and experiences on the important topics for them, which included health and wellbeing, mental health services, sex education, the environment, discrimination and bullying, LGBTQ+, and the cost-of-living crisis.
- A research study to understand and address the indirect effects of Covid-19 was undertaken during quarter 3. The research showed that those who still felt clinically vulnerable found re-connecting back into the community difficult and that there was a gap around one to one support. Work is progressing with the voluntary sector to see how we can address this issue.

Families and communities are strong and resilient.

Key actions:

- Develop a strong, local, social impact structure

- In quarter 3, Cheshire East Council jointly funded 7 projects following the latest round of crowdfunding. The council have contributed £15,627 with an additional £11,901 raised in the community so far. This is the third round of crowdfunding since July 2021. The previous 2 rounds funded 17 projects, where the council contributed £61,692 and the community raised £100,000 of additional monies. Crowdfunding projects supported in quarter 3 include a mental health art exhibit, a wheelchair coach for a miniature railway, support for stroke survivors and a four-day music and arts festival.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<ul style="list-style-type: none"> Develop a locality model of working 	<ul style="list-style-type: none"> Around 200 members of staff from the council, NHS and support services came together in two workshops in October 2022 to network and pledge their support to the development of family hubs across Cheshire East. Cheshire East is one of only 12 areas to receive the initial wave of government funding from the Family Hubs Transformation Fund. We have up to £1 million to develop family hubs across the borough by March 2024. Family hubs support children and young people from birth until they reach the age of 19 (or up to 25 for young people with special educational needs and disabilities). They bring council, health and community services together so that families can access the right support at the right time.
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Identify a suitable location within the borough and develop a traveller transit site Increase collaboration with marginalised groups Secure social value benefits 	<ul style="list-style-type: none"> The multi-agency Gypsy, Roma and Traveller Group continue to meet on a bi monthly basis. The group is working to coproduce an operational framework which aims to improve health and social outcomes for disadvantaged communities. Social value continues to be embedded in commissioned services - an example of this is the Royal Arcade Regeneration project. Bowmer and Kirkland have committed to invest in social value through Healthier, Safer and More Resilient Communities as the focus for this development. This includes supporting six community organisations, Men in Sheds, St Pauls Centre Food Bank, Chance Changing Lives, Railway Cottages Residents Association, MOD Armed Forces Breakfast Club / Afghan Veterans, and the YMCA. The Council's Annual Social Value Survey has been circulated with our top 100 Providers (in terms of contract value). The survey will be replaced next year with our contract monitoring system but will have provided a baseline. There are now 69 organisations in total who have been successful in achieving the Cheshire and Merseyside Social Value Award, which also includes the council. We are also in the process of signing up to the Social Value Portal which will enable us to provide further Social Value Training for our teams, and therefore enabling us to maximise social value opportunities in Cheshire East. We have supported 459 individuals brought to the UK under the Afghan Relocation and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS) since 12 August 2021. Five families have been resettled into permanent accommodation in Cheshire East and have gone on to employment and integrate within their new communities.
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p>	<ul style="list-style-type: none"> We are working to minimise the impact the cost-of-living crisis has on our residents and businesses. Support for residents is available online at www.cheshireeast.gov.uk/costofliving which has had over 5000 views, face to face in over 70 Warm PlaCEs which over 1000 people have attended, through winter wellbeing visits carried out by our Stay Well Squad, and through a dedicated helpline which has been contacted by nearly 400 people.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • The Homes for Ukraine scheme opened on the 18 March 2021. We have undertaken safeguarding checks on 323 sponsors, carried out 43 six-month mandatory visits and made over 1490 'thank you' payments. A total of 655 Ukrainians have arrived in Cheshire East, all receiving £200 welcome payments. In addition, a total of 199 primary and secondary school places, 26 early years placements and 13 post-secondary school places have been offered. • The Community Development Team continue to support community initiatives. This has included a woodworking project run by Lightwood Green, a Methodist Church based group, that is intergenerational and intended to reduce isolation and improve mental health, which has helped a rural community become more connected and resilient. A Stroke Survivors group was set up in Alsager, which has seen significant improvements with many of their members. • The Test and Trace Team have evolved into the 'Stay Well Squad' and are now delivering a social prescribing model of early intervention and prevention. They are providing dedicated support to the NHS and Social Care Winter Plan, Ukrainian refugees, asylum seekers and refugees, local businesses and schools. In addition, they continue to advise the general public through their drop-in sessions at supermarkets and community venues. The Squad are undertaking health checks through their mobile service, helping people to better understand their health risks and signposting them to advice, guidance and services that will help them to improve or maintain their health and wellbeing.
Priority: Reduce health inequalities across the borough	
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Implement the Cheshire East Partnership Five Year Plan 	<ul style="list-style-type: none"> • Consultation on a refreshed Joint Local Health and Wellbeing Strategy and Five-Year Plan took place during quarter 3. A Five-Year Delivery Plan is also being written. High level progress against these plans will be monitored by a Joint Outcomes Framework; the indicators for the first phase of this have been agreed. The Live Well in Crewe report has been completed and endorsed by the Health and Wellbeing Board and now forms a long-term blueprint for reducing inequalities in the town. • A review of the Health and Wellbeing Board has been initiated, facilitated by the Local Government Association, to ensure the Board is fit for purpose in the new world of Integrated Care Systems. • Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. The Cheshire East Health and Care Partnership Board has now met twice in public and are starting joint decisions such as pooled budget arrangements within the Better Care Fund (BCF), and are

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<ul style="list-style-type: none"> • Promote regular screening and take up of preventative health opportunities • Improve the mental health of all people working and living in Cheshire East • To continue to support a zero-suicide approach 	<p>leading on joint programmes of work such as the Home First Programme, to ensure value for money, improved outcomes and joined up services for local people.</p> <ul style="list-style-type: none"> • Working in partnership with the Integrated Care Board and Cheshire and Wirral Partnership we have released a jointly funded grants programme with a total of £382,860 for physical health and mental wellbeing. These grants will be available for the voluntary, community, faith and social enterprise sector to apply for in January 2023. • Work has been continuing to take place on the launch of a smoking cessation incentive scheme for pregnant women with maternity leads. This will commence in quarter 4, on 1 February 2023. • Work continues to take place on NHS Health Checks and despite pressures on GPs that provide the service, numbers of health checks completed saw a significant increase in Q3 with 5,229 conducted. • The 16 November 2022 saw the launch of an innovative wellbeing programme in Queens Park, Crewe. Working in partnership, Cheshire East Council, NHS, Ansa, Everybody Health and Leisure, and the voluntary sector launched the Green Spaces for Wellbeing programme to support people with long term health conditions and/or mental health needs to engage with nature-based activities. The programme links participants in a 12-week programme with nature-based interventions to improve their wellbeing, including wildlife-friendly gardening, local nature walks, mindfulness activities, food growing, habitat management and wildlife surveying. • Work is underway to develop a new strategy for Mental Health entitled the Cheshire East Place Mental Health Plan. A pre consultation took place in Autumn 2022 and over 500 responses were received, plus face to face meetings and virtual meetings with local stakeholder groups. A draft plan is currently being produced. • The Joint Strategic Needs Assessment is being updated with new sections being worked upon by multi-agency working groups. • The council has contributed to the drafting of the new Cheshire and Merseyside Suicide Prevention Plan which was launched in quarter 3 (November 2022). Training and workshops are being delivered to develop our local plan.

Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation

Children receive the right support, by the right people, at the right time, so they are effectively protected from harm, and are supported to stay within their families and communities.

Key actions:

- Continued investment in Early Help and Prevention services
- Work with our partnerships to ensure there is a joined-up approach to safeguarding children

- We have continued to provide financial support to those impacted by the cost-of-living crisis through the Household Support Fund (HSF): a Department for Work and Pensioners funded grant. During 2022/23, over 130,000 individual payments have been provided to over 20,000 people (over 12,000 children and families and over 8,000 pensioners), totalling over £3,900,000 of funding.
- The Holiday Activity and Food programme (HAF), funded by the DfE, has provided holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer and Christmas holidays. During Q3, 943 young people attended holiday activities over the Christmas period, a total of 11,618 hours of support with 3,169 meals provided across 35 locations in Cheshire East.
- As a partnership, we are working together to strengthen our approach in relation to child criminal exploitation, following the joint targeted area inspection which took place over June and July 2022. A DfE Improvement Advisor is supporting our work in this area from January 2023 for up to 12 months. Monthly monitoring is in place to ensure we continue to develop our services in this area.
- The Safeguarding Children's Partnership is holding a learning week in quarter 4 (commencing on 30 January 2023) for frontline practitioners to broaden their skills and knowledge in relation to safeguarding and supporting children and young people.
- Children's services are continuing to focus on achieving excellence in social work practice. Nationally and locally, there are significant challenges recruiting and retaining staff within specific areas of children's services. We have increased starting salaries for social workers in line with neighbouring authorities. Starting salaries for social workers new into post took effect from 1 October 2022. Salaries for existing workers at grade 8 in year 2 of their early professional development have been uplifted from January 2023. Additional capacity has been put into place for social work teams through additional team manager posts and family support worker posts. In addition, the managed social work service is supporting the cared for service for 6 months from week commencing 5 December 2022, which adds an additional team to the service.

People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.

- The Safeguarding Adults Board arranged a range of activities and training during national Safeguarding Adults Week in November 2022 to raise awareness and understanding of different safeguarding areas. Cheshire East mirrored the national safeguarding themes, including a focus on exploitation, self-neglect, creating safe cultures, working with faith organisations, and issues facing older people. During the week there were over 200 attendees from a range of organisations.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Key actions:</p> <ul style="list-style-type: none"> • Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs • Safeguard adults at risk • To address causes of abuse, neglect or exploitation • To ensure that officers are adhering to legislation and promoting best practice 	<ul style="list-style-type: none"> • The Safer Cheshire East Partnership facilitated a day of action in Congleton in November 2022. This provided an opportunity to engage with local residents and ask them their views about key community safety issues. • The Safer Cheshire East Partnership continues to work with Cheshire Police and Domestic Abuse Services to promote safer streets at night. Examples include the purchase and use of a safety bus, provision of independent domestic abuse advocates in police stations and the promotion of the Good Sam app to assist victims of domestic abuse who require urgent help. • Cheshire East hosted an annual event in November 2022 for White Ribbon Day, the international day for the elimination of violence against women and girls. The event was led by the experiences of survivors of domestic abuse and hosted by our partners MyCWA and the Rape and Sexual Abuse Support Centre. • During 2022, Cheshire East has established a dedicated Prevent Board. The purpose of the board is to provide strategic oversight of activities focussed on reducing the prevalence of radicalisation and providing tailored support to individuals who may be at risk of radicalisation.
<p>Priority: Be the best corporate parents to the children in our care</p>	
<p>Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, that we will:</p> <ul style="list-style-type: none"> • Be a good corporate parent • Improve education, training and employment outcomes • Work to achieve permanence and keep children safe • Improve health and wellbeing outcomes • Prepare young people for adulthood 	<ul style="list-style-type: none"> • Young people from the shadow Corporate Parenting Committee attended the Corporate Parenting Committee in November 2022 and spoke about issues that are important to care experienced young people. Their voices were also heard at full Council in October 2022 when the pledges to cared for children and care leavers were unanimously agreed. • Our annual Star Celebration Day, recognising and celebrating the achievements of our cared for children and care leavers, took place in November 2022 and was attended by around 300 children, young people and their carers. • There have been no permanent exclusions of cared for children for the past 4 years. • The number of 16 to 18-year-old young people in care who are not in education, employment or training is low. • More cared for young people than ever are going to university as a result of our aspirational culture and joined up working with the virtual school. • A good emotional wellbeing offer is in place for cared for children and care leavers through Pure Insight, which is supporting over 300 young people. • We have reviewed the local offer together with our care leavers in October 2022, and are using their feedback to enhance our offer.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
	<p>Priority: Support all children to have the best start in life</p>
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Maintain high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families 	<ul style="list-style-type: none"> • The take up of the 2, 3 and 4 year old offer remains consistently high; 79% take up for 2 year old offer and 99% take up for 3 and 4 year old offer.
<p>Priority: Increase opportunities for children, young adults and adults with additional needs</p> <p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from 	<ul style="list-style-type: none"> • A multi-agency SEND training programme has been delivered for all staff involved in producing education, health and care (EHC) plans. A multi-agency moderation group has been established to review the quality of EHC plans to ensure we continue to sustain and make improvements. • We have continued to develop changes in systems and processes to support improved communication with children, young people, parents and carers. The Parent Carer Forum have representatives on all SEND workstream groups which shape strategic developments and are involved in recruitment and appointments of new SEND staff along with young people. • Coproduction/ working together meetings are taking place to ensure children, young people and parents/carers voices are heard through the assessment process.

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<p>Ofsted inspections have been addressed and improvements are embedded in practice.</p> <ul style="list-style-type: none"> Focus on further improving communication across the SEND partnership Review the pathways for transition to adulthood Expand the local provision of SEND places to enable more children to attend a school 	<ul style="list-style-type: none"> Additional resources have been put in place across the SEND service to help meet the increased demand. We have completed stage 1 of the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand, and we have applied for a grant of £1.2m to deliver this change. 53.6% of children and young people with an EHC plan are accessing education in a mainstream setting, compared to 40.5% nationally, showing that children's needs are being met within mainstream education and that they are being educated within their local communities with their peers. Springfield Special School were awarded School of the Year at the National School Awards 2022. We continue to progress with increasing our in-borough SEN provisions particularly for special school places. Projects to open a satellite school at Handforth near Wilmslow and an extension to Springfield school in Crewe are progressing and we have further projects to deliver more places for SEN pupils where specialist resource provisions is deemed appropriate to meet their needs.
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults Promote citizen engagement and participation 	<p>The Day Opportunities Flexible Purchasing System is now live and we are seeing new providers working in the borough delivering new types of day opportunities for adults with a variety of needs. A second bidding round is underway and more new providers will be added to the framework.</p>

Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential

All children enjoy the best education which prepares them to thrive in adulthood.

Key actions:

- Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population.
- Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities.
- Provide support and challenge where children are not attending school or receiving an appropriate education.
- Support children to catch up on the learning they lost during Covid
- Support children and young people's mental health and wellbeing to resolve problems as early as possible

• Specialist service teams continue to progress a range of capital schemes to increase school places across planning areas where demand is highest. Many of our secondary schools have or are currently engaged in capital schemes; these include Wilmslow, Holmes Chapel, Tytherington, Eaton Bank and Congleton High Schools. There are some emerging planning areas across the primary sector which will require additional places being made available – these include Haslington, Sandbach and Poynton.

- The analysis of summer 2022 school performance shows overall some strong outcomes for our learners in responding to the challenges of the pandemic. Across the primary and sector key stages, the aggregated performance of Cheshire East schools are above national for the majority of key indicators. The area of greatest focus going forward will be to better support pupils who are disadvantaged and in receipt of pupil premium. Our overall performance for this group of learners is below what we would want and therefore a detailed programme will be drawn up to address a range of themes to improve outcomes for this cohort.
- 135 out of 156 schools are now sharing data on the Department for Education attendance sharing portal. Access to this data is providing intelligence to understand trends and target support and challenge to schools.
- A senior mental health lead forum has been initiated for schools; 79 participants attended the first session with a focus on school staff accessing senior mental health training.

We have supported schools to help integrate our Ukrainian children successfully. A dedicated resettlement family support worker is the home school link for families on the scheme, working closely with an education psychologist to address trauma impacting on the resettled children that are attending Cheshire East schools.

By 2025 we want:

Performance 2022/23 – Quarter 3 Update

Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services

Vulnerable and older people live safely and maintain independence within community settings.

Key actions:

- Work with partners to develop appropriate accommodation and extra care housing models

- The service specification for extra care housing has been completed. Documents are now being produced to support this and communicate it. Engagement with the marketplace has commenced.
- A review of the existing schemes based on the new service specification is underway and will include ensuring that the use of the flats best serves the objectives for adult services and the outcomes for individuals.
- The introduction of 'pathway' flats into the existing schemes is being designed as a pilot project. If successful, this could be rolled out to all schemes. This should assist with discharges from hospitals and avoid the need to use care homes. Pathway flats are designed to accommodate older people who are medically fit to be discharged from hospital but cannot return home because they need some rehabilitation (intermediate care), further assessment or are awaiting care to be sourced or adaptations to support them in their own homes.

People are cared for and valued by a professional and caring workforce.

Care4ce to become an exemplar high quality trading company.

Key actions:

- Develop a quality trading company
- Recruit and train a skilled and motivated workforce.
- Provide a professional pathway for progression

- Care4CE reablement services continue to work in partnership with other agencies to promote independence and improve outcomes for residents of Cheshire East. Care4CE, along with many health and social care providers nationally, continues to experience challenges with the recruitment and retention of frontline care staff.

To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.

Key actions:

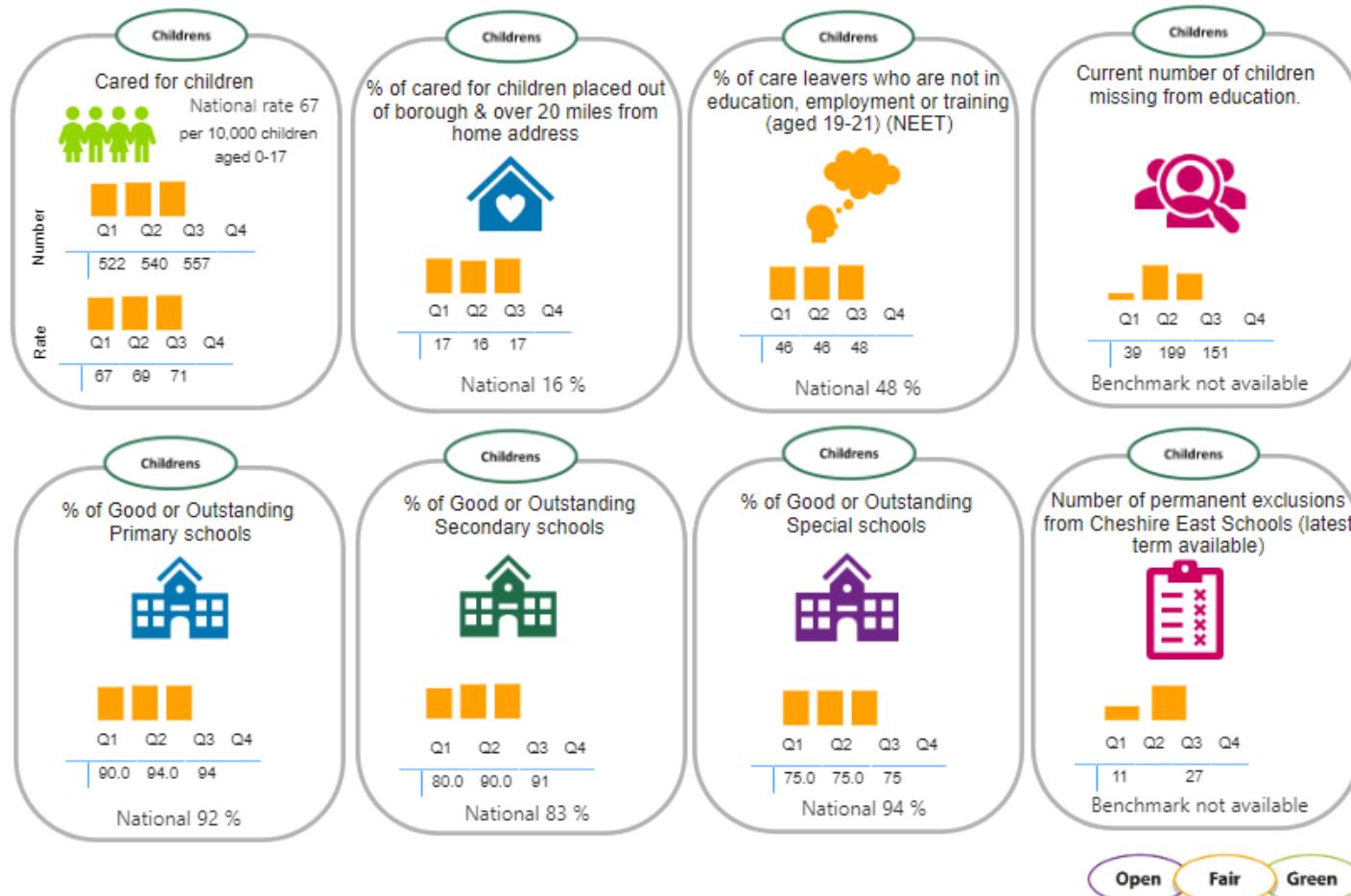
- The Home First programme has brought together a range of professionals and our communities into a single integrated Transfer of Care Hub working closely with residents, families and carers. This includes GPs, nurses, therapist, social care and third sector organisations. The functions of this integrated team are to:
 - Prevent unnecessary or avoidable hospital admissions by working across the community and hospitals

By 2025 we want:	Performance 2022/23 – Quarter 3 Update
<ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<ul style="list-style-type: none"> ○ Facilitate safe discharge from local hospitals in a timely manner to the most appropriate setting to meet people's needs and maintain their independence ○ Design and build a person-centred support package in partnership with the person, their strengths and support circles. ○ Ensure people are supported in the community post-discharge to reduce re-admissions ○ Implement national guidance on discharge requirements • Extensive work has taken place to implement a 'Home First' Discharge to Assess service which provides community wrap around support to people in their own homes post-discharge from hospital and proactively supports people at times of crisis in the community by aligning existing local authority, NHS and community and voluntary services; offering a diverse range of support for people to remain at home. • The all-age carers strategy was consulted on during quarter 3 and will be implemented in quarter 4. <p>The technology enabled care service is continuing to support service users and patients through digital devices / monitoring. Work is currently being undertaken to consider the use of a 'Care Robot' to support the wellbeing of those being discharged from hospital.</p>
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • The North West Association of Directors of Adult Social Services (NW ADASS) Care Act audit tool has been tested in 11 Community Teams. Use of the audit tool has highlighted that strengths-based person-centred practice is well embedded in the assessments and support plans completed in these teams, and has provided insight into the effectiveness of assessment in meeting the needs of those requiring support. Areas of excellent practice have been highlighted by Locality Managers. Consistency of practice is subject to ongoing discussion between Locality and Practice Managers, along with areas for learning and development addressed through individual supervision and through support from Adult Social Care Professional Leads. There is routine dialogue with commissioners to ensure variety in the local offer to residents to meet their assessed needs. • In preparation for CQC Local Authority Assurance the audit tool is being further developed through a group of North West, North East and Yorkshire and Humber local authorities known as the 'ADASS Northern Collaborative'. This further development will incorporate feedback from people who use services. The tool will be rolled out to other teams during 2023. <p>We continue to maintain and review the quality of care and support services through ongoing review, by working closely with Commissioning, Contracts and Quality Assurance teams, and through the timely investigation of complaints and feedback from compliments.</p>

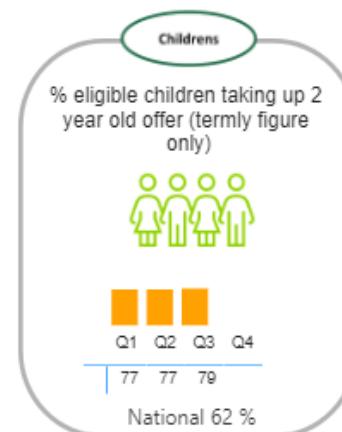
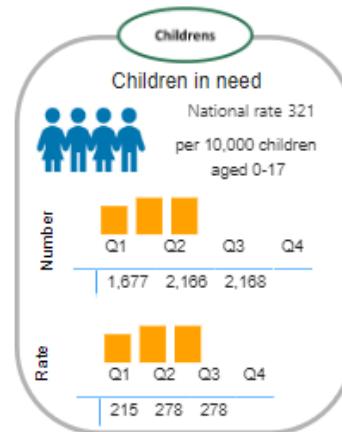
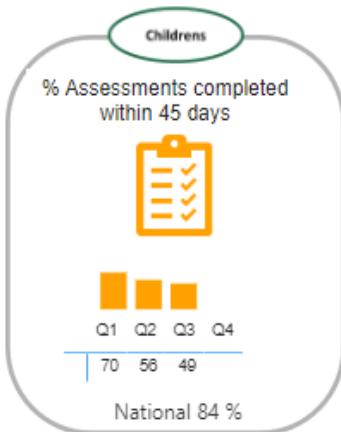
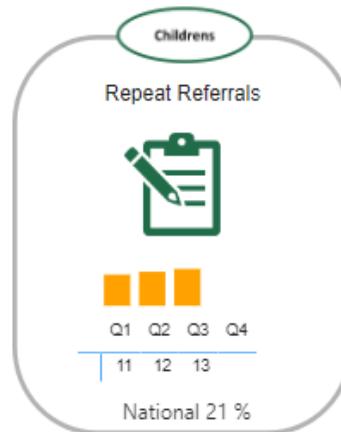
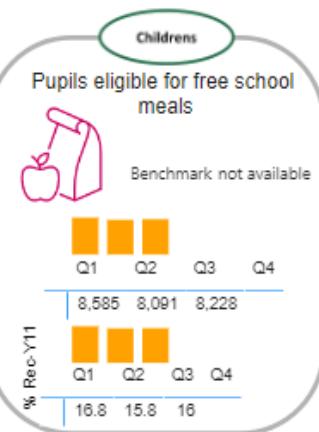
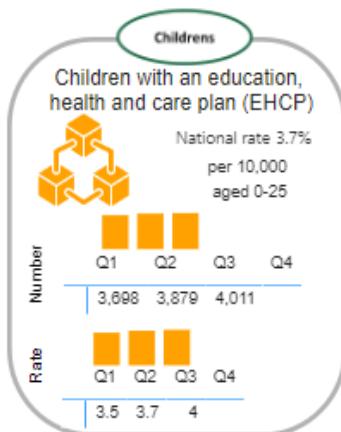
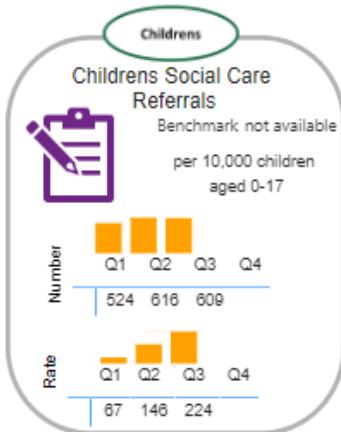
Performance measures supporting A council which empowers and cares about people



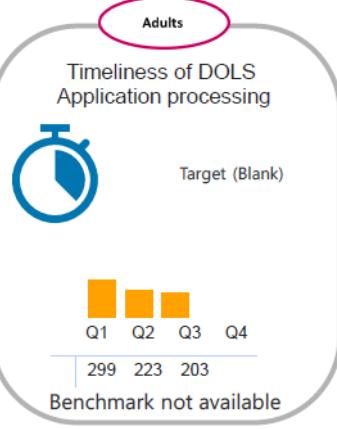
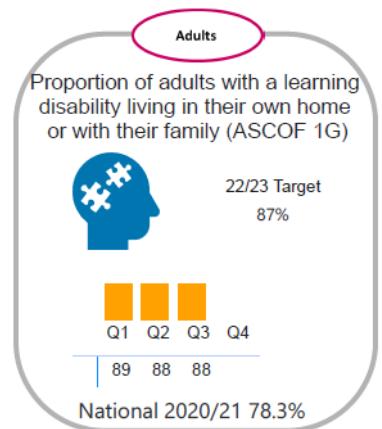
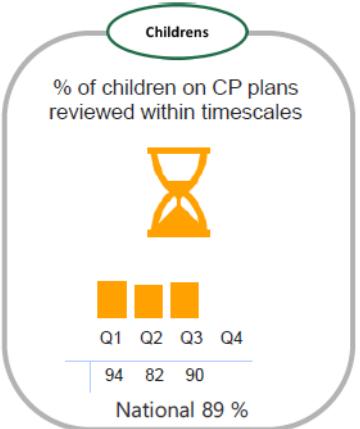
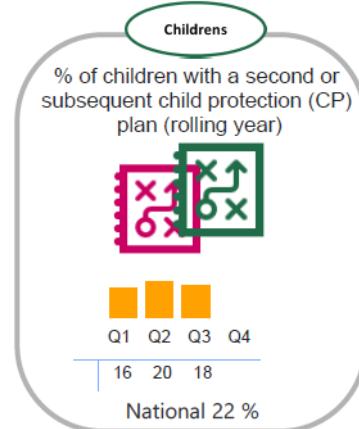
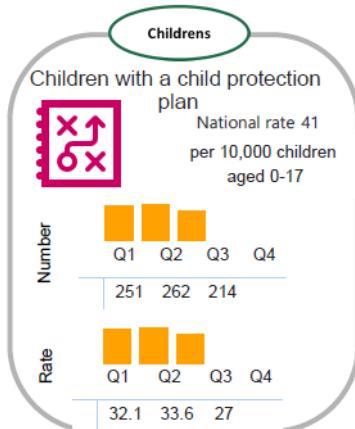
- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services



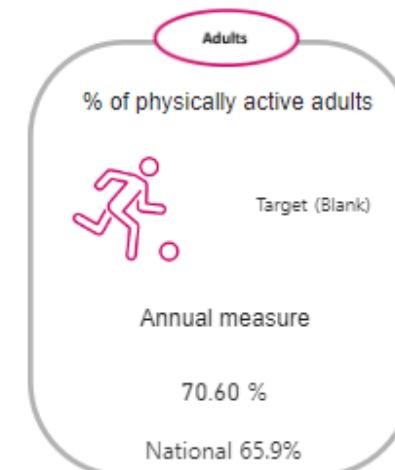
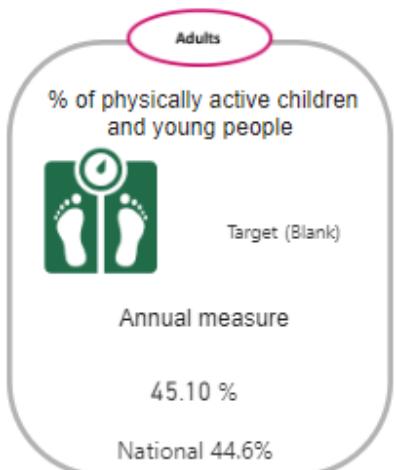
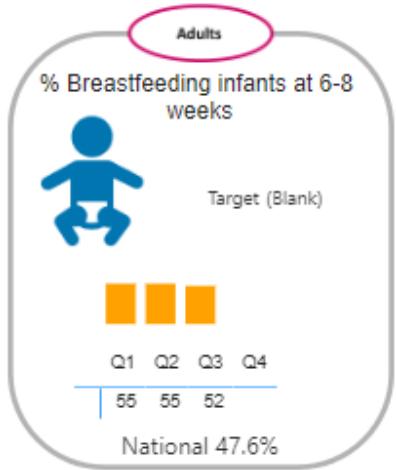
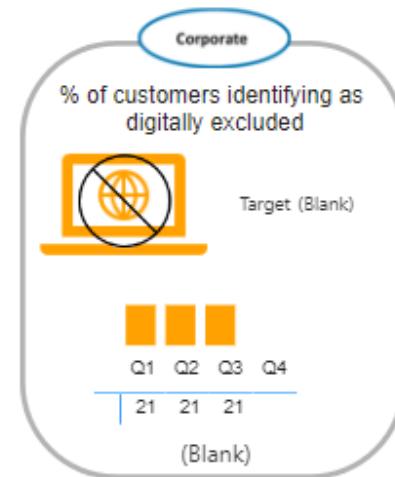
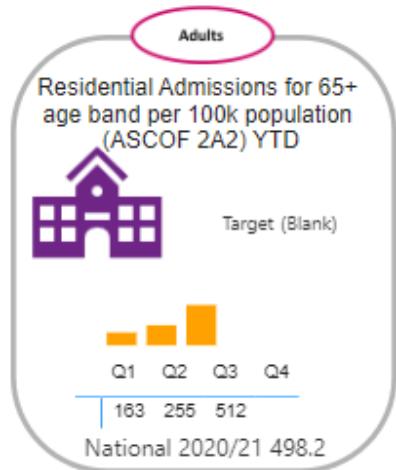
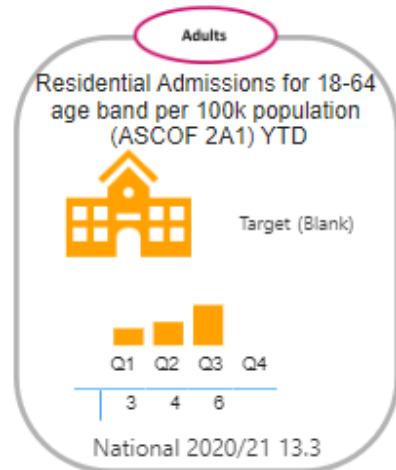
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A thriving and sustainable place

By 2025 we want:

Performance 2022/23 – Quarter 2 update

Priority: A great place for people to live, work and visit

Enable access to well designed, affordable and safe homes for all our residents.

Key actions:

- Deliver housing to meet the needs of all residents including vulnerable and older people in the borough
- Review and evaluate the need for a private rented sector licensing scheme
- Ensure affordable homes are “tenure blind” and focussed on quality

- A further 46 new affordable homes were completed in quarter 3, which brings the total completions to 320 against an annual target of 355 new affordable homes. We are on track to meet the target.
- We continue to support the Homes for Ukraine Scheme, inspecting properties and advising our guests on their housing options.

We undertook 4 housing advice sessions in libraries in November 2022 which continue into 2023

- Our new Private Landlord Offer Scheme was approved in November 2022 to enable us to support those threatened with or are homeless into the private rented sector.
- We have increased our temporary accommodation by acquiring 4 properties to reduce the use of Bed and Breakfast.

By 2025 we want:

Performance 2022/23 – Quarter 2 update

A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money.

Key actions:

- Improve and adapt our libraries to meet any changing needs which offer value for money
- Update and refresh the Library Strategy

Description	Annual target	Measure to date (end of Nov)
Number of visitors to libraries	1,000,000	668,323
Number of physical book issues	1,850,384	1,030,664
Number of 'E' downloads (books, Audio books, Magazines)	N/A	159,359
Number of users accessing online subscriptions	187,457	105,431
Number of events held in libraries	7,000	3,569
Number attending library events	100,000	46,793
Number of children participating in Summer Reading Challenge	7,262	5,627
New library members	N/A	12,593

- Children's usage of libraries continues to grow and 5,627 children participated in the summer reading challenge supported by 116 volunteers of which 102 were young volunteers. 5 libraries have recently undergone refurbishment to their children's libraries.
- The library is also helping support refugee families that have arrived in Cheshire East through the Homes for Ukraine scheme, distributing school back packs. These packs contain a tablet with translation apps, games and e-books pre-loaded, SIM card, dual language books and diaries, puppets and games.
- Staff at Disley library were recently awarded a civic commendation for their work in supporting the local community
- All our libraries are part of the Warm Places initiative and have increased their programme of free or low-cost activities to support residents struggling with the cost-of-living crisis

High quality leisure and sports provision across the borough that delivers good value for money.

Key actions:

- Improve our leisure centres

- The 2022 inspections of paths across the Public Rights of Way network undertaken by East Cheshire Ramblers and Peak and Northern Footpaths Society surveyed 59% of paths in the borough, with results for class A and B paths (good/no fault and acceptable/fault but not serious) at 94%.
- There have been more than 1.8 million visitors to the Council's leisure centres in-year so far. The Learn to Swim Scheme has grown to 9,809 swimmers participating in weekly lessons. Leisure centre membership are 19,803.
- The redevelopment of Congleton Leisure Centre, despite some recent issues, is due to re-open in spring 2023.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> Provide walking and cycling recreational routes and outdoor recreational space 	
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Establish baseline and review current strategy and policies 	<ul style="list-style-type: none"> A report on a proposed approach to Empty Homes is programmed for Economy and Growth Committee in March 2023. We continue to identify long term empty homes and work with owners to bring them back into use, continuing to keep the levels of empty homes below 1% of all residential properties in Cheshire East (0.91%)
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> To keep the Local Plan Strategy under review Provide an effective Planning Service with capacity to efficiently 	<ul style="list-style-type: none"> Site Allocations and Development Policies Document (SADPD), part 2 of the Local Plan was adopted at full Council on 14 December 2022. Approval has been given to start a review of the Local Plan. Planning application performance against statutory performance measures is above target for major applications (96%) but below (77%) for minors. This includes extensions of time. A backlog of planning applications remains with staff retention and recruitment difficulties across all aspects of the Planning service including Building Control. The number of applications on hand and in the backlog has reduced, but the majority of applications are still taking 3-6 months to determine. Further measures are planned to continue to make progress with decision making timescales within the Modernisation Plan. The Modernisation Plan, incorporating recommendations from the Planning Review, has now been formulated and consolidated into key workstreams. Work is already underway and also completed in a number of areas. Priorities have been identified for short, medium and long term with identified workstream leads. Immediate priorities for this quarter and next include the continued focus on the application

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>determine planning applications</p> <ul style="list-style-type: none"> • Robust and effective planning enforcement • Implementation and maintenance of additional supplementary policy documents • Effective and competitive Building Control Service • Continued application of CEC Design Guide principles and focus on Place 	<p>backlog, the implementation of the new IT system, improvements to our customer experience and communications and also a review of staffing structures within the service.</p> <ul style="list-style-type: none"> • Monthly performance reporting against the Plan will be monitored as to progress. A Transformation Board is to be established -this will oversee progress and receive regular updates regarding implementation of the recommendations of the review.
<p>To make best use of our surplus buildings and assets to support the borough and our partners.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review the community asset transfer policy 	<ul style="list-style-type: none"> • In line with its Asset Transfer policy, the Estates Service have instructed legal on 11 transfers; 4 transfers are being considered and evaluated. 3 proposed transfers are no longer proceeding.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver Cultural Strategy and Place Marketing Action Plan • Deliver Tatton Park business plan 	<ul style="list-style-type: none"> • Input to the sub-regional Destination Marketing Plan completed and CEC Visitor Economy strategy prepared for consideration by Economy and Growth Committee in Q4. Development of Cultural strategies for Crewe and Macclesfield continues and Cultural Framework in preparation for Economy and Growth Committee in Q4. • New dynamic pricing in place. • Education 'Cultural recovery fund' project completed. • Development of projects a part of a Tatton Vision Phase 2 programme including delivery of Stableyard is ongoing. • Adding value to visitor experience to improve positive perceptions, increase yield and extend length of stay is ongoing. This project has included the successful reinstatement of the Christmas Mansion experience for the first time since 2019.
<p>Priority: Welcoming, safe and clean neighborhoods</p> <p>Crime and anti-social activity and anti-social behaviour to be reduced.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Use our full range of education, engagement and enforcement tools to protect our communities. • Take formal enforcement 	<p>• The CCTV service is currently in its implementation phase to migrate the current CCTV infrastructure from analogue hard-wired fibres to an improved digital wireless network to realise better performance, improve security and utilise technological advances. This is a major project over the next six months with our partner Reflex Systems Ltd.</p> <p>• Trading Standards conducted Operation Juniper, an underage sales operation targeting sellers of alcohol, tobacco, nicotine inhaling products and knives to underage volunteers. Approval under RIPA for directed surveillance activities was obtained and 18 premises were tested over two nights. Five sales were made, including a knife with investigations now ongoing.</p> <p>• Seizures of non-compliant illegal vape products across the borough, issues with labelling and product safety with investigations ongoing.</p> <p>• The community Enforcement team continues to make a significant impact in and around the alleyways in Crewe. During this period 149 investigations have taken place, enforcement action has taken place in 8 of the cases via means of Fly tipping fines or formal warnings, 26 x stage 1 section 46 warnings, 16 stage 2 section 46 notices of intent, 7 x £60 fines issued for breach of section 46 notice.</p>

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>action as appropriate</p> <ul style="list-style-type: none"> Clear and integrated enforcement approach with relevant fit for purpose policies Investment in technology to enhance CCTV delivery 	<ul style="list-style-type: none"> The team have investigated 430 cases, of which 386 were closed. They have issued 27 Fixed Penalty notices covering all areas of environmental crime they are responsible for investigating
<p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Work with the police and partners to share intelligence and problem solve local issues Refresh the Safer Cheshire East Partnership Plan for 2020-23 Raise awareness around safeguarding <p>Raise awareness around safeguarding</p>	<ul style="list-style-type: none"> Due to intervention, support, and enforcement activities the Trading Standards team have saved £42,542 in consumer detriment in the main through activities under the 'Banking Protocol' with partners and interventions resulting in refunds to consumers following investigations. Operation Hebe is a programme led by Cheshire East Council to highlight the risks posed by rogue traders. Working with Cheshire Police officers and Community Enforcement Officers the operation sought to reassure residents and warn any rogue operators carrying out sub-standard work, or using high-pressure sales techniques, such as cold calling. Partners also investigated potential fly-tipping of commercial waste, while police carried out vehicle and driver checks. Several potential offences were uncovered, ranging from inadequate information on business documents to possible fraud. In response to crime and data analysis a Serious and Organised Crime 'Day of Action' with partners including Cheshire Police was undertaken in Congleton. Partner agencies visited 14 streets, totalling 418 properties during house-to-house calls in an identified area for known criminal activity. The visits included the completion of questionnaires with residents around various crimes and community safety. 190 questionnaires were completed, further analysis of the information gathered will result in actions being set and changes to service delivery.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
and community safety issues	
To protect residents and improve our environment. Key actions:	<ul style="list-style-type: none"> During quarter 3 work has commenced to install a new Air Quality Analyser in Disley. The new equipment will have the ability to give more 'real time' information on levels of nitrogen dioxide and particulate matter. Installation will be fully completed in quarter 4. This project has been completed in conjunction with the Local Transport Planning Team. Objectives within the Air Quality Action Plan continue to be delivered, including a series of highway network improvements and ongoing education campaigns highlighting the impact of vehicle engine idling and domestic fuel burning. Both the Corporate Enforcement Policy and the Regulatory Services Enforcement Policy were approved by Environment and Communities Committee in November 2022. <p>Following new measures under the Offensive Weapons Act 2019 relating to the sale of corrosive substances (which came into force on 1 April 2022), Trading Standards collated a working database of businesses in the area who stock corrosive products. The changes were communicated to these businesses by email and letter which outlined the specifics of the changes in legislation. Follow up visits to check compliance are being arranged.</p> <p>The Statement of Gambling Principles has been revised and updated and was approved by Full Council in December 2022.</p> <p>The new Hackney Carriage and Private Hire Licensing Policy 2022-2027 took effect from 1 November 2022. The Policy is based upon the Department for Transport 'Statutory Taxi and Private Hire Vehicles Standards' and introduced changes to our existing taxi licensing policies and procedures to implement the recommendations within the Standards.</p> <ul style="list-style-type: none"> A new Animal Welfare Licensing Policy has been developed and will be shared with Environment and Communities Committee in February 2023. The Policy aims to provide a link to the extensive information and guidance available to animal licensed premises,

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> carriage private hire vehicles Proactive inspection and surveillance programmes 	<p>outlines our delivery model and makes clear our stance on specific issues that have arisen since the new legislation was introduced in 2018.</p>
<p>Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review and improve our play areas and parks Work with partners to provide a more welcoming environment Secure funding for additional recreation provision along with improvements to the current provision Increase the number of rewilded areas within our parks and open spaces 	<ul style="list-style-type: none"> Tatton Park has conducted an early market engagement exercise and potential suppliers for a new adventure playground. Grant funding of £15,000 has been achieved. The Council though Ansa continues to inspect repair and where investment is available improve our play areas and parks . A major project funded by the Crewe Towns fund to see the refurbishment of the 8 pocket parks within Crewe as key greens spaces amongst densely populated areas of Crewe is ongoing. NHS & Cheshire East Public Health collaborative Green Spaces for Wellbeing Social Prescribing Scheme has gone live with initial group sessions taking place at Queens Park in Crewe & Victoria Park in Macclesfield. Wider parks development continues with 4 projects completed in the north of the borough and external grant funding secured for Nantwich skate park. Wider parks development continues with completion of works to enhance the play offer at Victoria Park in Macclesfield along with a collaboratively funded Town Council initiative to install inclusive play infrastructure at Brookfield Park in Nantwich. Rewilded, wildflower and increase of biodiversity are key parts of our park refurbishment together with areas of wildflowers and longer grass in our larger parks.

Priority: To reduce our impact on our environment

To have minimised overall waste generated in the borough and maximised our levels of recycling.

Key actions:

- Introduction of the Municipal Waste Strategy
- To review and consult on the household waste recycling provision

- The Council adopted its revised waste strategy in 2020
- Ansa manage a large team of waste prevention volunteers on behalf of the council, focusing on food and green waste reduction and have delivered key events around the borough.

- The authority also runs a schools recycling officer of the year program throughout our primary schools.

- The Council consulted on Household Waste Recycling Centre service provision in 2021 as part of an upcoming new Household Waste Recycling Centre contract, due to commence in April 2023.

To improve biodiversity and natural habitats in the borough.

Key actions:

- Increased rewilding
- Embed biodiversity, including offsetting, across Cheshire East Council estate
- Deliver the tree planting programme

- Rewilded, wildflower and increase of biodiversity are key parts of our park refurbishment together with areas of wildflowers and longer grass in our larger parks.

- The council are continuing to manage the countryside estate to maximise the biodiversity.

- The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work in the 2022/23 planting season as part of delivering 100 ha of planting by 2025.

Priority: A transport network that is safe and promotes active travel

Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.

Key actions:

- Delivery of major infrastructure programmes

- Poynton Relief Road is under construction and progressing to an opening in March 2023.
- The North West Crewe Highway scheme has been under construction since May and is progressing well.
- The public inquiry into the compulsory purchase orders for the Middlewich Eastern Bypass concluded in November 2022. The Inspector's report is awaited whilst work continues on the Full Business Case prior to submission to the Department for Transport for confirmation of funding.
- Scheme development and land acquisition has continued on the A500 Dualling schemes continue towards a scheduled Full Business Case submission in 2024.

Safer and well-maintained roads.

Key actions:

- Deliver planned investment to maintain the highway network
- Review of appropriate strategies, such as speed management

- £19m Council capital investment over 3 years now being delivered. In year 1 the funding is focused on improvements to the following key assets roads, footways, drainage, bridges & structures, street lighting and road markings.
- The CEC Speed Management Strategy was approved on 22/09/22. The team have been working to progress processes to implement the strategy. Engagement sessions for elected Members will be scheduled for quarter 4.

Investment in electric vehicle infrastructure in our key service centres

- CEC has successfully secured grant funding through the Government's On-street Residential Charging scheme (£151k) to implement 15 EV charging points in 12 towns across the borough. These sites are currently out to tender with works expected to be complete in 2023.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete Local Transport Plan parking reviews 	<ul style="list-style-type: none"> • Local Transport Development Plans have been approved by Highways Committee setting out the strategy for local transport, on a town-by-town basis, for all key service centres. This approach includes provision of car parking at local transport hubs. Implementation plans for car parking are being developed for each town to support the Council's Medium Term Financial Strategy, taking account of the resources available to the Council.
<p>To promote uptake of cycling in our local service centres.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Installation of cycle storage facilities in Cheshire East car parks • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes 	<ul style="list-style-type: none"> • We are working with partners on the Bollin Way and developing shared routes where possible, including providing advice and support to a proposed multi-modal route. There have been a number of cycle friendly access improvements to countryside access points where they can safely be accommodated and where funding/resources permit. • Development of new cycle routes has been completed for Manchester Road, Tytherington; Manchester Road, Wilmslow and Black Lane, Macclesfield. Funding applications have been made for these schemes and works are expected to commence in Spring 2023. • The Council has secured £151k Capability Funding from Active Travel England to contribute the promotion and development of improvement schemes for cycling and walking in Cheshire East.
<p>To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.</p>	<ul style="list-style-type: none"> • The Council has completed arrangements for its Enhanced Partnership with local bus operators. This will ensure our Bus Improvement Plan is reviewed and developed jointly with operators to improve the offer to public transport users.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites <p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Develop quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • Go-Too, the councils Rural Mobility Fund pilot project continues to operate on the southwestern area of the borough. Passenger trips are continuing to increase steadily, and the operating area has recently been extended to include Dagfields and Bridgemere. A fares promotion is planned for early in quarter 4 (January 2024) to encourage usage. • The Council has completed arrangements for its Enhanced Partnership with local bus operators. This will ensure our Bus Improvement Plan is reviewed and developed jointly with operators to improve the offer to public transport users.
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information 	<ul style="list-style-type: none"> • Bus operators have agreed to work together under the new Enhanced Partnership agreement. The bus industry remains in recovery mode following a loss of patronage during the pandemic, with approximately 20% loss of patronage since 2020. Particular loss of Concessionary Pass-holders is evident as reliance on concessionary travel has decreased by up to 30% relative to pre-pandemic levels. • The Cheshire East Bus Service Improvement Plan did not attract government funding. This plan will therefore be reviewed with industry partners over the next quarter.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<ul style="list-style-type: none"> • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	
<p>More residents to use walking routes.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres 	<ul style="list-style-type: none"> • To encourage take up of walking routes and promote nature trails, Tatton Park has introduced free parkland scavenger hunts, winter garden wildlife trails and various promotional offers throughout quarter 3. • We are working with partners on the Bollin Way and developing shared routes where possible, including providing advice and support to a proposed multi-modal route. We continue to promote out countryside sites and trials via all social media platforms

Priority: Thriving urban and rural economies with opportunities for all

Delivery of a strategic regeneration plan for Crewe.

Key actions:

- Successful delivery of the regeneration programmes

- Phase 1 of Royal Arcade has started on site:
- The bus sheds demolition started in April 2022 and completed at the beginning of quarter 3, in October 2022, providing a cleared site. The new, temporary Bus Station is on track for completion in early quarter 4.
- Planning applications for the demolition of the old library, undercroft car park and new law court entrance have been submitted.
- A £4.5m contribution to the Archives project (History Centre – Crewe) was approved by National Lottery Heritage Fund in November 2022.
- Planning applications for the History Centre, related works to enable site preparation and the development of new public realm have been submitted.
- Planning application for Southern Gateway submitted
- All 10 business cases have now been signed off for the Towns Fund, with the economic appraisal and risk assessment completed.
- A comprehensive cost and risk delivery review was undertaken which led to a Towns Fund Project Adjustment Request submitted to DLUCH. This adjustment was a request to stand down one project and allocate the funding across eight of the remaining nine Towns Fund projects.

Delivery of a strategic regeneration plan for Macclesfield.

Key actions:

- Successful delivery of the regeneration programme for Macclesfield

- Officers within the Regeneration Team continue to work with Macclesfield Town Council to bring forward projects supported by the Macclesfield SRF and Macclesfield Town Centre Recovery Plan. In Q3 this included proposals to improve public toilet facilities in the Town Centre with external funding secured to enable the upgrading of the indoor market toilets for use by the public and the provision of a Changing Places Toilet in 2023/24.

By 2025 we want:	Performance 2022/23 – Quarter 2 update
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns 	<ul style="list-style-type: none"> • Working with Town Council's draft Town Centre Vitality Plans for Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Sandbach and Wilmslow were completed and put out for consultation with a view to finalisation in Quarter 4. • The Regeneration Team, Business Rates Team, and Legal Teams supported the Wilmslow Town Centre BID proposers to complete necessary legal requirements and enable the commencement of the boroughs first Business Improvement District on 1 November 2022.
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Leadership Meeting on HS2 and station gateway has now been established with the Department for Levelling Up, Housing and Communities, the Department for Transport and HS2.
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> - Deliver the Rural action plan 	<ul style="list-style-type: none"> • An addendum to the UK Shared Prosperity fund has been submitted to government to secure the 'Rural fund' top-up.

Priority: To be carbon neutral by 2025

To have delivered the milestones in becoming a carbon neutral council.

Key actions:

- Deliver actions in the Cheshire East Council Carbon Action Plan

• The Council is on track to deliver carbon neutrality by 2025, however, there remain risks of time to deliver our second solar insetting scheme together with ongoing risk due to external factors of increase gas usage from covid ventilation measures and lack of availability of affordable electric vehicles.

• The Borough Wide Baseline Report has been completed and work is in progress to determine the next steps for influencing reducing the carbon of Cheshire East Borough as a whole by 2045.

• Work to decarbonise buildings under the Carbon Action Plan has continued during quarter 3. Seventeen solar installations have been completed to date, providing approximately 1GWh per year. The Council has also put in place a programme of replacing gas boilers with air source heat pumps with to date three air source heat pump installations completed, a further twelve pumps underway. We continue to replace petrol and diesel vehicles with electric across our services with a key milestone being the launch of our Car club running three electric pool cars for staff use.

• Following successful bids for grant funding, Estates (Facilities Management) have undertaken the following in support of the Council becoming carbon neutral:

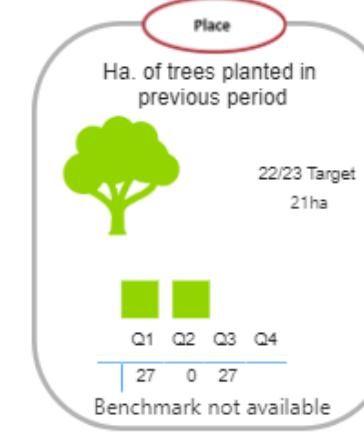
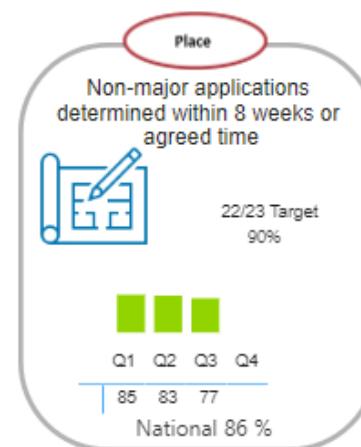
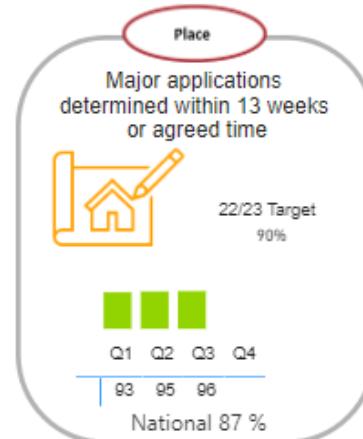
- Installation of Air Source Heat Pumps in Macclesfield Town Hall, Macclesfield Market and Wilmslow Library.
- Photo Voltaic Panels installed in 17 operational buildings, with work commencing to install PV in two multi storey buildings.
- Improved insulation in two buildings to date, with more planned.
- Replacement windows planned for Delamere House, Crewe with works commencing in the following quarter.
- LED lighting installed in 11 buildings.

Performance measures supporting A thriving and sustainable place



Cheshire East
Council

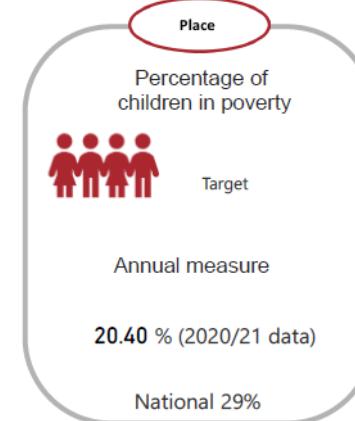
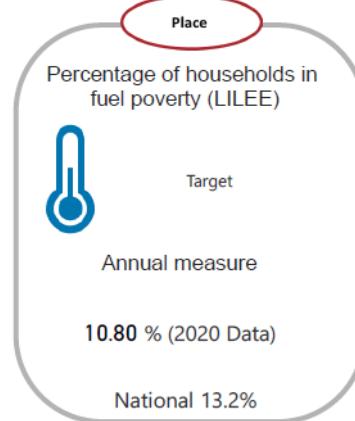
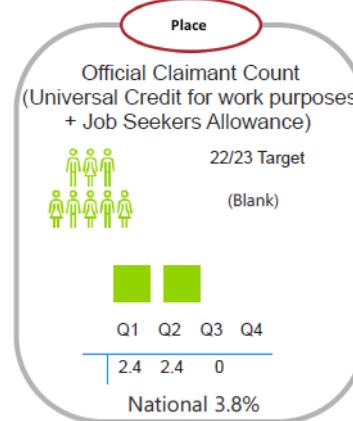
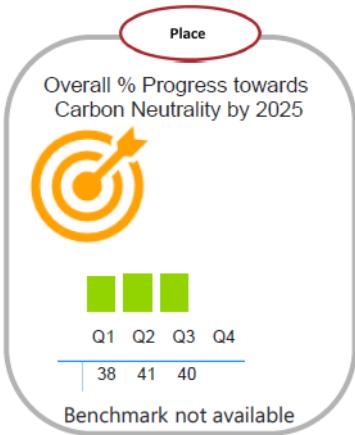
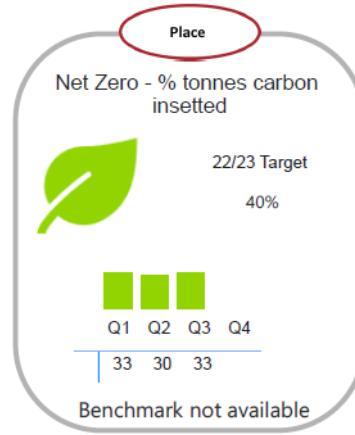
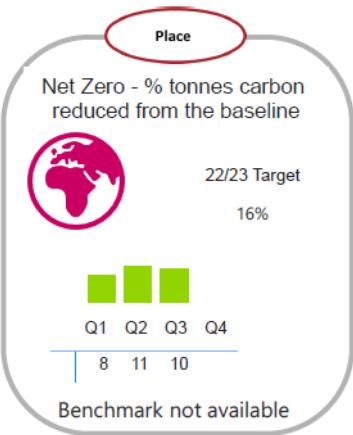
- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025



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Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: Strategic Risk Register Assurance Report Q3 2022/23

Report of: Jane Burns, Executive Director Corporate Services
David Brown, Director of Governance and Compliance

Report Reference No: CP/37/22-23

Ward(s) Affected: All wards

1. Purpose of Report

- 1.1. One of the responsibilities of the Corporate Policy Committee is to have a co-ordinating role across all other committees and exercising a corporate view of outcomes, performance, budget monitoring and risk management.
- 1.2. This report provides an update on the activity of the Council's Strategic Risk Register for Quarter 3 2022/23.
- 1.3. Reporting on the Strategic Risk Register supports effective risk management, is central to good governance and supports the efficient delivery of the Council's corporate plan objectives.

2. Executive Summary

- 2.1. This report provides the Corporate Policy Committee with an update on the activity of the Strategic Risk Register for Quarter 3 2022/23 with the Strategic Risk Register set out in further detail in the report appendix.

3. Recommendation

- 3.1. To note the position of the Strategic Risk Register for Quarter 3 2022/23.

4. Reasons for Recommendation

- 4.1. Risk management is central to facilitating good governance and the achievement of corporate objectives. As a publicly accountable body, the Council must demonstrate effective identification and management of the

risks that threaten the achievement of its corporate objectives and the effectiveness of its operations.

5. Other Options Considered

5.1. No alternative options considered; this is an update report to support the Committee in meeting its responsibilities under its Terms of Reference.

6. Background

6.1. Risks included on the Strategic Risk Register are those which materially threaten the organisation's ability to achieve its strategic goals, in this case our corporate objectives in the Corporate Plan. This could be in the form of an individual threat to a specific objective, or the compound effect of a threat across several areas.

6.2. Items on the Strategic Risk Register are "owned" by members of the Corporate Leadership Team and are reviewed on a quarterly basis. Co-ordination and administration of the Strategic Risk Register and the Risk Management Framework is undertaken by the Head of Audit and Risk Management.

Quarter 3 2022/23

6.3. Economic pressures through continued inflation increases and political uncertainty continued throughout the Quarter 3 period with significant winter pressures experienced in health and social care. This period also saw the continuation of employee disputes and strike action on railways and the start of action within other sectors, including Royal Mail, ambulance staff and nurses.

6.4. The expectation of significant challenge to the Council's ability to maintain performance and continue achievement of the organisation's objectives, during quarter 3 was anticipated in the report to the Corporate Policy on 1 December 2022, due to the complexity and volume of the factors described above.

6.5. As demonstrated in the updates provided in the tables below and the Appendix, effective risk management activity in the quarter has helped to either mitigate the impact of those challenges or avoiding further increase in the risk on a number of the strategic risks.

6.6. Table 1 below sets out the strategic risk register content and the gross and net scores for Q3 22/23. Table 2 shows the net scores across the year to date, with the direction of travel being informed by the net position of the risk at the previous quarter review; Q2 2022/23. The heat map below (Chart 1) shows the continuing high concentration of critical and material rated risks.

Table 1- Strategic Risk Register Position Quarter 3 2022/23

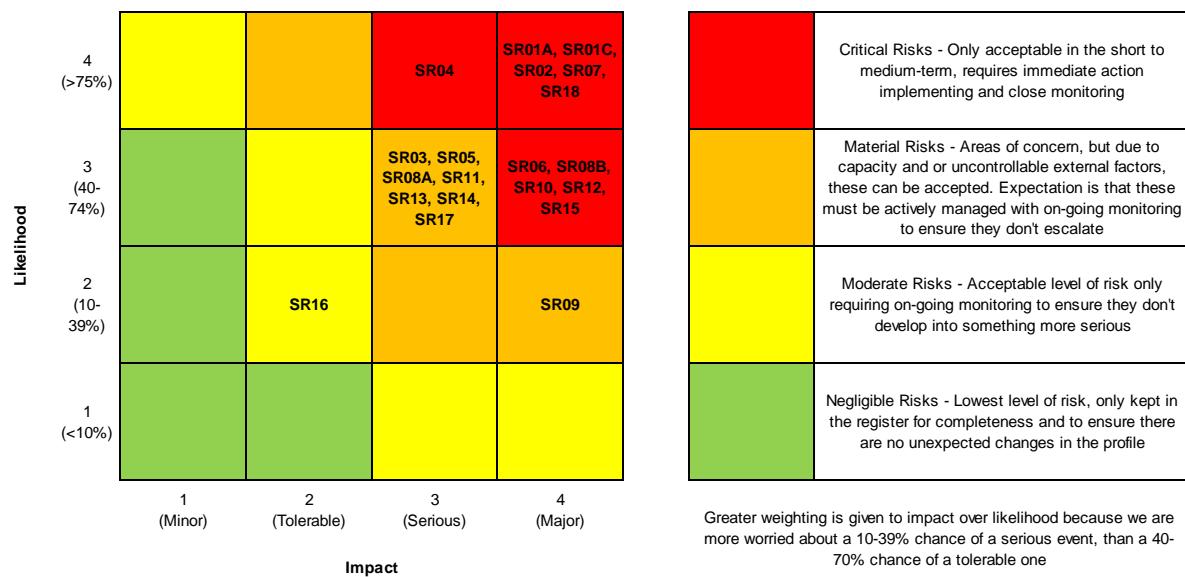
Ref	Risk	Q3 Gross	Q3 Net	Target
SR01A	Increased Demand for Adult's Services	16	16	9
SR01C	Increased Demand for Children's Services	16	16	9
SR02	NHS Funding	16	16	12
SR03	Failure of Financial Management and Control	16	9	9
SR04	Information Security and Cyber Threat	16	12	12
SR05	Business Continuity	12	9	9
SR06	Organisational Capacity and Demand	16	12	12
SR07	Failure of Council Funding	16	16	12
SR08A	Governance and Decision Making	16	9	4
SR08B	Political Uncertainty	12	12	6
SR09	Capital Projects - Place	16	8	8
SR10	HS2 Infrastructure Investment	16	12	6
SR11	Pandemic Virus	12	9	6
SR12	Fragility and Failure in the Social Care Market	16	12	9
SR13	Reputation	16	9	9
SR14	CEC Carbon Neutral Status	16	9	6
SR15	Failure of the Local Economy	16	12	12
SR16	Integrated Care System (ICS) Integration*	16	4	1
SR17	Local Planning Authority Modernisation Plan	12	9	6
SR18	Delivery of the JTAI Improvement Plan	16	16	12

*Risk closed this quarter

Table 2 – Strategic Risk Register Net Scores and Direction of Travel

Ref	Risk	Q1 Net	Q2 Net	Q3 Net	Target	Travel
SR01A	Increased Demand for Adult's Services	16	16	16	9	↔
SR01C	Increased Demand for Children's Services	12	16	16	9	↔
SR02	NHS Funding	16	16	16	12	↔
SR03	Failure of Financial Management and Control	9	6	9	9	↑
SR04	Information Security and Cyber Threat	12	12	12	12	↔
SR05	Business Continuity	9	9	9	9	↔
SR06	Organisational Capacity and Demand	12	12	12	12	↔
SR07	Failure of Council Funding	12	16	16	12	↔
SR08A	Governance and Decision Making	9	9	9	4	↔
SR08B	Political Uncertainty	12	12	12	6	↔
SR09	Capital Projects - Place	6	6	8	8	↑
SR10	HS2 Infrastructure Investment	16	16	12	6	↓
SR11	Pandemic Virus	9	9	9	6	↔
SR12	Fragility and Failure in the Social Care Market	16	16	12	9	↓
SR13	Reputation	9	9	9	9	↔
SR14	CEC Carbon Neutral Status	9	9	9	6	↔
SR15	Failure of the Local Economy	9	12	12	12	↔
SR16	Integrated Care System (ICS) Integration*	16	16	4	1	↓
SR17	Local Planning Authority Modernisation Plan	-	6	9	6	↑
SR18	Delivery of the JTAI Improvement Plan	-	16	16	12	↔

Chart 1 – Strategic Risk Heat Map Quarter 3 2022/23



6.7. The descriptions to the right of the heat map have been developed to help provide better context to the ratings of risks.

6.8. The increases in risk ratings seen over the last year could partly represent an organisation trying to maintain its planned trajectory while unexpected pressures increase. Table 3 below compares the current net risk scores (Q3 2022/23) to the previous year (Q3 2021/22). The increases in risk ratings over the 12-month period reflect the organisation trying to maintain delivery of its planned objectives, whilst managing increases in unexpected pressures.

Table 3 – Q3 2021/22 and 2022/23 comparison.

Risk	Q3 21/22	Q3 22/23	Comments
Increased Demand for Adult's Services	16	16	No change
Increased Demand for Children's Services	12	16	Increase
NHS Funding	16	16	No change
Failure of Financial Management and Control	9	9	No change
Information Security and Cyber Threat	12	12	No change
Business Continuity	9	9	No change
Organisational Capacity and Demand	12	12	No change
Failure of Council Funding	12	16	Increase
Governance and Decision Making	9	9	No change
Political Uncertainty	8	12	Increase
Capital Projects - Place	6	8	Increase
HS2 Infrastructure Investment	12	12	No change
Pandemic Virus	12	9	Decrease
Fragility and Failure in the Social Care Market	16	12	Decrease
Reputation	9	9	No change
CEC Carbon Neutral Status	6	9	Increase
Failure of the Local Economy	9	12	Increase
Local Planning Authority Modernisation Plan	N/A	9	New risk
Delivery of the JTAI Improvement Plan	N/A	16	New risk

- 6.9. The comparison suggests that the council has a greater level of exposure than a year ago which is consistent with our understanding of the economic situation and continuing pressures on local authorities arising from the cost of living challenges.
- 6.10. The longevity of risks within the Strategic Risk Register, particularly those shown as “Critical Risks” on the heat map, does not automatically mean that there is acceptance or tolerance of the risks.
- 6.11. Strategic risks, those which materially threaten the organisation’s ability to achieve its strategic goals, are by their nature, more complex to mitigate and manage. In many instances, aspects of the risk are being driven by external factors, or fundamental aspects of risk management are outside of the organisation’s control and influence and in such a situation there may only be a moderate ability for the council to reduce the absolute level of risk.

Changes to individual risk descriptions and scores

- 6.12. All strategic risks are detailed in full in Appendix A, changes to ratings and comments from the Quarter 3 update are described in this section of the report.
- 6.13. SR01A Increased Demand for Adult’s Services; No material change to the risk, actions updated.
- 6.14. Planning for the winter period November to January and the anticipated strike action in the NHS is in hand to manage forecast demand. Providers are reporting a slight easing in recruitment issues due to the use of overseas recruitment projects, which is reflected in the improvement in the social care market identified. Following discussion and reviewing current processes it has not been necessary to create a waiting list for assessments, however the waiting list for services continues albeit slightly reduced
- 6.15. SR01C Increased Demand for Children’s Services; No material change to the risk this quarter.
- 6.16. The Medium-Term Financial Strategy for 2023-27 will include growth proposals for children’s social care, school transport and SEND services in response to the demand in these areas. All indications are that demand, complexity and cost will continue to increase and therefore it is vital that the directorate and the service committee reviews its options to address the financial challenges for 2023/24 and beyond. The Children’s Directorate is committed to increasing the pace of implementing reforms and service improvements to make financial savings by reducing demand for expensive, reactive services. We will consider savings proposals and decisions to refocus and realign non statutory services to both modernise and future-proof our delivery model and ensure that spend is delivering best outcomes for children and best value.

6.17. We have completed stage 1 of the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand, and we have applied for a grant of £1.2m to deliver this cultural change.

6.18. SR02 NHS Funding; No material change to the risk, there is a continued deficit across the health system, with unidentified savings. The newly formed Health and Care partnership is identifying system pressures and developing a transformation programme to reduce costs. Additional pandemic related funding and covid planning rules for the NHS end in March 2023. A return to statutory funding arrangements for local NHS organisations will need to be monitored to assess impact.

6.19. SR03 Failure of Financial Management and Control; Net likelihood increased from a 2 to a 3, overall remains a material risk.

6.20. In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term.

6.21. Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels – and also that 'core spending power' changes facilitated by central government as regards grant allocations and ability to raise council tax fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services. As a consequence, the draft MTFS 2023-27 includes a number of significant proposals which, although now approved after February Council, may still be challenging to deliver, within the necessary timescales in order to deliver the quantum of 'net spending change' required to stay within budget.

6.22. The plans for delivery tracking and management are described above – but nonetheless the risks of failure in service budget management and control are recognised as increasing, and this is reflected in change in the Risk Scores shown above.

6.23. SR04 Information Security and Cyber Threat; Even though that there are mitigation activities within the organisation which can limit the exposure of risk and minimise likelihood it is felt that the Net Risk should remain constant.

6.24. Work continues on defining activities and actions that will support the Security & Compliance HLBC. This work has been supported by the Council's technical advisor Info-Tech. Activities in relation to new reporting and detection capabilities provided by the Council's acquirement of

Microsoft E5 licences are ongoing. There have been phishing tests across the workforce and supported e-learning to increase the understanding across the enterprise.

- 6.25. There is still significant activity that affects the likelihood of attacks, through the direct consequence of international conflict and state actors and through the financial benefits that can be derived from ransomware disruption.
- 6.26. SR05 Business Continuity; there has been no change to the risk's rating from the previous quarter.
- 6.27. As the contract for software expires in Q4 2022/23, consideration has been given to the on-going use of software to support the organisation's administration of business continuity plans with alternative approaches being explored. These need to ensure that BC impact assessments and plans are completed in a consistent standard format and can be updated promptly and easily to reflect organisational changes.
- 6.28. SR06 Organisational Capacity; No changes to any risk scores. The labour market nationally remains challenging, and the cost-of-living crisis continues to impact on staff financially and in terms of their wellbeing and resilience. The pay award for local government employees was applied in December.
- 6.29. The vacancy rate has also been affected slightly by the in-year financial challenge and the need to recruit to only business critical roles.
- 6.30. An internal audit is about to begin in relation to the Council's use of Agency Workers and the results will be used to inform future use. This will also help to address increasing costs and improve recruitment of hard to recruit vacancies.
- 6.31. SR07 Council Funding; In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term.
- 6.32. Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels, along with 'core spending power' changes facilitated by central government as regards grant allocations, and ability to raise council tax. However, the allocations and 'flexibilities' afforded by government fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services.
- 6.33. Consequently, the risk score after planned mitigating actions has been increased – in terms of Likelihood – now that the challenges of core spending power v spending requirement are more evident.

6.34. SR08A Governance & Decision Making; No material change to the risk at this time. It is noted that a public interest report has been published 18th January 2023 but that it falls beyond the time horizon of this update. The public interest report reflects an occurrence where mitigation of risk was not successful. However, it is recognised that positive and significant changes have been made and continue to be made to governance processes since 2015.

6.35. Alternative Service Delivery Vehicle (ASDV) governance review has been commenced by a working group of the Finance Sub Committee. The report is due to be presented in March 2023. Confirmation of the regulatory framework and requirement for voter ID for the 2023 local elections. The Council will be one of largest electoral areas in the first cohort to implement the new requirements. The changes for some residents may create the potential for groups to feel disenfranchised. A clear audit record of actions undertaken by Cheshire East will be maintained to ensure any learning for the wider sector is captured.

6.36. The annual governance statement is delayed. The review of ASDV Governance arrangements is progressing. The CIPFA review of the Audit and Governance Committee has also commenced.

6.37. SR08B Political Uncertainty; No material changes to the risk at this time although the local timetable for elections (May 2023) has replaced that of national.

6.38. At the end of the period (December 2022) leadership of central government had stabilised after a period of rapid change during October. Q4 will see a new MTFS, and revised spending which includes changes to council services, presented for approval by members as a result of unexpected economic pressures. Q4 will also see the council enter into the pre-election period, for Cheshire East Council and town and parish councils. The elections will return all councillors for the borough for a period of four years.

6.39. SR09 Capital Projects - Place; Net impact increased, description updated to support the increase in net score from 6 to 8. Council teams are progressing by managing the risks in projects and programmes brought on by increases in construction cost inflation and interest rates by reviewing of budgets, value engineering, and by reprofiling of programmes. Bank of England and government bringing in measures to control inflation.

6.40. SR10 HS2 Infrastructure Investment; likelihood reduced from 4 to 3 but the overall rating remains critical.

6.41. Council received notification on 19th January 2023 that it was unsuccessful in its bids for Levelling Up Fund Round 2 to deliver the Nantwich Road Bridge pedestrian/cycle bridges. The Council is awaiting feedback on the reason why the bids were unsuccessful. Government has announced there will be a further round of Levelling Up Fund and the Council is permitted to

re-submit its Round 2 bids. Details of LUF Round 3 have yet to be announced

- 6.42. Monthly meetings between senior CEC officers and senior Government civil servants have been set up to develop a shared vision for Crewe and identify opportunities to bring forward station investments. This provides the opportunity for the Council to work collaboratively with Government on a solution for the Crewe hub.
- 6.43. The Council is preparing for the next stage of the petitioning process, with the Phase 2b Select Committee now established. The Council is awaiting details on the Committee timetable and a date for its hearing.
- 6.44. SR11 Pandemic Virus; No change to the risk ratings. The UKHSA is currently monitoring the spread of the XBB variant in the USA and the small number of cases within the UK as a potential source of a new wave of COVID. At present the level of the UK dominant strain (Omicron) is low.
- 6.45. SR12 Fragility and Failure in the Social Care Market; Net score reduced from 16 to 12 as the care markets are showing some signs of recovery. The number of people awaiting a package of care in their own home has reduced by 73% over recent months and there is little to no waiting list in some areas of the more urban areas of the Borough. This is thought to be due to a combination of increased investment in domiciliary care and the impact of overseas recruitment. This is having a positive impact on the wider Health and Social Care system, although demand from acute care remains high. The Transfer of Care hubs have helped to expedite hospital discharge and reduce demand for traditional forms of care.
- 6.46. Care home vacancies remain high, however, new care homes continue to open in Cheshire East and only one care home has closed in the Borough (the care home did not take Council commissioned placements). There is some evidence that use of agency staff in care homes is decreasing.
- 6.47. Major risks for the sector in 2023/24 are the increase in NLW (9.7%), inflationary pressures and rising energy costs. While additional investment in ASC through hospital discharge funding and Market Sustainability Funding is welcomed and will help to support the sector it will not be sufficient to pay the local cost of care. The increase in fees during 2022/23 was funded non-recurrently.
- 6.48. SR13 Reputation; there has been no change to the risk's rating from the previous quarter, comments are noted below.
- 6.49. Communication & Media; Corporate Policy Committee approved the Communications Strategy for Residents on 1 December 2022.
- 6.50. Consultation; a consultation and Engagement toolkit has been drafted and is now approved for use.

- 6.51. Progress continues to be made in terms of Customer Experience, with a new Customer Charter and additional training launched in the period.
- 6.52. SR14 CEC Carbon Neutral Status; No material changes to the risk in Q3. Previously identified pressures remain a significant hurdle but fleet emissions are addressed in proposals in the MTFS to accelerate the transition of the council's transit and small van fleet used in parks and street cleansing to electric vehicles, with associated infrastructure and charging points.
- 6.53. Progression of further solar electricity generation as part of the Council's sustainable energy inset is progressing to committee for decision in Q4. Existing controls and planned actions are being delivered as expected. No significant events to note since the last update.
- 6.54. SR15 Failure of the Local Economy; No substantive change in risk. Interest rates and inflation continue to be a concern. However, Bank of England and Government have identified actions to assist financial pressures and to return inflation to lower levels in next 12 months.
- 6.55. SR16 ICS Integration; Given the current position it is recommended to close this risk and pick up as part of the adult social care risk.
- 6.56. SR17 Local Planning Authority Modernisation plan; This quarter sees the first fully assessment and an increase upon the placeholder rating that was reported last quarter.
- 6.57. The modernisation plan was initiated during this period after the October 31 Environment and Communities Committee meeting and therefore the strategic risk was identified. Key priorities have been identified (ICT system, application backlog, staffing/structure and communications/ customer service) but resources to deliver the plan as expected are stretched, alongside significant budget pressures causing the risk to receive a high rating.
- 6.58. SR18 Delivery of the JTAI Improvement Plan; No material changes to the risk, we are continuing to deliver our comprehensive partnership improvement plan which addresses all the recommendations from the inspection. We have submitted our plan to Ofsted as our statement of action in relation to the inspection. Governance arrangements are now in place to ensure there is effective scrutiny of progress and impact on outcomes for children and young people. Good progress is being made against the plan and changes to practice are starting to be shown through audits. The net risk score has not changed since Q2 as it is still early in our improvement journey, and we want to be able to demonstrate sustained impact of changes before reducing the risk.
- 6.59. External support and challenge will be in place from January 2023 from the Department for Education Children's Improvement Advisor, who will be acting as the independent chair of our partnership Improvement Board. The

Improvement Advisor will conduct visits to services to evaluate the impact of changes and will support and advise senior leaders. This support will be in place for up to 12 months.

6.60. The partnership has appointed an independent scrutineer to review the partnership's arrangements and make recommendations on how these can be improved. Phase 1 of this review has been completed which considered the governance arrangements for the Safeguarding Children's Partnership. The findings from this review were shared with strategic partnership leads in December 2022. The independent scrutineer is now conducting phase 2 of the review which considers the partnership's quality assurance and learning arrangements, including training. The partnership will review the findings of both of these reviews in a development day in early March 2023 and will agree the actions that will be taken in response to improve our arrangements.

Emerging Areas

6.61. Following the recommendation of the Finance Subcommittee on 9 November 2022, service committees received financial updates and the forecast outturn position relevant to their terms of reference. The provisional local government finance settlement for 2023 to 2024 was published on 19 December 2022, with the 2023 Budget Consultation beginning early in the new year. Consultation on the budget concluded on 30 January and decisions on the budget proposals will be made by Council on 22 February.

6.62. The impact of the budget proposals upon the management of the Council's strategic risks will be closely examined during Quarter 4. This could lead to changes in the content of the strategic risk register, either in the description and scoring of existing risks on the register, or the inclusion of additional content.

6.63. The organisation will then need to closely monitor the achievement of the MTFs proposals, particularly those relating to savings, during 2023/24 as mitigation activity for the strategic risks on Council Funding, and Financial Management and Control. This will also inform the review of related risks on the strategic risk register, and operational level risks reviews.

6.64. The Council will also begin its pre-election period on 27 March, and local political uncertainty should be expected to continue until the outcome of the local elections at the beginning of May is clear.

7. Consultation and Engagement

7.1. Each risk included in on the Strategic Risk Register is "owned" by a member of the Council's Corporate Leadership Team. At each quarter, the risk detail is updated through managers in their areas of responsibility, and the updated register is reviewed collectively by the Corporate Leadership Team.

8. Implications

8.1. Legal

8.1.1. There are no direct legal implications arising from the recommendations of this report. This report provides assurance that the Council achieves its strategic aims and operates its business, under general principles of good governance, that it identifies risks which threaten its ability to be legally compliant and operates within the confines of the legislative framework.

8.2. Finance

8.2.1. There is no direct impact upon the MTFS from the recommendations of this update report. Costs relating to implementing risk treatment plans are included within service budgets. The need to provide financial security against the impact of risks is considered on a case-by-case basis and either included within specific budgets within the MTFS or considered under the overall assessment of the required level of General Reserves as part of the Reserves Strategy.

8.3. Policy

8.3.1. Cheshire East Council has adopted the Risk Management Framework approved by Cabinet in June 2020. Risk management is integral to the overall management of the authority and, therefore, considerations regarding key policy implications and their effective implementation are considered within departmental risk registers and as part of the risk management framework.

8.4. Equality

8.4.1. There are no direct implications arising from the recommendations of this update report.

8.5. Human Resources

8.5.1. There are no direct implications arising from the recommendations of this update report

8.6. Risk Management

8.6.1. This report relates to overall risk management and provides the Corporate Policy Committee with awareness of the most significant risks facing the Council, where strategic risks are emerging and assuring the Committee on how these are being managed.

8.7. Rural Communities

8.7.1. There are no direct implications arising from the recommendations of this update report.

8.8. Children and Young People/Cared for Children

8.8.1. There are no direct implications arising from the recommendations of this update report.

8.9. Public Health

8.9.1. There are no direct implications arising from the recommendations of this update report.

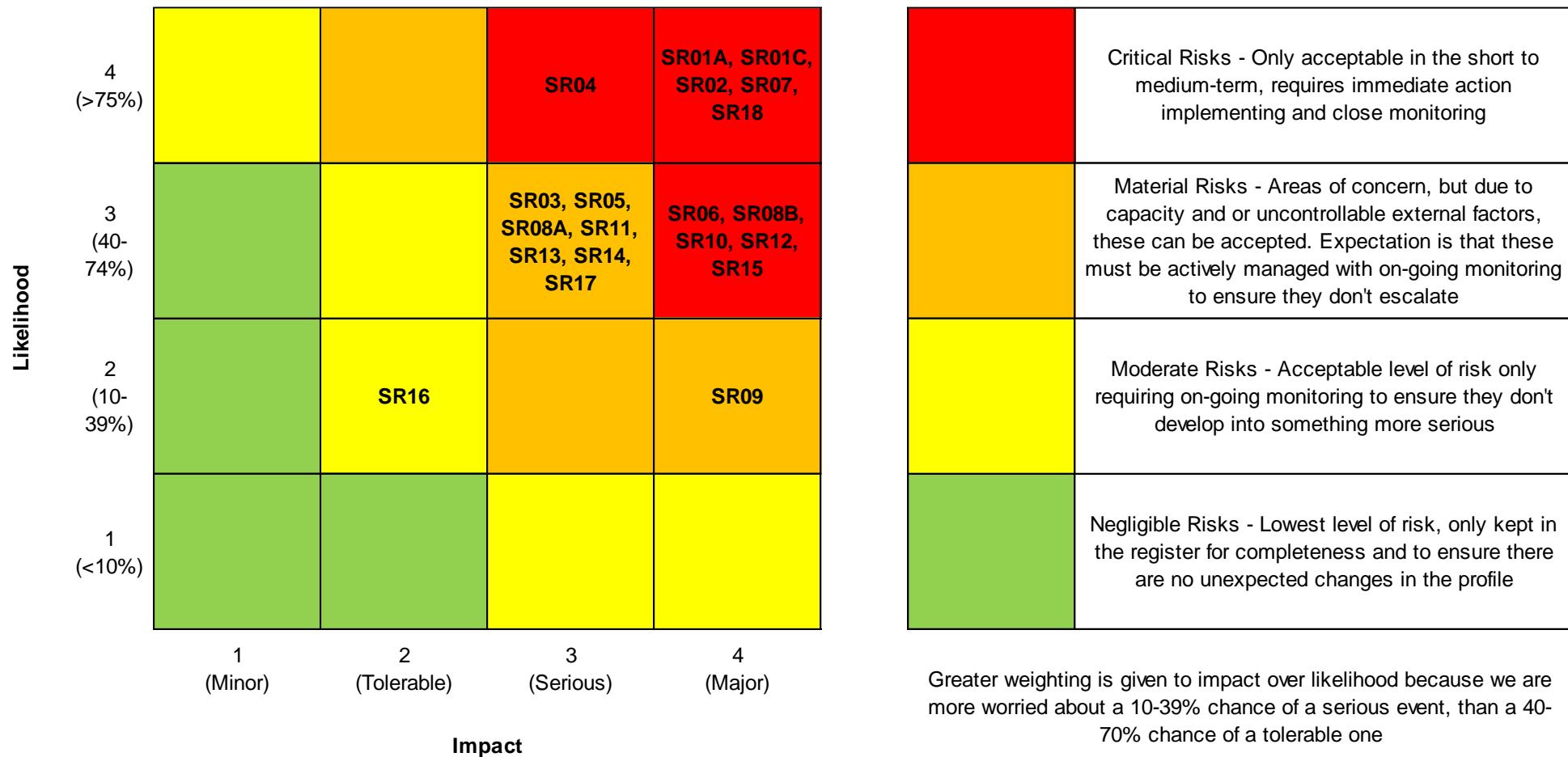
8.10. Climate Change

8.10.1. There are no direct implications arising from the recommendations of this update report.

Access to Information	
Contact Officer:	Josie Griffiths Head of Audit and Risk Management Email: Josie.Griffiths@cheshireeast.gov.uk
Appendices:	Strategic Risk Register – Appendix A
Background Papers:	None

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Ref	Risk	Q1 Net	Q2 Net	Q3 Gross	Q3 Net	Travel	Target
SR01A	Increased Demand for Adult's Services	16	16	16	16	↔	9
SR01C	Increased Demand for Children's Services	12	16	16	16	↔	9
SR02	NHS Funding	16	16	16	16	↔	12
SR03	Failure of Financial Management and Control	9	6	16	9	↑	9
SR04	Information Security and Cyber Threat	12	12	16	12	↔	12
SR05	Business Continuity	9	9	12	9	↔	9
SR06	Organisational Capacity and Demand	12	12	16	12	↔	12
SR07	Failure of Council Funding	12	16	16	16	↔	12
SR08A	Governance and Decision Making	9	9	16	9	↔	4
SR08B	Political Uncertainty	12	12	12	12	↔	6
SR09	Capital Projects - Place	6	6	16	8	↑	8
SR10	HS2 Infrastructure Investment	16	16	16	12	↓	6
SR11	Pandemic Virus	9	9	12	9	↔	6
SR12	Fragility and failure in the Social Care Market	16	16	16	12	↓	9
SR13	Reputation	9	9	16	9	↔	9
SR14	Climate Change (CEC Carbon Neutral 2025)	9	9	16	9	↔	6
SR15	Failure of the Local Economy	9	12	16	12	↔	12
SR16	Integrated Care System (ICS) Integration (Closed)	16	16	16	4	↓	1
SR17	LPA Modernisation Plan	-	6	12	9	↑	6
SR18	Delivery of the JTAI Improvement Plan	-	16	16	16	↔	12



Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Increased Demand for Adult Services		Risk Owner: Executive Director of Adults, Health, and Integration																																			
Risk Ref: SR01A	Date updated: 25 th January 2023	Risk Manager: Executive Director of Adults, Health, and Integration																																			
Risk Description: An increase in demand for adult social services that cannot be met within the existing budget	Since the COVID-19 pandemic the demand for adult social care has increased in both volume and complexity. There is currently a historically high demand for services from young adults right through to the elderly. This has been caused by an overall decrease in national adult health and wellbeing. Detailed consequences: A failure in one area of social care, either internal or external to the council, has knock-on effects and increases pressure on other services. This can cause an on-going downwards trend in adult health and wellbeing. In addition, the council may fail in its duty of care and its objective of supporting its most vulnerable individuals. Specific failures that have been seen are a reduction in preventative measure and early intervention, which ultimately increase demand. Increased pressure on practitioners causes stress related issues and reduces the appeal of working in the sector.	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td></td> <td></td> <td style="text-align: right;">Gross, Net</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="background-color: yellow;"></td> <td style="background-color: orange;"></td> <td style="background-color: red;"></td> </tr> <tr> <td style="text-align: center;">3</td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> </tr> <tr> <td style="text-align: center;">2</td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: orange;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Impact</td> </tr> <tr> <td style="text-align: center;">Likelihood</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>				Gross, Net	4				3				2				1					1	2	3	4					Impact	Likelihood				
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Interdependencies (risks): NHS Funding Pressure, Financial resilience, Fragility in the social care market																																					
Comments this quarter: No material change to the risk, actions updated. Planning for the winter period November to January and the anticipated strike action in the NHS is in hand to manage forecast demand. Providers are reporting a slight easing in recruitment issues due to the use of overseas recruitment projects, which is reflected in the improvement in the social care market identified. Following discussion and reviewing current processes it has not been necessary to create a waiting list for assessments, however the waiting list for services continues albeit slightly reduced.																																					
Actions (Monitoring):	Target Date for Completion:																																				
ASC/ Commissioning and Communities, together with Public Health one Directorate continuing to work jointly to respond to challenges pertaining to prevention, health inequalities and our workforce (Monthly Budget, performance and finance meetings)	On-going																																				
ASC/Commissioning and Communities developed a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract meetings)	On-going																																				
Continue to monitor and review preventative and support service activity (Monthly Budget, performance and finance meetings)	On-going																																				
Continue to develop improved monitoring of people's outcomes (Quality file audit checks monthly)	On-going																																				
Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly SMT meetings)	On-going																																				
Develop engagement with community groups and 3rd sector (Monthly SMT meetings)	On-going																																				
Strengthen liquid logic and contract solutions to better map trend and demand (Power BI reporting and monthly performance data analysis)	On-going																																				
To monitor and review thresholds and gatekeeping processes (Trend Analysis from performance reports reviewed monthly)	On-going																																				
Review and strengthen partnership working with wider agencies (Directorate management team)	March 2023																																				
Restructured teams to ensure better integration with key partners (Directorate management team)	On-going																																				
Continue to engage with leaders across teams – informing and influencing change (Directorate management team)	On-going																																				
Continue with Connecting Leaders – through strong forward thinking visible leadership (Directorate management team)	On-going																																				

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Directorate management team)	On-going
Proactive engagement with the new Integrated Care Partnership, including health partners (Directorate management team)	On-going
Ongoing response measures to COVID 19 pandemic (Directorate management team)	On-going
Maintaining Business Continuity across inhouse and external providers (Review and updated BCP quarterly)	Quarterly review of BCP
Key Mitigating Controls:	
<ul style="list-style-type: none"> • ASC/Commissioning and Communities is engaged in the facilitation and forward planning of market engagement events, so to keep providers / people informed of preventative change as we progress with our People Live Well, for Longer Transformation Programme of Work. • ASC/Commissioning have in place a robust Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure. • ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board. • ASC/Commissioning hold a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight. • ASC/Commissioning care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate. • ASC/Commissioning finance and planning resource allocation system to promote and engage more people to take direct payments and will enable people to identify against changing needs – an indicative robust budget thus reducing people reliance on traditional models of care. • ASC/Commissioning preventative policy framework that standardise of approach to prevention across adult social care “front door – whereby people will be directed away from traditional services towards a more empowering community solution, those accessing services will be fully assured working with providers – what our clear aim, vision and intentions are over the next three years. • ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. • ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress to respond to demand and growth in the sector. Services operate regular staff conferences to address service specific developments and challenges. • ASC/Commissioning are involved in the North-West regional and local programme of work pertaining to health and care staff recruitment, retention, and selection – resulting in a robust career path being developed with key partners and in being clear pertaining to local strategy. • ASC/Commissioning influencing and working with Cheshire CCG pertaining to development of ICS and ICP plans • ASC/Commissioning/communities have developed a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care. • To continue to develop with Children/families services joint commissioning and cross department work with adults – whereby risks can be better reduced together through a new joint commissioning management monthly working group. • ASC/Commissioning monitor performance and demand against capacity to ensure service meets demand where possible, developing robust action plans for service/market failure. • ASC performance monitoring reported on regular basis to CLT and Adult and Health Committee • Additional risks escalated as appropriate. • Consider the implementation of waiting lists to control demand and rising costs. 	

Lead Service Committee: Adults and Health Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Increased Demand for Children's Services		Risk Owner: Executive Director of Children's Services																		
Risk Ref: SR01C	Date updated: 25 th January 2023	Risk Manager: Children's Services Directorate Management Team																		
<p>Risk Description: That Cheshire East's local social, economic and demographic factors, including the impact of the pandemic, lead to an increase in the level of need and demand for children's services, resulting in the capacity of the council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented. Children's services has a mitigated budget deficit for 2022-23 due to an increase in the complexity of children and young people's needs and the increased costs of placements and services including transport.</p> <p>Nationally and locally there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in higher than average workloads and some delays in delivering services. There is a risk that this could result in children experiencing delays in receiving support leading to escalation of need and increased risk of poorer outcomes - including risk of harm and risk to life, a lack of continuity of workers for children and young people, and increased costs to the council. There is a risk that this impacts on our ability to deliver improvements in response to the joint targeted area inspection (JTAI).</p> <p>There is also a risk that if the number of cared for children and young people increase, or if the complexity of children's needs increases, or the availability of placements decreases, this could result in increased pressure on placements, which could lead to difficulty providing the right homes for children and increased financial cost to the council.</p> <p>There is a risk that the demand for education placements for children and young people with special educational needs and/ or disabilities (SEND) outstrips the number available, leading to children and young people needing to travel further, increasing travel costs, and requiring the use of more expensive provision. Changes proposed in the SEND Review could also have an impact on pressures within the SEND service if significant changes are required to working practices. The Medium Term Financial Strategy for 2023-27 shows that there is a predicted deficit of around £45.6m for the dedicated schools grant reserve for 2022/23. This is a result of the growth in the number of pupils with an education, health and care plan. This is a national issue and local authorities are allowed to hold a negative reserve for this purpose, however this position is unaffordable and unsustainable. This risk continues to be a feature of ongoing liaison with the Department for Education and the Department for Levelling Up, Housing and Communities. This risk would mean that we would not achieve the council's desired outcomes for children and young people.</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td></td> <td></td> <td style="text-align: right;">Gross, Net</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="text-align: right;">Target</td> </tr> <tr> <td style="text-align: right;">Likelihood</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td style="text-align: right;">Impact</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>				Gross, Net				Target	Likelihood	1	2	3	4	Impact	1	2	3	4	<p>Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to adult social care and health services. If NHS services experience an increase in demand this could impact on demand to children's services or could impact on the quality of support delivered by children's services, as services rely on health input to ensure children's needs are assessed and met. The same social, economic and demographic factors will also impact on the demand to adult and health services so it is possible that both risks would escalate at similar points. Pressures on other parts of the public sector, for example for tier 4 mental health beds, places further pressure on council children's services.</p> <p>This risk is also affected by the risk to the council's financial resilience and lack of certainty about future funding, as increased funding may be required to enable services to meet increased demand. It is also affected by the UK economy, as rising inflation increases costs for providers, which results in increased costs of placements or services such as transport. There are also inter-relationships with the strategic risk on organisational capacity, as we need sufficient capacity to support recruitment and retention activity within children's services. Any capacity issues within support to this activity impacts children's services' ability to ensure our workforce can meet demand for services.</p> <p>If the risk as a result of increased demand is not effectively managed, this could cause damage to the council's reputation, and damage to the relationship with our partners. The quality of the council's work to support children and young people is inspected by Ofsted, and an inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.</p> <p>We do not have a large degree of control over our exposure to the risk as demand, and complexity of that demand, is driven by factors outside of our influence. Our appetite for the risk must remain low as the risk can result in children's needs not being met appropriately resulting in them experiencing poorer outcomes or harm. It can also impact on recruitment and retention, as an established and experienced workforce is crucial in delivering effective support to children and young people. To mitigate the risk we need to continue to monitor demand, take action to strengthen resilience within families and communities, for example through early help and prevention support, and to mitigate contributing factors which increase need, such as financial support to families made vulnerable to poverty as a result of the pandemic.</p> <p>Comments this quarter: The Medium-Term Financial Strategy for 2023-27 will include growth proposals for children's social care, school transport and SEND services in response to the demand in these areas. All indications are that demand, complexity and cost will continue to increase and therefore it is vital that the directorate and the service committee reviews its options to address the financial challenges for 2023/24 and beyond. The Children's Directorate is committed to increasing the pace of implementing reforms and service improvements to make</p>
			Gross, Net																	
			Target																	
Likelihood	1	2	3	4																
Impact	1	2	3	4																

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

financial savings by reducing demand for expensive, reactive services. We will consider savings proposals and decisions to refocus and realign non statutory services to both modernise and future-proof our delivery model and ensure that spend is delivering best outcomes for children and best value.

We have completed stage 1 of the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand, and we have applied for a grant of £1.2m to deliver this cultural change.

Actions (Monitoring):	Target Date for Completion:
We are exploring expanding our in-house residential provision to offer more local and cost-effective homes for children and young people (Children's social care senior leadership team to monitor progress)	February 2024
Participation in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND (Through DfE monitoring)	March 2025
Continue to increase SEND provision in Cheshire East (Reviewed quarterly)	September 2023
Implement Family Hubs – improving access and reach of services, supporting earlier intervention, and improving partnership working (Family Hub Steering group)	March 2024
The Executive Director of Children's Services is engaged in the regional Cheshire and Merseyside workstream to look at regional solutions to recruitment and retention within children's services and is a member of the Association of Directors of Children's Services workforce committee (Reviewed through the Cheshire and Merseyside workstream group)	January 2024
HR and service areas are working together to develop a refreshed recruitment and retention strategy (Reviewed monthly through directorate management team meetings)	April 2023
The Medium-Term Financial Strategy for 2023-27 will include growth proposals for children's social care, school transport and SEND services in response to the demand in these areas	January 2023

Key Mitigating Controls:

- In 2021/22, the council committed to growth bids for Children's Social Care, and for increased capacity in the SEND service to meet the continuing demands of the service. Additional business cases were agreed within the Medium Term Financial Strategy for further funding from 2022 onwards in these two areas to continue to meet the rising demand.
- We are closely monitoring the demand to services and the reasons that are driving demand so that we can be responsive and mitigate any risks to service delivery. Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review Meeting attended by the chief executive and lead member for children and families. The Corporate Safeguarding Accountabilities meeting includes discussion of workforce pressures and risks.
- We have a range of support available to families through early help and prevention services, including council, partner, voluntary, community, faith sector and commissioned services. These services support families and help prevent needs from escalating and requiring higher level intervention. We are continuing to develop our service offer through developing our partnership working and joint commissioning.
- The Cheshire East Safeguarding Children's Partnership and the 0-25 SEND Partnership Board meet on a regular basis and are sighted on changes to demand for services so there can be a partnership approach to meeting children and young people's needs.
- Our approach is to ensure only the right children come into care; this is right for children and young people and will also reduce demand to Children's Social Care services.
- A robust governance structure is established for SEND. A strategy is in place to manage increasing demand and reinforce SEN support in settings strategy. There is significant investment in local SEND provision to meets children's needs more locally but also reduce dependency on high cost independent school placements.
- High needs management plan in place to monitor the impact of demand to SEND services on financial pressures and monitor the delivery and impact of mitigations that have been put in place. Moving forward this plan will become part of the work around the delivering better value programme.
- We are participating in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This has identified two priority areas of cultural change that will make the biggest difference on managing demand.
- We are continuing to support children and young people who are most vulnerable through the Household Support Fund and the Holiday Activity Fund.

Lead Service Committee: Children and Families Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: NHS Funding		Risk Owner: Executive Director of Adults, Health and Integration																									
Risk Ref: SR02	Date updated: 25 th January 2023	Risk Manager: Director of Commissioning																									
Risk Description: An NHS funding deficit reduces their health service delivery and places additional strain on the council's provision of adult social care																											
The ability to meet the council's target of residents living well for longer can only be achieved by an effective and comprehensive joint programme of health and social care services.																											
Detailed consequences: Additional pressure on social care may be realised in diverse and unexpected ways due to the complex and volume of interactions between the two services. Their symbiotic relationship means that one partner under or over performing has a corresponding effect on the other. An effective relationship would see reductions in health inequality and reduce the requirement for long-term care.																											
Potential causes: A funding deficit would be cause by a mismatch in resource and demand. The relatively poor levels of national public health and wellbeing following the pandemic and limited expectations for economic growth are potential drivers of a mismatch. Ultimately however NHS funding is a political decision, currently an area of uncertainty	<table border="1" style="margin-left: 20px; margin-top: 10px;"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Orange</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Red</td> </tr> </table>			1	2	3	4	1	Green	Green	Yellow	Yellow	2	Green	Yellow	Orange	Orange	3	Green	Yellow	Orange	Red	4	Yellow	Orange	Red	Red
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2	Green	Yellow	Orange	Orange																							
3	Green	Yellow	Orange	Red																							
4	Yellow	Orange	Red	Red																							
Interdependencies (risks): Increased Demand for Adult's Services, Increased Demand for Children's Services, Financial Resilience, Pandemic Virus																											
Comments this quarter: There is a continued deficit across the health system, with unidentified savings. The newly formed Health and Care partnership- is identifying 'system' pressures and developing a transformation programme to reduce costs. Additional pandemic related funding and covid planning rules for the NHS end in March 2023. A return to statutory funding arrangements for local NHS organisations will need to be monitored to assess impact.																											
Actions (Monitoring):	Target Date for Completion:																										
To continue to be a key player in the development of the integrated care system at a regional and local level (Via ICS review visits) bi-monthly) new Governance arrangements (Monthly), A&H Committee (bi-monthly), Health and Wellbeing Board (bi-monthly))	On-going																										
The development of new local Integrated Governance arrangements (Via Health and Care Partnership Board (bi-monthly) Leadership Group (bi-weekly))	November 2022																										
Joint appointment of the Director of Commissioning as the Associate Director of Transformation and Partnerships (Via the Director of Place and Executive Director of Adults, Health and Integration)	August 2022																										
Key Mitigating Controls:																											
<ul style="list-style-type: none"> • A Health and Wellbeing Board is established with representation from Clinical Commissioning Groups and the Council, which provides a forum for these challenges to be addressed at a strategic level. In addition, a Cheshire East Health and Care Partnership Board has been created where system leaders are looking at integration and how to make the system more financially sustainable to achieve better outcomes for the residents of the Borough. • Contract clauses are in place to address cessation of service and performance management arrangements should any failing performance materialise. • Partnership working is in place and commissioning is informed through the JSNA. The H&WB is working with Cheshire Fire and Rescue, NHS and other partners on various schemes of intervention and prevention which are intended to decrease demand. The Adults, Health and Community Directorate has introduced a new model for helping people to retain control and maintain their independence and reduce additional strain on services. • The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system. 																											
Lead Service Committee: Adults and Health Committee																											

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

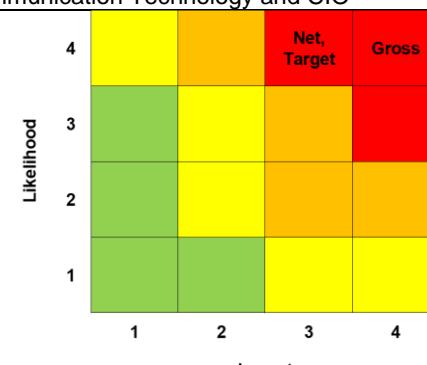
Risk Name: Failure of Financial Management and Control		Risk Owner: Executive Director of Corporate Services
Risk Ref: SR03	Date updated: 26 th January 2023	Risk Manager: Director of Finance and Customer Services (s151 Officer)
Risk Description: The risk relating to the effective planning, recording, allocation, review and transacting of income and expenditure, relative to approved budgets. Consequences: Misuse of public funds and a failure to ensure good value for money would result in poorer services for residents and local infrastructure; ultimately reducing the health and prosperity of the borough and its residents; and leading to financial difficulties for the Council regarding sufficiency of reserves, and a reduced ability to effectively plan, manage and deliver robust, balanced and sustainable budgeting in the future. Causes: This risk is particularly operational in nature; failure to develop and follow comprehensive and effective internal controls and sound budget management practices would result in the risk materialising.		
Interdependencies (risks): Economy, External Funding Comments this quarter: In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term. Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels – and also that 'core spending power' changes facilitated by central government as regards grant allocations and ability to raise council tax fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services. As a consequence, the draft MTFS 2023-27 includes a number of significant proposals which, if approved, may still be challenging to deliver, within the necessary timescales in order to deliver the quantum of 'net spending change' required to stay within budget. The plans for delivery tracking and management are described above – but nonetheless the risks of failure in service budget management and control are recognised as increasing, and this is reflected in the increase of the net score from 6 to 9.		
Actions (Monitoring): Training and briefing to Councillors (Delivered, via Committee Work Programmes. Future need and timing of subsequent Member training to be reviewed after Council May 2023. To include a report on the CIPFA review of the role of audit/ governance committees) Education and training on Finance and Contract Procedure Rules for officers and Members (Via Committee Work Programmes) Action Plan on adherence to FM Code (Via Finance & Customer Services Departmental Plan. Action Plan to be developed by Head of Finance and newly appointed Finance Manager, by March 2023, for progression through 2023/24) Each Directorate required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure relating to 2022/23 (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year) Budget management regime to be implemented for 2023/24 to track activities relating to delivery of approved budget changes (Tracking of delivery activities, and frequent reporting to CLT, to facilitate 'early warning system' ahead of formal financial reporting, enabling greater service business management control)		Target Date for Completion
Key Mitigating Controls: <ul style="list-style-type: none"> • Financial planning arrangements include preparation by the finance team, in liaison with senior operational managers, of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice • Use of quality financial systems, with appropriate training and subsequent audit of their effectiveness to provide management and control of the Council's finances • Balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves • MTFS sets out how the Council will deliver the Council's corporate plan including identification of budget gaps 		

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

- Use of a standard report format and report clearance process which ensures provision of relevant information on financial impact and risk exposure to the decision makers
- Clear and effective communication of changes or updates to Finance and Contract Procedure Rules
- Sources of specialist advice and guidance
- Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to service committees.
- Outturn reporting and audit of statements supports in-year monitoring and future year planning
- Risk-based approach to the use of reserves, identifying appropriate reserve levels and ensuring that reserves are not depleted without first identifying a strategy to restore them to risk-assessed levels during the MTFS period.
- Where a residual deficit is forecast, a number of actions will be explored including:
 - use of any service or non-specific underspends to offset pressures elsewhere within the budget
 - accessing external funding ensuring compliance with any funding conditions
 - use of reserves
 - use of general balances
- Treasury management strategy to manage the council's cash flows, including an investment strategy focused on the security of principal sums and a borrowing strategy to manage interest payable and other charges
- A capital strategy that prioritises capital investment programmes, identifies the financial impact of investment in schemes and limits the amount of unsupported borrowing to be taken
- Education and training for Officers and Councillor, includes Finance and Contract Procedure rules
- Engagement with government departments related to financial models and consultation

Lead Service Committee: Corporate Policy Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Information Security and Cyber Threat		Risk Owner: Executive Director of Corporate Services					
Risk Ref: SR04	Date Updated: 11 th January 2023	Risk Manager: Head of Information Communication Technology and CIO					
Risk Description: (Cause) There is a risk that as the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, (threat) it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals. (Impact) This could result in many negative impacts, such as distress to individuals, legal, financial, and reputational damage to the Council, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.							
Interdependencies: This risk has interdependencies with corporate risk SR5 Business Continuity and SR13 Reputation. It also has links to the Financial Resilience risk, as funds for maintenance and replacement will be stretched, placing additional strain on assets and resilience of information security controls.							
Comments this quarter: Work continues on defining activities and actions that will support the Security & Compliance HLBC. This work has been supported by the Council's technical advisor Info-Tech. Activities in relation to new reporting and detection capabilities provided by the Council's acquirement of Microsoft E5 licences are ongoing. There have been phishing tests across the workforce and supported e-learning to increase the understanding across the enterprise.							
<p>There is still significant activity that affects the likelihood of attacks, through the direct consequence of international conflict and state actors and through the financial benefits that can be derived from ransomware disruption.</p> <p>Even though that there are mitigation activities within the organisation which can limit the exposure of risk and minimise likelihood it is felt that the Net Risk should remain constant.</p>							
Actions (Monitoring):	Target Date for Completion:						
Simplify and consolidate the ICT infrastructure (TDA runs on a weekly basis to ensure that solution adhere to ICT principles of standardisation)	March 2023						
Reduction of the information storage, removal of duplicates information and validate that the asset register is being adhered to. (Projects under the IADM Programme are in flight which address issues connected to information storage and removal of duplicates. The Information Asset Register is continually under review, the Records Management Team contact services via the Virtual Information Governance Group to request the services review their areas on the IAR. The ECM project to migrate to the latest SharePoint platform is also reducing the number of sites by deleting legacy volumes not in use. This project is scheduled to complete March 2023)	March 2023						
Enhancement of the Data Classification and technical controls to further protect information. (Project commission to expand on the foundation technology of Data Protection to apply technical controls to content. Project has re-scope with the introduction of e5 licensing. Project completion now March 2023)	March 2023						
Enable Data Quality consistency across multiple service areas. (IADM will embed and centralise Addressing data against national data quality standards, which feeds business applications e.g., Master Data Management which will standardise the format and structure of corporate data fields which are prevalent across the Authority relating to Resident, Employee, Address and Business Records. Phase 1 MDM scheduled live date end of March 2023)	March 2023						
Key Mitigating Controls:							
<ul style="list-style-type: none"> The CIO is an advocate of and reports on Information Risk to the Corporate Leadership Team and the Audit and Governance Committee and makes the Annual Statement of Internal Control of Information Risk. The Council has a number of Information and Data Security policies which are published on the Centranet and help to protect from the Council from inappropriate and unauthorised access and communicates what to do in the case of an incident. Policies: Information Security Policy Overview, ICT Access Policy, ICT Communications and Operations Policy, ICT Computer, Telephone and Desk Use Policy, ICT Email and Messaging Policy, ICT Flexible and Mobile Device Policy, ICT Incident management Policy, ICT Infrastructure Policy, ICT 							

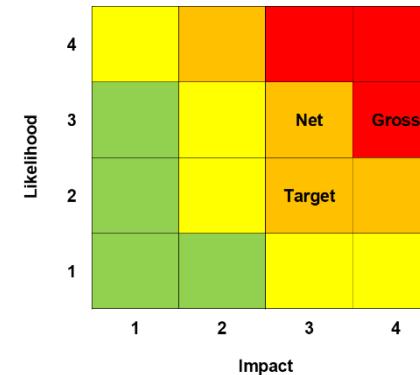
Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Internet Policy, ICT Legal Responsibilities for Data Policy, ICT Personnel Standards for Information Security, ICT Protection Policy, ICT Removable Media Policy and ICT Software Policy. Policies review and guidance materials updated to strengthen advice to staff on how to manage various information types

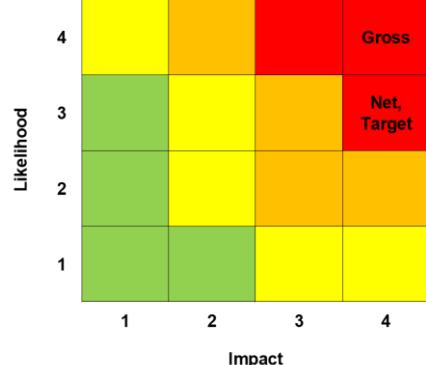
- Progress on Information Risk and Information Security is monitored through the Information Security Steering Committee (ISSC), Strategic Information Governance Group (SIGG) and the Virtual IGG Task and Finish Group.
- The Council has an Incident Reporting process which has been communicated to staff, all incidents are scored and assessed by IGG to ensure that the breaches are minimised, and future breaches are reduced.
- The Council complies with the Public Services Network PSN Code of Connection, NHS Data Security and Protection Toolkit, DWP's MOU and NHS Digital controls, work continues with the consolidation and enhancement of elements of the security estate to meet the ever-developing threat profiles. This includes third party IT hardware and software tests undertaken by accredited security vendors, these validate that the network and hardware are secure and robust, if any vulnerabilities are found then a mitigation plan is drawn up and actioned.
- The Council has an Information Asset Register which is reviewed on an annual basis and has been published on the open data portal.
- There is also an Information Assurance Data Management (IADM) programme of activity to increase awareness and maturity of information assurance and governance across the Council. The programme is tasked with guiding the organisation to manage its information in a compliant and efficient way.
- Data Classification has been rolled out to the organisation; this allows the categorisation of information so that appropriate controls can be employed to protect the information.
- The Council provides security and compliance e-learning modules (which are mandatory for all employees) on the Learning Lounge. This includes several modules of Data handling, Cyber Security, and Information Assurance. There are also a number of best practice guides on the Councils Lighthouse on the best ways to use technology and to protect information. These modules and best practice guides are updated regularly to reflect changes in working practices and as a response to additional threats.
- Controls are in place to restrict access to the data centres and network equipment and risk assessments of existing systems and networks are on-going.
- The Council has a Data Protection Officer who assists in ensuring compliance with GDPR and to specify the procedures to be adopted.
- The Council's ICT Services have a strategic direction to move to a "Cloud First" principle, whilst this enables an evergreen environment which is always up to date, additional controls are needed to prevent compromise or inappropriate use and access. This includes contract compliance and monitoring to ensure ongoing protection of information. In addition, the Council is looking to move to Zero Trust architecture, this is a direct result of increased threats posed to the working infrastructure. This shift is in line with the latest thinking and guidelines issued by the NCSC. In support of this a high-level business case was submitted and subsequently approved for Infrastructure Investment, of which Security & Compliance is an element. This additional funding will be used to develop the necessary tools to start the implementation.

Lead Service Committee: Corporate Policy Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Business Continuity	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR05	Date updated: Jan 2023
<p>Risk Description: Failure to maintain business continuity after an unusual or unexpected, disruptive event or events. The risk that, some or all, of the council's services, projects or initiatives are unable to resume operations within the expected timeframes after a disruption. A disruptive event, or multiple events, may occur either in isolation, or across the whole organisation.</p> <p>Detailed consequences: The council has a number of safeguarding obligations to its residents, a failure could result in it being unable to fulfil those obligations, and as such not protect them from mental or physical harm. Failures may also cause an unacceptable loss of local services.</p> <p>Detailed causes: The unavailability of staff, ICT systems, equipment or a suitable working environment are the most common causes of a material failure. Many different social, economic, environmental or public health factors can drive these causes to manifest themselves. Underlying this may also be a failure to reasonably allocate resources to eliminate single points of failure in these areas.</p>	
<p>Interdependencies (risks): Information Security and Cyber Threat, Pandemic Virus, Fragility in the Social Care Market, Council Funding, Organisational Capacity & Demand</p> <p>Comments this quarter: As the contract for software expires in Q4 2022/23, consideration has been given to the ongoing use of software to support the organisation's administration of business continuity plans, with alternative approaches being explored. These need to ensure that BC impact assessments and plans are completed in a consistent format and standard, and can be updated promptly and easily to reflect organisational changes.</p>	
Actions (Monitoring):	Target Date for Completion:
Assessment of BC software with ongoing organisational needs	Completed
Work with Emergency Planning to hold regular scenario testing	Q4 2022-2023
Review and refresh of the Business Continuity Framework (2-year review cycle)	Q4 2022-2023
Development of training materials on Learning Lounge to support staff training and awareness (2-year review cycle)	Q1 2023-2024
Introduce moderation of BC plans across a working group for internal challenge and support	Q1 2023-2024
Co-ordinate refresh of BC plans with specific focus on ICT systems (One off action)	Q1 2023-2024
Key Mitigating Controls:	
<ul style="list-style-type: none"> • BC Plans held for each service area – clear format, identifying critical and serious priority activities with recovery time objectives. • BC impact assessments undertaken across the organisation to understand challenges to service delivery ahead of known events, informing decision making and mitigation plans. • High level course on Business Continuity Management has been added to the Council's Learning Lounge • ICT Shared Service also have a Crisis Recovery Plan that has been updated to take account of lessons learned as a result of ICT outage incidents. This Crisis recovery plan overview contains key information for the ICT Shared Service disaster recovery • Ongoing liaison with Emergency Planning Shared Service 	
Lead Service Committee: Corporate Policy Committee	

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Organisational Capacity and Demand				Risk Owner: Executive Director of Corporate Services
Risk Ref: SR06	Date updated: 31 st January 2023		Risk Manager: Head of HR	
Risk Description: Local demographic and external factors (including COVID and EU Exit) lead to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, result in insufficient capacity and an inability to retain or attract staff. This results in a detrimental impact upon physical, emotional and mental wellbeing of staff, and impacts negatively on the Council's ability to deliver all of its intended objectives and outcomes. More recently increases to the cost of living also present risks to the resilience and wellbeing of our workforce and therefore the capacity to respond to demand.				
Interdependencies (risks): Business Continuity, Pandemic Virus, Increased demand for Adults Services, Increased demand for Children's Services, Financial Resilience				
Comments this quarter: No changes to any risk scores, the labour market nationally remains challenging and the cost-of-living crisis continues to impact on staff financially and in terms of their wellbeing and resilience. This has not improved through the winter months due to the further fuel price increases and will be impeded further by any increase to Council Tax charges from April.				
<p>A renewed promotion of the Employee Assistance Programme is underway to increase support for staff in areas of personal and work wellbeing, including financial advice and support. Work continues to target all aspects of recruitment and retention including;</p> <ul style="list-style-type: none"> • Analysis of workforce data, identifying priority resource gaps; • Review and promotion of reward and benefit offer for staff; • End to end review of the recruitment process, to enable a reduction in the time taken to recruit; • Improved induction and on boarding process; • Use of additional recruitment platforms; • Targeted interventions, including apprenticeships to priority areas; • Revised employer branding • Programme of recruitment fairs to attract new staff 				
<p>MARS will have a negative impact on Leavers, Vacancy Rate and Staff turnover. On-going HR support in the redesign and restructure of services will help to address/minimise the impact on the remaining workforce. The vacancy rate has also been affected slightly by the in-year financial challenge and the need to recruit to only business critical roles.</p>				
<p>An audit is about to begin in relation to the Council's use of Agency Workers and the results will be used to inform future use. This will also help to address increasing costs and improve recruitment of hard to recruit vacancies.</p>				
Actions (Monitoring):		Target Date for Completion:		
Revised Council wide Workforce Strategy and Directorate /Service Workforce Plans (3-year strategy then rolling coverage and review)		December 2021		
Equality, Diversity and Inclusion Strategy (3-year strategy then rolling coverage and review)		March 2022		
Recruitment and Retention Programme and Steering Group (Work of the programme overseen by Steering Group)		On-going		
Delivery of EAP services for staff (On-going review of deliverable services, take up/staff interaction measured on a quarterly basis)		On-going		
Focused apprenticeship levy funding to support high priority areas (Alongside the apprenticeship action plan)		On-going		
Support for senior managers in the redesign and restructures of services to meet the MTFS targets including MARS to minimise the impact on the workforce		On-going		
Key Mitigating Controls:				

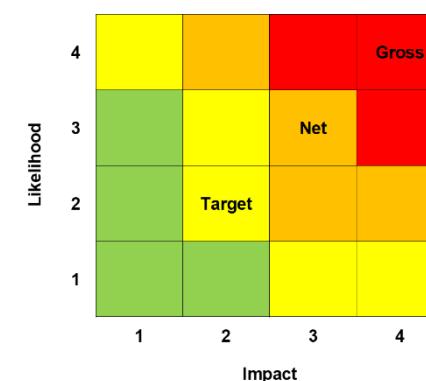
- In terms of the demand, work planning in advance has been improved. Significant increases in work pressures are being raised in advance, so that additional resource can be sourced for commissioned work. Improved HR data is being used to identify potential issues and service workforce plans developed to mitigate. The apprenticeship levy and talent management and succession planning frameworks are under development to help mitigate
- Work on a recruitment and retention programme progresses at pace to put in place any additional measures available to attract and retain staff to those areas that have identified gaps. This is alongside consideration being given to identifying controls and support that can be provided to retain existing staff. Ongoing work continues to reduce reliance on agency staff and transition to a more stable permanent workforce base and reduced costs
- A range of comprehensive measures are in place to support staff wellbeing and resilience and additional measures to offset cost of living pressures have been put in place. The introduction of additional wellbeing and staff benefits measures are explored as the national cost of living crisis develops
- Labour market pressures still exist and locally there are particular pressures in the care sector, social workers, planning and ICT staff. Authorities are competing for the same staff and offering higher salaries and other benefits which can impact on staff retention
- Agency staff are not always available to fill the roles. Additional work programmes and recruitment campaigns are also in place for areas such as Care4CE and social work
- Redeployment of staff is being considered where services are struggling to fill vacancies and agency staff are not available
- The council is moving to agile working as a permanent feature of future ways of working, which may help to attract a wider pool of candidates. Alongside service workforce plans, a recruitment and retention programme in place to ensure the Council addresses identified shortfalls with agreed actions and service specific solutions
- The Head of HR considers that the measures reduce the likelihood but not the impact

Lead Service Committee: Corporate Policy Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Failure of Council Funding		Risk Owner: Executive Director of Corporate Services																									
Risk Ref: SR07	Date updated: 25 th January 2023	Risk Manager: Director of Finance and Customer Services (s151 Officer)																									
<p>Risk Description: The risk that the level of income is insufficient to support delivery of the Corporate Plan. This risk acknowledges that Council reserves are not intended, or sufficient, for the support of day-to-day operations for any meaningful period.</p> <p>Consequences: Based on an extreme but plausible worst-case scenario of funding cuts, the Council's regulatory obligations would be maintained, although delivered by 'barebones' services. Other Council services/ functions may see similar resources reductions, or be closed altogether. A reduction in services would negatively affect the quality of life in the borough and the strength of the local economy. Regulatory breaches could also occur in relation to a number of different services, financial management being one of them. Some funding is specific to a service or outcome and cannot be redistributed; and without the designated funding a service could not be provided.</p> <p>Causes: Significant reduction to local income generation or central government cuts would result in the worst-case scenario. The high levels of national debt, high inflation and weak national economy at the present time mean that the Council is highly likely to have to prioritise its spending in the short to medium-term.</p>		<table border="1" style="margin-left: 20px; margin-top: 10px;"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>		1	2	3	4	1	Green	Green	Yellow	Red	2	Green	Yellow	Orange	Red	3	Green	Yellow	Orange	Red	4				
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<p>Interdependencies (risks): Financial Management and Control</p> <p>Comments this quarter: In-year reviews have identified options and mitigating actions to help reduce net spending required during 2022/23; and along with reviews by CLT and Members have received information via Financial Review reports to service committees (and in the Draft MTFS) – but latest forecasts still indicate an overspend for the current year, which will consume a level of reserves, and consequently make resilience and contingency planning more challenging for the medium-term.</p> <p>Business planning developed for the 2023-27 MTFS update has reflected this change in reserve levels, along with 'core spending power' changes facilitated by central government as regards grant allocations, and ability to raise council tax. However, the allocations and 'flexibilities' afforded by government fall significantly short of the estimates of spending required, due to inflationary pressures and increases in demand for services. Consequently, the risk score after planned mitigating actions has been increased – in terms of Likelihood – now that the challenges of core spending power v spending requirement are more evident.</p>																											
<p>Actions (Monitoring):</p> <p>Each Directorate is required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year)</p> <p>Children's Directorate is participating in the DfE's delivering better value (DBV) programme to support the Council to achieve a more sustainable financial position in relation to SEND (Periodic review/ reporting as required by the DBV programme)</p> <p>Preparation of the Medium Term Financial Strategy (MTFS) update for 2023-2027 to fully reflect latest understanding of 'spending powers' as per 2022 Autumn Statement and draft local government financial settlement; with plans and proposals made to reduce net spending plans accordingly and seek approval for a balanced, robust and sustainable budget (Approval of budget at Full council in February. Robust and frequent reporting of delivery of the budget changes approved, to Corporate Leadership Team and Members. Formal reporting of forecasts to Committees in Financial Reviews during the year)</p>		Target Date for Completion																									
		October 2022																									
		June 2023																									
		February 2023																									
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> • Financial planning arrangements include preparation by the Finance Team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice and intelligence • Balanced budget to put into effect the Council's service plans for the forthcoming year; matched by available funding and including a risk assessment of the adequacy of general reserves • Monitoring of grant funding formula, and engagement with consultants, local government finance networks and central government representatives to enhance local forecasting and access to funding. 																											
<p>Lead Service Committee: Corporate Policy Committee</p>																											

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

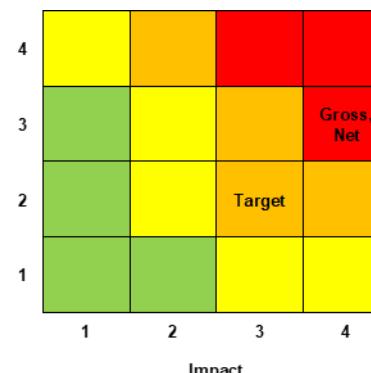
Risk Name: Governance & Decision Making		Risk Owner: Executive Director of Corporate Services
Risk Ref: SR08A	Date updated: 23 rd January 2023	Risk Manager: Director of Governance and Compliance
Risk Description: Failure to develop a robust corporate governance infrastructure and ensure aligned decision-making throughout the organisation		
<p>The council is a complex public sector organisation with a broad range of objectives, some of which it is legally obligated to deliver, others are identified within its Corporate Plan. Formal reporting and decision-making within the council is prescribed by local authority regulation. The decision-making process at all levels, must comply regulatory requirements while also delivering those stated objectives. The Council is a complex public sector organisation and interacts with other complex organisation such as Health, Police, emergency response, housing providers etc. Appropriate governance is required to ensure alignment of decisions which reflect the best interest of residents across the public sector and other partnerships.</p> <p>Detailed consequences: The failure of governance and decision-making may result in stated goals may not be met and, or public funds wasted. Ultimately these can result in a reduction of living standards and physical health and mental wellbeing of residents. Failure to provide a reasonable level of service to residents at an appropriate cost, or to follow legal decision-making protocols, can result in increased regulatory scrutiny and reputational damage. Possible outcomes of which may be, public censure, financial penalties or direct central government intervention.</p> <p>Detailed causes: The volume and complexity of the council's services and objectives, coupled with finite resources and differing stakeholder views, make the application of the Corporate Plan into 'good' decision-making, a challenge. Interpretation of 'good' decision-making may be inconsistent throughout the organisation without a holistic approach to guidance, reporting, oversight and challenge. Without comprehensive vertical reporting and challenge, senior management cannot effectively implement a robust level of accountability and drive positive change in their areas of responsibility. Limited resources may cause partnership working and work for the wider public benefit becoming secondary to individual organisational priorities.</p>		
<p>Interdependencies (risks): Financial Resilience, Reputation, Capacity and demand, Political uncertainty</p> <p>Comments this quarter: No material change to the risk at this time. It is noted that a public interest report will have been published 18th January 2023 but that it falls beyond the time horizon of this update. The public interest report reflects an occurrence where mitigation of risk was not successful. However it is recognised that positive and significant changes have been made and continue to be made to governance processes since 2015.</p> <p>Alternative Service Delivery Vehicle (ASDV) governance review has been commenced by a working group of the Finance Sub Committee. The report is due to be presented in March 2023. Confirmation of the regulatory framework and requirement for voter ID for the 2023 local elections. The Council will be one of largest electoral areas in the first cohort to implement the new requirements. The changes for some residents may create the potential for groups to feel disenfranchised. A clear audit record of actions undertaken by Cheshire East will be maintained to ensure any learning for the wider sector is captured.</p> <p>The annual governance statement is delayed. The review of ASDV Governance arrangements is progressing. The CIPFA review of the Audit and Governance Committee has also commenced</p>		
<p>Actions (Monitoring):</p> <ul style="list-style-type: none"> Review of shared service governance arrangements with specific actions to be identified CIPFA review of Audit & Governance Committee 		Target Date for Completion
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Council's Constitution covers decision making processes, including finance and contract procedure rules. Following the change to Committee system, mechanisms are in place to capture learning from the use of the committee system from Members (Constitution Working Group) Constitution is a publicly available document; guidance on the use of the decision-making processes is provided by enabling services including Legal, Finance, Democratic Services, and Audit and Risk. Constitutional updates are overseen (recommended and administrated) by the Director of Governance and Compliance (also the Monitoring Officer) in response to regulatory changes and Full Council decisions. Administration of local elections and monitoring of behaviour in the period of heightened sensitivity beforehand. During which time, appropriate adjustments are made to the publishing or reporting of controversial issues or anything that seeks to influence voters. 		2023/24

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

- Reports to Committees are developed and reviewed by senior officers and enabler sign off, briefings are arranged with Committee Members to address any further knowledge requirements ahead of the relevant meeting. All decisions are formally recorded in meeting minutes and administrated in line with delegated authorities as per the constitution.
- Schemes of delegation; local and financial are in place to provide clarity on responsibilities ensure separation of duties is in place where required, and minimise the risk of management override
- Assurance mechanisms on the organisations' compliance with its decision-making processes are provided through the external audit (Statement of Accounts) and the work of the internal audit team. There are other external inspections, such as Ofsted, which may examine elements of our decision-making processes through their work, although this is not usually the primary focus
- The organisation publishes an Annual Governance Statement identifying significant governance issues which have occurred, any known areas which may cause issues if not managed effectively and updates on issues previously identified

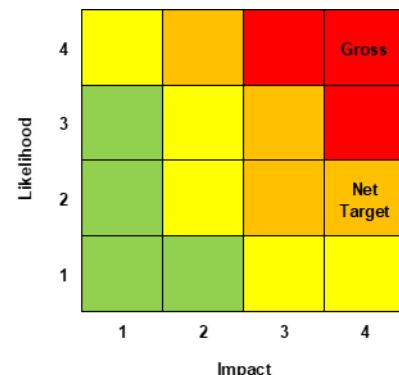
Lead Service Committee: Corporate Policy Committee

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

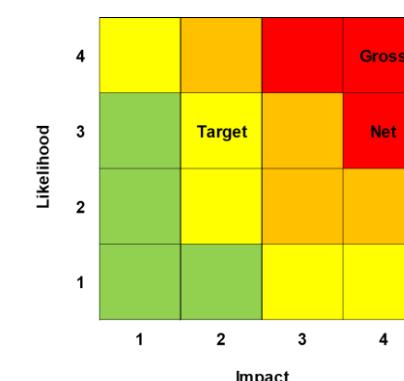
Risk Name: Political Uncertainty Risk Ref: SR08B	Date updated: 23 rd January 2023	Risk Owner: Chief Executive Risk Manager: Director of Governance and Compliance (Monitoring Officer)
Risk Description: Failure to anticipate and manage local and national political uncertainty Global risks, economic, conflict etc impacting on central government policy approach and focus of local political objectives. The Corporate Plan guides the council's decision-making, it informs what is considered a 'good' outcome and areas of priority. Political changes may result in stakeholders no longer being aligned with that current plan. Central government policy decisions can materially impact the council in many ways, while other risks might draw out specific changes and capture their direct impact, this risk brings together the total effect of political uncertainty for consideration. Detailed consequences: Unplanned changes in priorities or the introduction of new goals are likely to result in a budgetary overspend or previously agreed targets not to be met. A high level of uncertainty can create confusion, increased administrative overhead or delay planned initiatives. Changes in funding or the cancellation of infrastructure projects can undermine both the Corporate Plan and the MTFS. Individual projects within the Corporate Plan can become subject to changes in local political activity		
Detailed causes: The ever-changing social and economic situation in the UK and globally can result in swift changes in political views, leadership, public sentiment or regulatory requirements. National macroeconomic factors, such as GDP, interest and exchange rates, are key drivers of uncertainty. Rapid changes in public perception through social media or other routes can rapidly alter the political environment or priorities.		
Interdependencies (risks): Reputation, Council Funding, Governance & Decision-Making Comments this quarter: No material changes to the risk at this time although the local timetable for elections (May 2023) has replaced that of national. At the end of the period (December 2022) leadership of central government had stabilised after a period of rapid change October. Q4 will see a new MTFS, and revised spending which includes changes to council services, presented for approval by members as a result of unexpected economic pressures. Q4 will also see the council enter into the pre-election period, for Cheshire East Council and town and parish councils. The elections will return all councillors for the borough for period of four years.		
Actions (Monitoring): A review of the Committee briefing process against recognised best practice to identify any potential improvements that may be required Preparations for the 2023 Elections to ensure political and public confidence in the democratic process (At regular meetings of the officer elections group)	Target Date for Completion TBC May 2023	
Key Mitigating Controls: <ul style="list-style-type: none"> • Engagement with national government, consultations and requests for feedback • Application for and funding agreement processes, governance process for ad hoc grants • Engagement with political administration of CEBC • Engagement with group leaders of CEBC parties • Training and briefing to CEBC members • Service Committee support and briefings for members and senior officers • Corporate Plan and MTFS regular and ad hoc (post material changes) review process, including contingency planning • Preparation for elections and promoting engagement in democracy. 		
Lead Service Committee: Corporate Policy Committee		

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Capital Projects - Place Risk Ref: SR09		Date updated: 10 th January 2023	Risk Owner: Executive Director of Place Risk Manager: Place Directors and Business Managers as relevant to			
Risk Description: Failure to deliver major capital projects.						
<p>The council delivers a broad range of capital projects in support of the aims and objectives of its Corporate Plan. The range of projects includes transport infrastructure, town centre regeneration, refurbishment and improvement of existing council assets such as schools and leisure centres, and renewable energy generation.</p> <p>Impact: Without a robust system for managing the capital programme and individual projects, the stated objectives may not be delivered. Projects could also fail to deliver to the time, cost and quality parameters set out in business cases. This could have significant financial and reputational implications for the Council. Due to the nature of the projects and their large cost, delays can materially impact the ability to deliver future projects, thus negatively impacting the borough.</p> <p>Likelihood: The scale and complexity of the overall capital programme is challenging. Appropriate governance and controls are important to ensure resources and funding are prioritized effectively, and where required agree adjustments to the time, cost and quality parameters set out in the business case. Where appropriate, members are updated on significant changes to agreed objectives through briefings to the relevant committee.</p> <p>The broad range of partners and stakeholders for individual projects and interdependencies between projects are also significant challenges that require effective management.</p>						
Interdependencies (risks): Climate change, Infrastructure Investment, Economy, Council Funding						
Comments this quarter: Net impact increased, description updated to support the increase in net score from 6 to 8. Council teams are progressing by managing the risks in projects and programmes brought on by increases in construction cost inflation and interest rates by reviewing of budgets, value engineering, and by reprofiling of programmes. Bank of England and government bringing in measures to control inflation						
Actions (Monitoring): A new module within the Unit4 ERP system will improve financial monitoring to provide more regular information on actual and forecast spend	Target Date for Completion: September 2023					
Key Mitigating Controls: <ul style="list-style-type: none"> The Capital Strategy and overall Capital Programme is presented annually as part of the Medium-Term Financial Strategy at full Council. New projects and schemes are subject to the approval of detailed business cases in accordance with the Finance Procedure Rules The Assets Board provides strategic oversight of the Council's land and property assets including recommendations and reports on acquisition, disposal and development. The Capital Programme Board undertakes detailed appraisals of projects and business cases; undertakes gateway reviews and risk management reviews of major capital projects; and receives post project completion reports to assess benefit realisation and lessons learnt. Appropriate and proportionate governance has been established to oversee project delivery, including risk registers. This includes project boards to manage individual projects and thematic programme boards to provide additional strategic oversight and manage interdependencies, e.g. Carbon Neutral Programme Board, Leisure Investment programme Board, Place Board. This governance considers and makes practical decisions on the prioritisation of resources and funding including, where appropriate adjustments to agreed time, cost and quality parameters. The Place Board provides strategic oversight of all the major Crewe-centric and Macclesfield-centric projects, including HS2 and strategic housing sites, to ensure individual projects are fully aligned to the overarching vision and delivery plan for each town. Financial monitoring undertaken quarterly, with summary data reported to Finance Sub-Committee and appropriate service committee twice a year High level progress updates are reported to the appropriate service committee twice a year. More detailed progress reports on individual projects or programmes are provided on a periodic basis. Regular 121s between Executive Director and Directors which includes updates on major projects 						
Lead Service Committee: Economy and Growth, Environment and Communities, Highways and Transport						



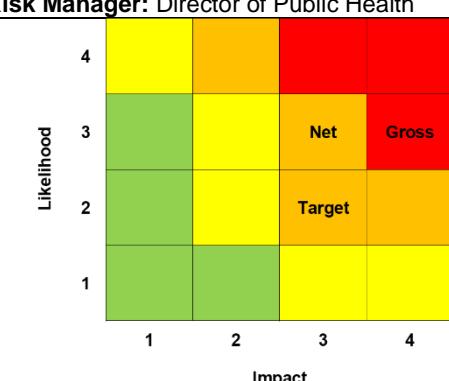
Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: HS2 Infrastructure Investment Risk Ref: SR10		Date updated: 20 th January 2023	Risk Owner: Executive Director of Place Risk Manager: Director of Highways and Transport
Risk Description: HS2 is a government led scheme, impacting Cheshire East Borough. HS2 services will call at Crewe station when Phase 2a opens between 2029 and 2033 with 2 HS2 trains per hour. Plans for Phase 2b include the Crewe North Connection that could enable up to 5/7 HS2 trains per hour calling at Crewe, in each direction. However, the business case for Phase 2b does not include any additional services, from the 2 HS2 trains per hour, calling at Crewe when Phase 2b opens between 2035 and 2040. Government's proposals for Crewe hub station fall far below those of other HS2 hubs and don't reflect its role as a rail super-hub and the first HS2 hub in the North. Current proposals are unlikely to unlock the regeneration, growth and levelling up potential for Crewe from the investment in HS2. Securing the required investment for the Crewe station is critical to the Council in delivering its Crewe hub vision, maximise cost and programme efficiencies and minimise disruption to rail passengers and local communities.			
The government is in control of the HS2 programme and its delivery timescales. Delays to the scheme have been announced as part of the Integrated Rail Plan, published in November 2021. Such delays, and the risk of further delays to HS2 Phase 2b, leads to uncertainty on the delivery and viability of the Council's wider ambitions for the Crewe hub. The Council has been developing its vision and plans for the Crewe hub alongside partners for several years, at significant cost to the Council, lack of firm commitments about timing, infrastructure and HS2 train services means there are uncertainties on the programme delivery and scope puts increasing risk on these costs being abortive			
Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects			
Comments this quarter: Council received notification on 19th January 2023 that it was unsuccessful in its bids for Levelling Up Fund Round 2 to deliver the Nantwich Road Bridge pedestrian/cycle bridges. The Council is awaiting feedback on the reason why the bids were unsuccessful. Government has announced there will be a further round of Levelling Up Fund and the Council is permitted to re-submit its Round 2 bids. Details of LUF Round 3 have yet to be announced.			
Monthly meetings between senior CEC officers and senior Government civil servants have been set up to develop a shared vision for Crewe and identify opportunities to bring forward station investments. This provides the opportunity for the Council to work collaboratively with Government on a solution for the Crewe hub.			
The Council is preparing for the next stage of the petitioning process, with the Phase 2b Select Committee now established. The Council is awaiting details on the Committee timetable and a date for its hearing.			
Actions (Monitoring): <ul style="list-style-type: none"> Tactical lobbying to Government, gaining support from local politician, MPs and neighbouring authorities (Business Case and Investment Integration Programme Board) Seeking necessary Crewe hub investments via petitioning of the Phase 2b hybrid bill (HS2 and Crewe Superhub Programme Board and Place Board) Decoupling investments from HS2 programme and seek funding from existing government funds (LUF Round 2 bids were unsuccessful – awaiting detailed feedback. Option to resubmit bids in Round 3) Regular engagement with senior Government officials (Place Board) 		Target Date for Completion	
Tactical lobbying to Government, gaining support from local politician, MPs and neighbouring authorities (Business Case and Investment Integration Programme Board)		On-going	
Seeking necessary Crewe hub investments via petitioning of the Phase 2b hybrid bill (HS2 and Crewe Superhub Programme Board and Place Board)		Spring 2023	
Decoupling investments from HS2 programme and seek funding from existing government funds (LUF Round 2 bids were unsuccessful – awaiting detailed feedback. Option to resubmit bids in Round 3)		On-going	
Regular engagement with senior Government officials (Place Board)		On-going	
Key Mitigating Controls: <ul style="list-style-type: none"> This risk will be reviewed by the Place Board (chaired by the Executive Director of Place) and the Business Case and Investment Integration Board (chaired by the Director of Finance) on a monthly basis and the chairs inform CLT accordingly. Day to day management of the actions in place to reduce the risk is a combination of the BCII: Business Case and Investment Integration, the Programme Director and the Programme Manager. The controls above will be used to monitor the risk. Monthly meetings between senior Council officers and senior cross-departmental Government Officials have been established to establish a shared vision for Crewe and identify opportunities to bring forward key station asks There have been no control failures to date. In fact, the controls in place today are probably stronger than at any point in achieving the objective. This is commensurate to the closing window of opportunity and the increase in work required by the Council to turn the outputs of the consultants Business Case work. Future issues may arise if the dedicated resource currently requested is not quickly put in place to release the efficiencies of working a close dedicated team brings. Ultimately, while the Council can control the technical evidence, business case formation and the technical level negotiation with Government Departments, the risk may be impacted on by changes Government policy and prevailing global economic factors. Value engineering of design and development of projects and Early Contractor Involvement where appropriate. 			

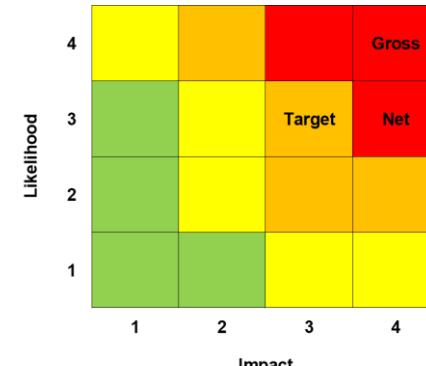
Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

- Bringing forward elements of the vision through existing funding sources such as Levelling Up Fund
- Liaison with the contracting industry to identify the most efficient design solutions.
- Constant review and effective management arrangements of capital projects and programme budgets.
- Managing outward facing expectations on the scheme
- Ongoing cost review based on latest construction inflation forecasts

Lead Service Committee: Highways and Transport, Environment and Communities, Economy and Growth

Risk Name: Pandemic Virus		Risk Owner: Executive Director of Adults, Health and Integration									
Risk Ref: SR11	Date updated: 6 th February 2023		Risk Manager: Director of Public Health								
Risk Description: Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which there may be multiple Variants and no guaranteed preventative treatment available. In addition to the human health risks pandemic illnesses poses a risk to healthcare capacity and CEC business continuity. (Cause) The world-wide spread of COVID-19 in the early part of 2020 and the ongoing spread of the virus within the population, and the measures being introduced or in place to try to contain that spread and manage the impact of the virus, (threat) have a negative impact upon the health and wellbeing of the Cheshire East population, place significant pressures upon the health and care system and its workforce, threaten the viability of local business and further exacerbate the financial pressures faced by health and care organisations and the Council, (impact) resulting in serious illness and in some cases death, unmet health and care needs, interruption to education, economic down turn and business failure and a widening financial gap in health and care organisations.											
Interdependencies (risks): Fragility in the social care market, Business continuity, Financial resilience Comments this quarter: No change to the risk ratings. The UKHSA is currently monitoring the spread of the XBB variant in the USA and the small number of cases within the UK as a potential source of a new wave of COVID. At present the level of the UK dominant strain (Omicron) is low.											
Actions (Monitoring): <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">Actions (Monitoring):</th> <th style="width: 50%;">Target Date for Completion:</th> </tr> <tr> <td>Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations (reviewed monthly)</td> <td>March 2023</td> </tr> <tr> <td>Development of regional 'business as usual' approach for Cheshire and Merseyside (reviewed quarterly)</td> <td>On-going</td> </tr> <tr> <td>Horizon scanning to understand long-term management of Covid-19, including the development of a Covid-19 'Early Warning System' and wastewater monitoring project with UKHSA (reviewed monthly)</td> <td>March 2023</td> </tr> </table>				Actions (Monitoring):	Target Date for Completion:	Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations (reviewed monthly)	March 2023	Development of regional 'business as usual' approach for Cheshire and Merseyside (reviewed quarterly)	On-going	Horizon scanning to understand long-term management of Covid-19, including the development of a Covid-19 'Early Warning System' and wastewater monitoring project with UKHSA (reviewed monthly)	March 2023
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Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations (reviewed monthly)	March 2023										
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Horizon scanning to understand long-term management of Covid-19, including the development of a Covid-19 'Early Warning System' and wastewater monitoring project with UKHSA (reviewed monthly)	March 2023										
Key Mitigating Controls: <ul style="list-style-type: none"> • Limited National Government advisory measures. Published guidance and advice is now only available in limited sectors. The primary universal guidance is now outlined in the HM Government 'Living with Covid-19' plan but all mandatory Legislation and restrictions have now been removed in the UK • National Vaccine roll out • Cheshire East Emergency Planning activity, reduced frequency - Local Outbreak Engagement Board, Health Protection Board, Operational meetings, Track and Trace Huddle • Advice and guidance to schools, businesses and residents • Track and Trace Team activity, proactive in supporting targeted individuals/communities/businesses as well as initiating a mobile health and wellbeing offer to improve individual health and resilience. TTCE Programme maintained until March 2023 • Cheshire East organisational activity, managed return to the workplace, hybrid working option, public health advice, targeted LFT home testing for staff • Vaccination tracing to target individuals not vaccinated to promote uptake. Established and operating in conjunction with NHS providers • Supporting NHS roll out of COVID 19 vaccination programme, established and operating including mobile offer. Spring programmes being supported by the public health and communities teams. • Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations 											
Lead Service Committee: Adults and Health Committee											

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Fragility and Failure in the Social Care Market		Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR12	Date updated: 27 th January 2023	Risk Manager: Director of Adult Social Care, Director of Commissioning
Risk Description: A failure of the local social care market		
<p>The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved.</p> <p>Detailed consequences: The council is unable to deliver a robust adult social care package without the use of third-party providers, without these outsourced services the overall social adult care package would fail, and the council would not be able to achieve its objective of people living well and for longer.</p> <p>Detailed causes: While the care market is still fragile, there have been some tentative signs of recovery, particularly in the domiciliary care market which has seen a 73% reduction in the number of people awaiting a package of care in their home over the last few months. While some of this is due to data cleansing, we have also seen increased capacity in the market due to overseas recruitment, a substantial fee uplift (14%) and other financial incentives and a slight upturn in the ability to recruit staff from other sectors that are failing due to the cost-of-living crisis.</p> <p>The major risk going forward is the financial impacts on providers resulting from the 9.7% uplift in National Living Wage from April 2023, high rates of inflation and increased energy costs (some providers have seen a 400% increase on renewal of their energy contracts). While there is proposed growth within the MTSF for Adult Social Care this will not be sufficient to offer fee uplifts for all providers as well as funding growth in demand and complexity of need. It is likely that this will impact on the sustainability of some care providers and result in some packages of care being handed back to the Council or notices served on care home residents. It will also bring challenges in managing budgets in 2023/24.</p>		
Interdependencies (risks): NHS Funding Pressure, Financial resilience, Business Continuity, Pandemic Virus		
Comments this quarter: The care markets are showing some signs of recovery. The number of people awaiting a package of care in their own home has reduced by 73% over recent months and there is little to no waiting list in some areas of the more urban areas of the Borough. This is thought to be due to a combination of increased investment in domiciliary care and the impact of overseas recruitment. This is having a positive impact on the wider Health and Social Care system, although demand from acute care remains high. The Transfer of Care hubs have helped to expedite hospital discharge and reduce demand for traditional forms of care.		
<p>Care home vacancies remain high, however, new care homes continue to open in Cheshire East and only one care home has closed in the Borough (the care home did not take Council commissioned placements). There is some evidence that use of agency staff in care homes is decreasing.</p> <p>Major risks for the sector in 2023/24 are the increase in NLW (9.7%), inflationary pressures and rising energy costs. While additional investment in ASC through hospital discharge funding and Market Sustainability Funding is welcomed and will help to support the sector it will not be sufficient to pay the local cost of care. The increase in fees during 2022/23 was funded non-recurrently.</p>		
Actions (Monitoring):		Target Date for Completion:
Comply with DHSC requirements to undertake and publish a cost of care and develop, submit and publish a Market Sustainability Plan (Reviewed by DHSC)		Cost of care – January 2023 MSP – March 2023
Continue to engage with care providers around market pressures and identify support required from short term and recurrent funding streams (ASC Operational meetings, Monthly Provider Forums)		On-going
Expand the existing British Red Cross service to respond to crisis situations in the community by providing low level support over a 7-day period (Weekly via Market Oversight meetings)		November 2021
Undertake a review of care fees for all sectors of the market (Weekly meetings with contractor, findings reported to Health and Adult Committee. This has been completed in accordance with DHSC guidance)		February 2022
ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention (Twice weekly ASC meetings)		On-going
ASC/Commissioning and Communities have a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that will test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract management meetings)		On-going
Continue to monitor and review preventative and support service activity (Twice weekly ASC meetings)		On-going

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly JSNA steering group)	On-going
Develop engagement with community groups and 3rd sector (Twice weekly ASC meetings)	On-going
Liquid logic and contrOCC solutions to better map trend and demand (Twice weekly ASC meetings)	On-going
To monitor and review thresholds and gatekeeping processes (Twice weekly ASC meetings)	On-going
Review and strengthen partnership working with wider agencies (Monthly Quality Monitoring Partnership Forum)	On-going
Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively (Monthly Care at Home Commissioning meetings)	On-going
Continue to engage with leaders across teams – informing and influencing change (Twice weekly ASC meetings)	On-going
Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Twice weekly ASC meetings)	On-going
Joint working with 'skills for care' to encourage individuals to take up employment within the care sector (Monthly Providers Forums)	On-going
'Hidden Carer's' initiative launched through Carer's Hub to help identify and support carers not known to the system (Weekly via Market Oversight meetings)	On-going

Key Mitigating Controls:

- ASC/Commissioning comply with the Care Act 2014, in holding a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight
- ASC/Commissioning have in place a robust Care Act compliant – Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure
- ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board
- ASC/Commissioning have a care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate utilising People Healing People services
- ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. For providers at risk we are offering an open book accounting exercise to ascertain the level of risk within that service
- ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress in order to respond to demand and growth in the sector
- ASC/Commissioning are influencing and working with Cheshire East Place pertaining to local ICS and ICP plans regarding the overall reduction in demand and systems redesign work supporting an improved community offer and redesigned front door
- ASC/Commissioning with communities are developing a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care
- ASC/Commissioning working with partners across the North-West via ADASS to address the future market capacity and workforce issues.
- The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge.
- As part of the contract management and quality assurance processes we check each provider's Business Continuity plan for robustness and make recommendations for improvement if required
- The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties
- Some providers are now recruiting workers from abroad and this is beginning to have some benefit in domiciliary care in some areas of the Borough
- Domiciliary care providers were awarded a 14% fee uplift in 2022/23 and have received financial incentives from hospital discharge monies to support care staff with fuel costs and overseas recruitment.
- Commissioners are in the process of purchasing a number of "care robots" to support with wellbeing as a prevention measure and to create capacity in the care market.
- A Joint CEC/ICB Market Oversight Group meets daily to ensure that the Council is obtaining best value for care home placements and making best use of block booked care home beds.
- In accordance with the Market Sustainability and Fair Cost of Care at Homefund guidance the Council has undertaken a local cost of care and publish the results of the findings by 1st February 2023. The Council is also required to develop, submit and publish a Market Sustainability Plan by no later than 27th March 2023. These are conditions to receiving Market Sustainability grant funding.

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

<ul style="list-style-type: none">• A Transfer of Care Hub has been set up in both hospitals with key staff from CEC and Hospital Trusts co-located to improve joint working and ease pressures on hospital discharge

Lead Service Committee: Adults and Health Committee
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Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Fragility and Failure in the Social Care Market		Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR12	Date updated: 27 th January 2023	Risk Manager: Director of Adult Social Care, Director of Commissioning
Risk Description: A failure of the local social care market. The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved.		
Detailed consequences: The council is unable to deliver a robust adult social care package without the use of third-party providers, without these outsourced services the overall social adult care package would fail, and the council would not be able to achieve its objective of people living well and for longer.		
Detailed causes: While the care market is still fragile, there have been some tentative signs of recovery, particularly in the domiciliary care market which has seen a 73% reduction in the number of people awaiting a package of care in their home over the last few months. While some of this is due to data cleansing, we have also seen increased capacity in the market due to overseas recruitment, a substantial fee uplift (14%) and other financial incentives and a slight upturn in the ability to recruit staff from other sectors that are failing due to the cost-of-living crisis.		
The major risk going forward is the financial impacts on providers resulting from the 9.7% uplift in National Living Wage from April 2023, high rates of inflation and increased energy costs (some providers have seen a 400% increase on renewal of their energy contracts). While there is proposed growth within the MTFS for Adult Social Care this will not be sufficient to offer fee uplifts for all providers as well as funding growth in demand and complexity of need. It is likely that this will impact on the sustainability of some care providers and result in some packages of care being handed back to the Council or notices served on care home residents. It will also bring challenges in managing budgets in 2023/24.		
Interdependencies (risks): NHS Funding Pressure, Financial resilience, Business Continuity, Pandemic Virus		
Comments this quarter: The care markets are showing some signs of recovery. The number of people awaiting a package of care in their own home has reduced by 73% over recent months and there is little to no waiting list in some areas of the more urban areas of the Borough. This is thought to be due to a combination of increased investment in domiciliary care and the impact of overseas recruitment. This is having a positive impact on the wider Health and Social Care system, although demand from acute care remains high. The Transfer of Care hubs have helped to expedite hospital discharge and reduce demand for traditional forms of care.		
Care home vacancies remain high, however, new care homes continue to open in Cheshire East and only one care home has closed in the Borough (the care home did not take Council commissioned placements). There is some evidence that use of agency staff in care homes is decreasing. Major risks for the sector in 2023/24 are the increase in NLW (9.7%), inflationary pressures and rising energy costs. While additional investment in ASC through hospital discharge funding and Market Sustainability Funding is welcomed and will help to support the sector it will not be sufficient to pay the local cost of care.		
Actions (Monitoring):		Target Date for Completion:
Comply with DHSC requirements to undertake and publish a cost of care and develop, submit and publish a Market Sustainability Plan (Reviewed by DHSC)		Cost of care – January 2023 MSP – March 2023
Continue to engage with care providers around market pressures and identify support required from short term and recurrent funding streams (ASC Operational meetings, Monthly Provider Forums)		On-going
Expand the existing British Red Cross service to respond to crisis situations in the community by providing low level support over a 7-day period (Weekly via Market Oversight meetings)		November 2021
Undertake a review of care fees for all sectors of the market (Weekly meetings with contractor, findings reported to Health and Adult Committee. This has been completed in accordance with DHSC guidance)		February 2022
ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention (Twice weekly ASC meetings)		On-going
ASC/Commissioning and Communities have a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that will test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract management meetings)		On-going
Continue to monitor and review preventative and support service activity (Twice weekly ASC meetings)		On-going
Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly JSNA steering group)		On-going
Develop engagement with community groups and 3rd sector (Twice weekly ASC meetings)		On-going

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Liquid logic and contrOCC solutions to better map trend and demand (Twice weekly ASC meetings)	On-going
To monitor and review thresholds and gatekeeping processes (Twice weekly ASC meetings)	On-going
Review and strengthen partnership working with wider agencies (Monthly Quality Monitoring Partnership Forum)	On-going
Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively (Monthly Care at Home Commissioning meetings)	On-going
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Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Twice weekly ASC meetings)	On-going
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'Hidden Carer's' initiative launched through Carer's Hub to help identify and support carers not known to the system (Weekly via Market Oversight meetings)	On-going

Key Mitigating Controls:

- ASC/Commissioning comply with the Care Act 2014, in holding a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight
- ASC/Commissioning have in place a robust Care Act compliant – Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure
- ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board
- ASC/Commissioning have a care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate utilising People Healing People services
- ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. For providers at risk we are offering an open book accounting exercise to ascertain the level of risk within that service
- ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress in order to respond to demand and growth in the sector
- ASC/Commissioning are influencing and working with Cheshire East Place pertaining to local ICS and ICP plans regarding the overall reduction in demand and systems redesign work supporting an improved community offer and redesigned front door
- ASC/Commissioning with communities are developing a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care
- ASC/Commissioning working with partners across the North-West via ADASS to address the future market capacity and workforce issues.
- The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge.
- As part of the contract management and quality assurance processes we check each provider's Business Continuity plan for robustness and make recommendations for improvement if required
- The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties
- Some providers are now recruiting workers from abroad and this is beginning to have some benefit in domiciliary care in some areas of the Borough
- Domiciliary care providers were awarded a 14% fee uplift in 2022/23 and have received financial incentives from hospital discharge monies to support care staff with fuel costs and overseas recruitment.
- Commissioners are in the process of purchasing a number of "care robots" to support with wellbeing as a prevention measure and to create capacity in the care market.
- A Joint CEC/ICB Market Oversight Group meets daily to ensure that the Council is obtaining best value for care home placements and making best use of block booked care home beds.
- In accordance with the Market Sustainability and Fair Cost of Care at Homefund guidance the Council has undertaken a local cost of care and publish the results of the findings by 1st February 2023. The Council is also required to develop, submit and publish a Market Sustainability Plan by no later than 27th March 2023. These are conditions to receiving Market Sustainability grant funding.
- A Transfer of Care Hub has been set up in both hospitals with key staff from CEC and Hospital Trusts co-located to improve joint working and ease pressures on hospital discharge

Lead Service Committee: Adults and Health Committee

Risk Name: Reputation Risk Ref: SR13		Risk Owner: Chief Executive Risk Manager: Head of Communications, Head of Customer Services, Business Intelligence Manager (Corporate and Place)																									
Risk Description: That consideration is not given, and management action is not taken, to effectively manage the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities. The risk is managed primarily through the work in three different areas; Communication & Media, Customer Experience and Consultation.		<table border="1"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Orange</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>4</td> <td></td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> </table>		1	2	3	4	1	Green	Green	Yellow	Yellow	2	Green	Yellow	Orange	Orange	3	Green	Yellow	Red	Red	4		Yellow	Orange	Red
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1	Green	Green	Yellow	Yellow																							
2	Green	Yellow	Orange	Orange																							
3	Green	Yellow	Red	Red																							
4		Yellow	Orange	Red																							
Interdependencies: The emergence of any issue highlighted as a strategic risk has the potential to represent a strategic risk to reputation		Date Updated: 31/01/2023																									
Comments this quarter: <i>Communication & Media:</i> Corporate Policy Committee approved the Communications Strategy for Residents on 1 December 2022. During this period (Q3) we saw particular interest and activity in the following topics: <ul style="list-style-type: none"> • Crewe regeneration • Council funding and financial forecasts • Avian influenza • Strategic planning / SADPD approval • Highways maintenance and winter preparations • Cost of Living, including the Warm PlaCEs scheme • Christmas bin collections and HWRC opening times • Green spaces for wellbeing initiative • Carbon neutral initiatives • South Macclesfield Development Area • Winter health and care pressures • Poynton Pool flood mitigation plans • Noise activated traffic cameras • Homes for Ukraine scheme <i>Consultation:</i> A consultation and Engagement toolkit has been drafted and is now approved for use. The toolkit is currently being added to the Centranet to ensure visibility. In support of improved decision making an EIA toolkit is being drafted and will support the Consultation and Engagement toolkit. The budget consultation could provide to be contentious due to a number of the proposals which have been included. Whilst the comments appear to be highlighting a number of concerns about the proposals, it's likely that when a full consultation on any significant changes occurs, that it will then that we will see the biggest risk to the reputation of the council. Particularly if the consultation and any decisions are made.																											
Actions (Monitoring): <i>Communication & Media;</i> Updated Media Relations Protocol to be considered for approval by Corporate Policy Committee 09-02-23 (Annual review)		Target Date for Completion Q4 2022/23																									

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Ensure alignment of annual communications programme and consultation and engagement programme (Quarterly)	Q4 2022/23
Continue to develop proactive direct comms to be issued via e-mail / SMS – we currently have 34,000 subscribers for 'push' notifications across a range of topics (On-going review)	Q4 2022/23
Include customer contact centre enquiries, MES and MP correspondence in reputation monitoring (On-going review)	Q1 2022/23
Undertake a survey of residents to understand how they want to get information about council services, policies etc. To inform communications strategy(ies) and plans (Bi-annual review)	Q1 2023/24
Use performance management reports for council services and programmes to identify reputational opportunities and risks at an early stage (On-going review)	Q1 2022/23
<i>Customer Experience;</i>	
Improve the monitoring and analysis of customer contact and complaints to identify and resolve issues at an early stage	Q3 2022/23
Introduce enhanced policies and procedures to improve the quality of responses to complaints and formal correspondence	Q3 2022/23
Implement technology to enable front line staff to monitor the full end to end customer journey	Q3 2022/23 and forward
Develop a new operating model for customer service delivery across the Council	Q4 2022/23
Develop a policy for how the Council uses and engages with customers via social media	Q4 2022/23
<i>Consultation;</i>	
Develop and introduce a One Council approach to consultation and engagement (On-going)	Q3 2022/23
Share and promote the new EIA template and guidance (On-going)	Q3 2022/23
The pilot of the Cheshire East People's Panel (On-going)	Q3 2022/23
Key Mitigating Controls:	
Communication & Media;	
<ul style="list-style-type: none"> • Effective monitoring and reporting of organisational reputation and sentiment. • Weekly reputation reporting to senior managers • Monitoring of social and traditional media • Communications and media function advised at an early stage of all future demand and emerging issues to enable effective planning • Providing a 24/7 emergency communications on call function • Communications strategies for key projects and issues developed agreed and reviewed with senior stakeholders and decision makers • Positive proactive communication across multiple channels to celebrate the council's successes and achievements, building positive reputation. • Comms programme planned and reviewed over short-term (daily) and long-term (monthly / annually) • Review communications business continuity, priorities and emergency / crisis comms protocols and plans • Media relations protocol and approvals process • Media training programme for key spokespersons • Senior member overview of COVID-specific communications activity through Local Outbreak Engagement Board • Regular meetings with comms leads from public sector partner organisations to collaborate, share plans and intelligence • Values and behaviours for officers and members are established and organisational culture is monitored and supported through a range of initiatives under the culture programme. • Ensure that information about the Council, its services and how to access them is easily available in a range of formats for a wide range of audiences • Monitor public sector press (e.g. MJ and LGC) and maintain and develop relationships with these media outlets to maximise opportunities for positive coverage • Development and delivery of communication strategies to influence public awareness of and informedness about key universal services, inc: planning, highways, waste and recycling • Communications handling requirement for each service committee meeting agreed with lead officer(s) • Quarterly 'Conversation with the Leader and Deputy Leader' videos 	
Customer Experience Existing Controls and Evidence;	
<ul style="list-style-type: none"> • Consistency in standards of service and behaviours through the Customer Charter • Training for all staff and leaders to promote the importance of customer experience • Key performance measures on customer satisfaction and experience monitored 	

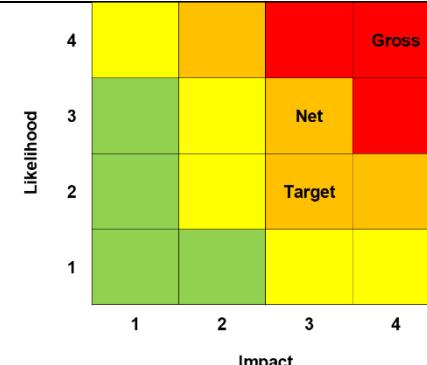
- Random sampling and analysis of end to end customer journeys
- Customer satisfaction and effort assessed post contact
- Voice recording of all calls and ongoing performance management of Advisors
- Regular liaison with services to ensure ongoing accuracy of advice and information provided and to plan for initiatives likely to generate high customer demand
- Proactive identification of arising issues for customers and liaison with Communications Team to develop appropriate communications
- Continuous improvement team tasked with root cause analysis of issues and identifying service improvements

Consultation:

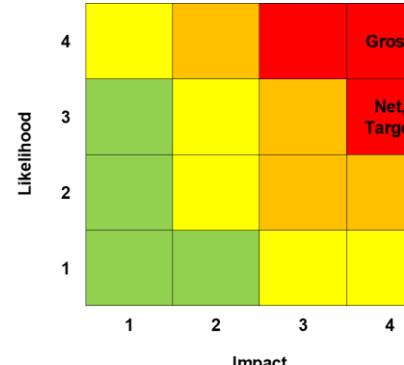
- Ensure that consultation is undertaken when any proposals are still at a formative stage
- Consultation must give sufficient reasons for any proposal or change to permit stakeholders to undertake intelligent consideration and response to the options
- Ensure consultation and engagement activity informs our evidence-based decision-making approach and that adequate time is given between the end of a consultation and a decision is made to allow for consideration of and where required, a response to, the output of a consultation or engagement
- Ensure that Equality Impact Assessments (EIA) are completed, appropriate for the purpose of use and that they are signed off before any consultation can begin
- When communicating about decisions, make it clear HOW consultation and engagement activity, EIA and other intelligence has been conscientiously taken into account when finalising the decision
- Evidence where and how output from consultation has been used to inform the decision-making process

Lead Service Committee: Corporate Policy Committee

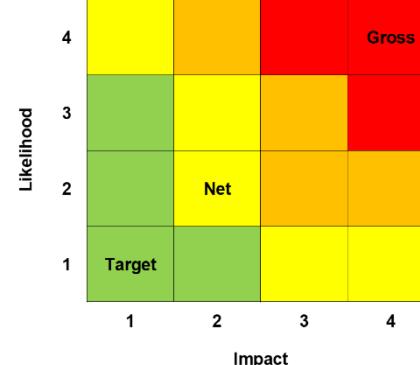
Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Climate Change (CEC Carbon Neutral Status 2025)		Risk Owner: Executive Director of Place, Executive Director of Corporate Services		
Risk Ref: SR14	Date updated: 31 st January 2023	Risk Manager: Director of Environment & Neighbourhood Services, Head of Environmental Services		
<p>Risk Description: Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions.</p> <p>Likelihood is based on a number of external factors, partnerships and key outcomes being delivered in a timely manner.</p> <p>Impact will result in non-delivery of a key priority in the Council's Corporate Plan. It will also contribute to climate change temperature rise and severe weather events which could have an impact on public health and safety. It could also have financial implications with increased need for adaptation of key infrastructure for severe weather events across the borough.</p>				
Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects				
<p>Comments this quarter: No material changes to the risk in Q3. Previously identified pressures remain a significant hurdle but fleet emissions are addressed in proposals in the MTFS to accelerate the transition of the council's transit and small van fleet used in parks and street cleansing to electric vehicles, with associated infrastructure and charging points. Progression of further solar electricity generation as part of the Council's sustainable energy inset is progressing to committee for decision in Q4. Existing controls and planned actions are being delivered as expected. No significant events to note since the last update.</p>				
Actions (Monitoring):	Target Date for Completion:			
Secure land and planning permission for second solar farm 2023/24 and 2024/25 (Land use assessment undertaken and presented to Economy & Growth Committee; Final land agreements to be agreed with Assets and Rural Economy)	March 2023			
Assess mitigation for risk of Fleet and Heat decarbonisation projects failing to meet targets. (Annual progress update presented to Economy & Growth committee)	March 2024			
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> • Risk is reviewed as part of the brighter futures transformation projects board, operational board and member steering group. • Carbon Neutral programme established with Programme Board reviewing progress and risks monthly • Member Advisory group overseeing its delivery • Annual update on progress reported to relevant committee • Climate change is a key consideration as part of our statutory planning duties as an authority and within the development of local planning policy • Planned natural offset set at 10% more than required to reduce risk of non-delivery in any one project area. 				
Lead Service Committee: Environment and Communities				

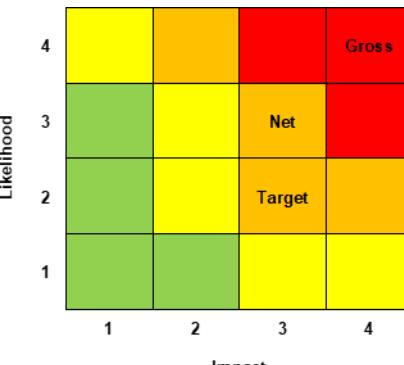
Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Failure of the Local Economy	Risk Owner: Executive Director of Place
Risk Ref: SR15	Date updated: 27 th January 2023
Risk Description: Failure of the local economy The risk that the local economy does not realise the expected level of growth due to an inability to attract, grow and retain commercial enterprises, residents and visitors. The borough has a strong local economy, an above average Gross Value Added (GVA), some areas of deprivation and is reliant on a number of different industries. Consequences: The failure of enterprises reduces the local money supply, reducing the standard of living for residents and council income. Secondary effects can include a reduction in public health and the loss of highly trained or skilled individuals. Consequences and causes, over the medium to long-term can have a symbiotic relationship, creating either an upward or downwards spiral. An example of this is shops closing in a town centre, then reduced footfall resulting in further closures. Causes: The local economy is significantly driven by changes in the national economy, taxation and other government policies. However the failure to maintain parity, or offer benefits above other boroughs, can lead to a relatively larger economic downturn. As noted above poverty and deprivation, like other issues, can be both a consequence and cause causing a snowball effect.	
Interdependencies (risks): Capital Projects, HS2 Infrastructure Investment, Pandemic Virus, Climate Change	
Comments this quarter: No substantive change in risk. Interest rates and inflation continue to be a concern. However, Bank of England and Government have identified actions to assist financial pressures and to return inflation to lower levels in next 12 months.	
Actions (Monitoring): N/A	Target Date for Completion: N/A
Key Mitigating Controls: <ul style="list-style-type: none"> • Employment support • Business forum to engage and plan future support • Investment plans to support regeneration and development • Place marketing and inward investment • Central government support and business grants 	
Lead Service Committee: Economy and Growth	

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Integrated Care System (ICS) Integration – RISK CLOSED THIS QUARTER		Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR16	Date updated: 25 th January 2023	Risk Manager: Director of Growth and Enterprise
Risk Description: The failure to integrate communication and decision-making with the local ICS partnership The ICS develops strategies that improve public health, reduce health inequalities and ensure the health and care system across Cheshire and Merseyside is sustainable. Potential consequences: Without effective and timely communication to support decision-making all partners could struggle to deliver their services to the best of their ability. Public health and wellbeing would suffer in the Cheshire and Merseyside areas. Potential causes: Poor or incomplete governance arrangements and delayed transfer of care assessments impact on the efficiency of the council services.		
Interdependencies (risks): Increased demand for Adult's Services, Increased demand for Children's Services, Pandemic Virus Comments this quarter: Given the current position it is recommended to close this risk and pick up as part of the adult social care risk		
Actions (Monitoring): To continue to be a key player in the development of the integrated care system at a regional and local level (Via ICS review visits (bi-monthly) new Governance arrangements (Monthly), A&H Committee (bi-monthly), Health and Wellbeing Board (bi-monthly)) The development of new local Integrated Governance arrangements (Via Health and Care Partnership Board (bi-monthly) Leadership Group (bi-weekly)) Joint appointment of the Director of Commissioning as the Associate Director of Transformation and Partnerships (Via the Director of Place and Executive Director of Adults, Health and Integration)		
Key Mitigating Controls: <ul style="list-style-type: none"> • The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system • Progress on the ICP is reported to the Health and Wellbeing Board and Adults and Health Committee • Evidence of progress and reporting is available via Full Council and Adults and Health Committee • Self-Assessments have been undertaken against the C&M Maturing Framework, which provides evidence of progress towards health and care integration against four domains. Presentations on local integration progress have been delivered during regular review visits with the ICS <ul style="list-style-type: none"> ○ Governance reports and minutes for newly formed Governance arrangements for integration including: ○ Health and Care Partnership Board ○ Strategic Planning and Transformation Group ○ Operational Group ○ Enabler Workstreams ○ Programme Groups ○ Care Communities 		
Lead Service Committee: Adults and Health Committee		

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Local Planning Authority Modernisation Plan Risk Ref: SR17		Risk Owner: Executive Director of Place Risk Manager: Interim Director of Planning, Head of Planning
Risk Description: <p>Following the completion of the 'Local Planning Authority Review and Service Transformation' report and presentation to Environment & Communities Committee on 31 October 2022 a Modernisation Plan has been developed to achieve the transformation of the service. This Plan will carry forward the recommendations made, document actions and monitor progress. The recommendations are many and varied but failure to complete the actions of the Modernisation Plan will undermine the planned transformation of the service, perpetuating and potentially extending the issues identified and undermining the reputation of the organisation.</p> <p>Detailed consequences: Failure to achieve completion of the Modernisation Plan will undermine the performance of the Council in its Local Planning Authority role, result in non-compliance with statutory processes, and reputational damage to the Council. By not achieving the Modernisation Plan within agreed timescales, the potential for additional budget pressure increases.</p> <p>Detailed causes: Insufficient resource to ensure completion of priority actions in the required timescales (staff and skills) while also 'doing the day job', supplier resource to deliver new ICT system, failure to engage with internal and external stakeholders to affect necessary changes, lack of oversight from the Planning Transformation Board, lack of agreed change management process within the Modernisation Plan.</p>		 <p>A 4x4 grid heatmap for risk assessment. The vertical axis is 'Likelihood' (1 to 4) and the horizontal axis is 'Impact' (1 to 4). The grid is color-coded: 1-1 is light green, 1-2 is medium green, 1-3 is yellow, 1-4 is light orange, 2-1 is medium green, 2-2 is yellow, 2-3 is orange, 2-4 is dark orange, 3-1 is medium green, 3-2 is yellow, 3-3 is orange, 3-4 is dark orange, and 4-1 is light green, 4-2 is yellow, 4-3 is orange, 4-4 is dark orange. The legend indicates: Gross (dark orange), Net (orange), and Target (yellow).</p>
Interdependencies (risks): Organisational Capacity and Demand, Reputation, Council Funding		
Comments this quarter: The Modernisation Plan was initiated during this period after the October 31 Committee and therefore the Strategic Risk identified Key priorities have been identified (ICT system, application backlog, staffing/restructure and communications/ customer service) but resources to deliver the Plan as expected are stretched, alongside significant budget pressures causing the risk to stay high.		
Actions (Monitoring): IT System Project Board (Regular fortnightly meetings) Continued monitoring of resource / recruitment (Weekly manager meetings)		Target Date for Completion On-going On-going
Key Mitigating Controls: <ul style="list-style-type: none"> Environment and Communities Report 31/10/2022; Local Planning Authority Review and Service Transformation Report and Modernization Plan. Planning Services Transformation Plan Monitoring of progress against Modernisation Plan by Transformation Board and Environment and Communities Board Identification of key priorities Internal Audit reports on Community Infrastructure Levy and Section 106 will inform the scope of a member/officer working group 		
Lead Service Committee: Environment and Communities		

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

Risk Name: Delivery of the JTAI Improvement Plan		Risk Owner: Executive Director of Children's Services
Risk Ref: SR18	Date updated: 25 th January 2023	Risk Manager: Executive Director of Children's Services
<p>Risk Description: That as a safeguarding children's partnership, Cheshire East Council's children's services, health, and police, do not achieve the improvements needed at the necessary pace to address the recommendations from the joint targeted area inspection (JTAI) of child exploitation, including child sexual exploitation.</p> <p>This would mean that we would not achieve the council's desired outcomes for children and young people at risk of exploitation. There is also a reputational risk of not delivering the required improvements, as this could result in an inadequate rating by Ofsted. An inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.</p> <p>Significant work is required to deliver these improvements which requires sufficient capacity and resources. High quality work to support children and young people is dependent on being able to achieve a stable and experienced workforce. Nationally and locally there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in higher than average workloads and some delays in delivering services. There is a risk that this could result in children experiencing delays in receiving support leading to escalation of need and increased risk of poorer outcomes - including risk of harm and risk to life, a lack of continuity of workers for children and young people, and increased costs to the council.</p>		
<p>Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to children's services, and demand to adult social care and health services. If adult services or NHS services experience an increase in demand/complexity this could impact on the quality of support delivered by children's services, as services rely on adults and health input to ensure children's needs are assessed and met. Increased demand to children's services will result in increased workloads which will impact on the ability to release staff for training or to deliver high quality and timely work. Improving the quality of support to children and young people requires all three statutory partners (local authority, health and police) to work together effectively to develop services at pace. All three agencies are dependent on each other to work together as a partnership and provide robust scrutiny and challenge on the outcomes achieved for children and young people.</p> <p>Comments this quarter: We are continuing to deliver our comprehensive partnership improvement plan which addresses all the recommendations from the inspection. We have submitted our plan to Ofsted as our statement of action in relation to the inspection. Governance arrangements are now in place to ensure there is effective scrutiny of progress and impact on outcomes for children and young people. Good progress is being made against the plan and changes to practice are starting to be shown through audits. The net risk score has not changed since Q2 as it is still early in our improvement journey and we want to be able to demonstrate sustained impact of changes before reducing the risk.</p> <p>External support and challenge will be in place from January 2023 from the Department for Education Children's Improvement Advisor, who will be acting as the independent chair of our partnership Improvement Board. The Improvement Advisor will conduct visits to services to evaluate the impact of changes and will support and advise senior leaders. This support will be in place for up to 12 months.</p> <p>The partnership has appointed an independent scrutineer to review the partnership's arrangements and make recommendations on how these can be improved. Phase 1 of this review has been completed which considered the governance arrangements for the Safeguarding Children's Partnership. The findings from this review were shared with strategic partnership leads in December 2022. The independent scrutineer is now conducting phase 2 of the review which considers the partnership's quality assurance and learning arrangements, including training. The partnership will review the findings of both of these reviews in a development day in early March 2023 and will agree the actions that will be taken in response to improve our arrangements.</p>		
<p>Actions (Monitoring):</p> <ul style="list-style-type: none"> Deliver the improvement plan and scrutinise impact on outcomes for children and young people at risk of exploitation (Monthly by the Improvement Executive Board) Independent support and challenge from the Department for Education (DfE) Children's Improvement Advisor through visits to services, support to senior leaders and acting as the independent chair of the Improvement Board. Agree the changes that will be made to the operation of the Safeguarding Children's Partnership in response to the findings from the independent review (Safeguarding Children's Partnership Executive to ensure achieved by the completion date) <p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> We have a comprehensive partnership improvement plan in place to address the recommendations from the JTAI inspection. An independent scrutineer has been recruited to provide scrutiny to the partnership. The scrutineer is completing in-depth reviews to inform how the partnership is structured and manages its business in the future, including how it evaluates impact. 		

Appendix A - Strategic Risk Register Detail Quarter 3 2022/23

- Meetings of the Executive Group of the Safeguarding Children's Partnership have been increased to bi-monthly from quarterly to support increased pace of change.
- An Executive Board is in place which consists of the Chief Executive of the council, Chief Constable and Chief Nurse, which scrutinises partnership progress against the improvement plan.
- A strategic improvement group is in place which is focused on delivery of the improvement plan.
- All exploitation screening tools received by the front door are now reviewed within 24 hours and managed as a contact. This involves partnership information gathering, analysis by an experienced social worker and management approval of the most appropriate course of action. A decision will be made on the same day either to progress to a referral to children's social care and allocated to a social worker or into early help and prevention and allocated to an early help practitioner. Statutory intervention commences immediately including a visit to the child and the initiation of a child and family assessment, and specific risk mitigation now begins without delay.
- The integrated front door meeting now retrospectively reviews the immediate safety planning for all children at risk of exploitation who have been referred into either children's social care or early help in the previous 7 days.
- Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review Meeting attended by the chief executive and lead member for children and families. The Safeguarding Review Meeting includes discussion of workforce pressures and risks.
- Audits of practice are completed quarterly to evaluate the quality of practice and the effectiveness of service improvements.

Lead Service Committee: Children and Families Committee



Working for a brighter future together

Corporate Policy Committee

Date of Meeting: 23 March 2023

Report Title: Calendar of Meetings 2023-2024

Report of: David Brown, Director of Governance and Compliance

Report Reference No: CP/60/22-23

Ward(s) Affected: All

1. Purpose of Report

1.1 This report seeks agreement of the Committee in respect of a draft calendar of meetings for the Council, for an 18-month period from May 2023 to October 2024. Full Council will then be asked to formally approve the calendar at the Council's Annual General Meeting.

2. Executive Summary

2.1 In accordance the Local Government Act 1972, the Council is required to give public notice of its meetings. The calendar of meetings assists in fulfilling this legal obligation and provides certainty for Council members.

2.2 Having an approved and published calendar of meetings enables effective business planning and decision-making procedures.

3. Recommendations

3.1 That the draft calendar of meetings for Cheshire East Council May 2023 to October 2024 be recommended to Council for approval.

4. Reasons for Recommendations

4.1 The Council is required to give public notice of its meetings in order to fulfil its legal obligations under the Access to Information Rules set out in the Constitution and to meet its obligations under the Local Government Act 1972.

The calendar will assist the Council in meeting these requirements and will provide certainty for Members.

5. Background

- 5.1 As set out in its Constitution (Chapter 3 – Part 1 para 1.1) the Council is required to decide when its meetings will take place. These are set out in a calendar of meetings. The Calendar of Meetings is intended only to deal with formal decision-making meetings and, therefore, does not provide details of other meetings involving Members.
- 5.2 Full Council must approve the calendar.
- 5.3 The scheduling of meetings has taken into account the Council's business planning/performance reporting cycle, together with a range of additional issues arising from the implementation of the committee system and learning from its operation since May 2021.
- 5.4 The Constitution Working Group gave consideration, prior to the preparation of the Calendar of Meetings for 2023-24, to the question of whether it would be appropriate to introduce a standard commencement time for all morning meetings of formal bodies, and proposed that these should have a start time of 10.00 am.
- 5.5 Where possible August has been retained for recess, except for planning committee meetings.
- 5.6 Meetings of full Council have been scheduled to be held on 24 May 2023, 19 July 2023, 18 October 2023, 13 December 2023 and 21 February 2024, with the start time of 11 am.
- 5.7 The meetings of service committees have been scheduled to take place on the same day of the week where possible. If there is a specific need for additional or fewer meetings, this can be dealt with under existing arrangements.
- 5.8 Strategic Planning Board, Northern Planning Committee and Southern Planning Committee are scheduled to meet on Wednesdays: with any site visits taking place on the Friday before the meeting in question.
- 5.9 The Audit and Governance Committee and Licensing Committee have been scheduled to meet five times each year. Provisions exist for additional meetings to be called if needed.
- 5.10 The scheduling of meetings of the Scrutiny Committee has been approached on a quarterly basis. It is acknowledged however that there may be the need to arrange ad-hoc meetings, when required to deal with bespoke external scrutiny matters e.g., external proposals by health providers, using the general powers of the Committee Chair. The quarterly scheduling will provide for

annual reporting, with flexibility around the dates of meetings, to suit business needs.

5.11 The Committee is asked to refer the Calendar to Council for approval.

6 Consultation and Engagement

6.1 The Calendar has been shared with the Group Leaders, Chairs and Vice Chairs of Committees.

7 Implications

7.1 Legal

7.1.1 In accordance the Local Government Act 1972 and the Access to Information Rules in the Constitution, the Council is required to give public notice of its meetings, and a calendar of meetings assists in fulfilling this legal obligation.

7.1.2 Members of the public have a legal right to attend to participate in and observe council meetings, e.g., make representations in respect of planning applications, asking questions at meetings, and presenting appeals.

7.2 Finance

7.2.1 There are no direct finance implications.

7.3 Policy

7.3.1 There are no direct policy implications.

7.4 Equality

7.4.1 There are no direct implications for equality.

7.5 Human Resources

7.5.1 There are no direct implications for human resources.

7.6 Risk Management

7.6.1 A published calendar of meetings enables effective business planning and decision-making procedures.

7.7 Rural Communities

7.7.1 There are no direct implications for rural communities.

7.8 Children and Young People/Cared for Children

7.8.1 There are no direct implications for children and young people

7.9 Public Health

7.9.1 There are no direct implications for public health.

7.10 Climate Change

7.10.1 There are no implications for climate change.

Access to Information	
Contact Officer:	Brian Reed, Head of Democratic Services and Governance brian.reed@cheshireeast.gov.uk
Appendices:	Appendix 1 – Calendar of Meetings May 2023 to October 2024
Background Papers:	None

Calendar of Meetings 2023-2024

COMMITTEE	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT
Council (11 am)	24		19			18		13		21			15		17			16
Corporate Policy (10.00 am)		15	6			5	30		18	8	21			13	4			3
Economy and Growth (2 pm)		6	11		12		14		16		12			4	9		10	
Highways and Transport (10.00 am)		22	20		21		23		25			4		20	18		19	
Environment and Communities (10.00 am)		8	27		28		9			1	28			6	25		26	
Children and Families (2 pm)		5	10		18		13		15	12		8		3	8		16	
Adults and Health (10.00 am)		26	24		25		20		22		25			24	22		23	
Finance Sub Committee (2 pm)		7			6		1		17		6			5			4	
Scrutiny Committee (10.00 am)		29			7			14			14			27			5	
Audit and Governance Committee (10.00 am or 2 pm)		8 (2 pm)	27 (2 pm)		28 (2 pm)			7 (10 am)			7 (10 am)		30 (10 am)		25 (2 pm)		26 (2 pm)	
General Appeals Sub Committee (10 am)		13	4	22		10	7	12	9	6	5	9		11	2	20		8
Licensing Committee (2 pm)		12			4		6		8		4			10			2	
General Licensing Sub Committee (10 am)		19	17		19	12	27		29	26		15		17	15		17	10
Strategic Planning Board (10 am)		21	26	23	20	25	22	20	31	28	27	24	22	19	24	21	18	23
Southern Planning Committee (10 am)	31	28		2 30	27		1 29		10	7	6	3	1 29	26	31	28	25	30
Northern Planning Committee (10 am)		7	5	9	6	4	8	6	17	14	13	10	8	5	3	7	4	2
Public Rights of Way Sub Committee (2pm)			3		11			4			11				1		9	
Health and Wellbeing Board (2 pm)		27			26		21		23		19			25			24	
Local Authority School Governor Nomination Sub Committee (10 am)		14			13						7 (2pm)			12			11	
Cared for Children and Care Leaver Committee (2 pm)		20			5			5			5			18			3	
Shared Services Joint Committee (10 am)		30					24											

COMMITTEE	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT
Cheshire East Health and Care Partnership (2pm)	17		5		6		1		10		6							

CALENDAR OF MEETINGS MAY 2023 TO OCTOBER 2024

MAY 2023	
1	BANK HOLIDAY
2	
3	
4	BOROUGH COUNCIL ELECTIONS
5	
6	
7	
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13	
14	
15	
16	
17	2.00 pm Cheshire East Health and Care Partnership
18	
19	
20	
21	
22	
23	
24	11.00 am ANNUAL COUNCIL
25	
26	
27	
28	
29	BANK HOLIDAY
30	
31	10.00 am Southern Planning Committee

OFFICIAL

Feb 2023

JUNE 2023	
1	
2	<i>(planning site visits)</i>
3	
4	
5	2.00 pm Children and Families Committee
6	2.00 pm Economy and Growth Committee
7	10.00 am Northern Planning Committee 2.00 pm Finance Sub Committee
8	10.00 am Environment and Communities Committee 2 pm Audit and Governance Committee
9	
10	
11	
12	2.00 pm Licensing Committee
13	10.00 am General Appeals Sub Committee
14	10.00 am LA School Governor Nomination Panel
15	10.00 am Corporate Policy Committee
16	<i>(planning site visits)</i>
17	
18	
19	10.00 am General Licensing Sub Committee
20	2.00 pm Cared for Children and Care Leaver Committee
21	10.00 am Strategic Planning Board
22	10.00 am Highways and Transport Committee
23	<i>(planning site visits)</i>
24	
25	
26	10.00 am Adults and Health Committee
27	2.00 pm Health and Wellbeing Board
28	10.00 am Southern Planning Committee
29	10.00 am Scrutiny Committee
30	<i>(planning site visits)</i> 10 am Shared Services Joint Committee

OFFICIAL

JULY 2023	
1	
2	
3	2.00 pm Public Rights of Way Sub Committee
4	10.00 am General Appeals Sub Committee
5	10.00 am Northern Planning Committee 2.00 pm Cheshire East Health and Care Partnership
6	10.00 am Corporate Policy Committee
7	
8	
9	
10	2.00 pm Children and Families Committee
11	2.00 pm Economy and Growth Committee
12	
13	
14	
15	
16	
17	10.00 am General Licensing Sub Committee
18	
19	11.00 am COUNCIL
20	10.00 am Highways and Transport Committee
21	<i>(planning site visits)</i>
22	
23	
24	10.00 am Adults and Health Committee
25	
26	10.00 am Strategic Planning Board
27	10.00 am Environment and Communities Committee 2.00 pm Audit and Governance Committee
28	<i>(planning site visits)</i>
29	
30	
31	

OFFICIAL

AUGUST 2023	
1	
2	10.00 am Southern Planning Committee
3	
4	<i>(planning site visits)</i>
5	
6	
7	
8	
9	10.00 am Northern Planning Committee
10	
11	
12	
13	
14	
15	
16	
17	
18	<i>(planning site visits)</i>
19	
20	
21	
22	10.00 am General Appeals Sub Committee
23	10.00 am Strategic Planning Board
24	
25	<i>(planning site visits)</i>
26	
27	
28	BANK HOLIDAY
29	
30	10.00 am Southern Planning Committee
31	

OFFICIAL

Feb 2023

SEPTEMBER 2023	
1	(planning site visits)
2	
3	
4	2.00 pm Licensing Committee
5	2.00 pm Cared for Children and Care Leaver Committee
6	10.00 am Northern Planning Committee 2.00 pm Finance Sub Committee 2.00 pm Cheshire East Health and Care Partnership
7	10.00 am Scrutiny Committee
8	(planning site visits)
9	
10	
11	2.00 pm Public Rights of Way Sub Committee
12	2.00 pm Economy and Growth Committee
13	10.00 am LA School Governor Nomination Panel
14	
15	(planning site visits)
16	
17	
18	2.00 pm Children and Families Committee
19	10.00 am General Licensing Sub Committee
20	10.00 am Strategic Planning Board
21	10.00 am Highways and Transport Committee
22	(planning site visits)
23	
24	
25	10.00 am Adults and Health Committee
26	2.00 pm Health and Wellbeing Board
27	10.00 am Southern Planning Committee
28	10.00 am Environment and Communities Committee 2.00 pm Audit and Governance Committee
29	(planning site visits)
30	

OFFICIAL

OCTOBER 2023	
1	
2	
3	
4	10.00 am Northern Planning Committee
5	10.00 am Corporate Policy Committee
6	
7	
8	
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10	10.00 am General Appeals Sub Committee
11	
12	10.00 am General Licensing Sub Committee
13	
14	
15	
16	
17	
18	11.00 am COUNCIL
19	
20	(planning site visits)
21	
22	
23	
24	
25	10.00 am Strategic Planning Board
26	
27	
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31	

OFFICIAL

Feb 2023

NOVEMBER 2023	
1	10.00 am Southern Planning Committee 2.00 pm Finance Sub Committee 2.00 pm Cheshire East Health and Care Partnership
2	
3	<i>(planning site visits)</i>
4	
5	
6	2.00 pm Licensing Committee
7	10.00 am General Appeals Sub Committee
8	10.00 am Northern Planning Committee
9	10.00 am Environment and Communities Committee
10	
11	
12	
13	2.00 pm Children and Families Committee
14	2.00 pm Economy and Growth Committee
15	
16	
17	<i>(planning site visits)</i>
18	
19	
20	10.00 am Adults and Health Committee
21	2.00 pm Health and Wellbeing Board
22	10.00 am Strategic Planning Board
23	10.00 am Highways and Transport Committee
24	10 am Shared Services Joint Committee
25	
26	
27	10.00 am General Licensing Sub Committee
28	
29	10.00 am Southern Planning Committee
30	10.00 am Corporate Policy Committee

OFFICIAL

DECEMBER 2023	
1	(planning site visits)
2	
3	
4	2.00 pm Public Rights of Way Sub Committee
5	2.00 pm Cared for Children and Care Leaver Committee
6	10.00 am Northern Planning Committee
7	10.00 am Audit and Governance Committee
8	
9	
10	
11	
12	10.00 am General Appeals Sub Committee
13	11.00 am COUNCIL
14	10.00 am Scrutiny Committee
15	(planning site visits)
16	
17	
18	
19	
20	10.00 am Strategic Planning Board
21	
22	
23	
24	
25	CHRISTMAS DAY
26	BOXING DAY
27	
28	
29	
30	
31	

OFFICIAL

Feb 2023

JANUARY 2024	
1	New Years Day
2	
3	
4	
5	<i>(planning site visits)</i>
6	
7	
8	2.00 pm Licensing Committee
9	10.00 am General Appeals Sub Committee
10	10.00 am Southern Planning Committee 2.00 pm Cheshire East Health and Care Partnership
11	
12	<i>(planning site visits)</i>
13	
14	
15	2.00 pm Children and Families Committee
16	2.00 pm Economy and Growth Committee
17	10.00 am Northern Planning Committee 2.00 pm Finance Sub Committee
18	10.00 am Corporate Policy Committee
19	
20	
21	
22	10.00 am Adults and Health Committee
23	2.00 pm Health and Wellbeing Board
24	
25	10.00 am Highways and Transport Committee
26	<i>(planning site visits)</i>
27	
28	
29	10.00 am General Licensing Sub Committee
30	
31	10.00 am Strategic Planning Board

OFFICIAL

Feb 2023

FEBRUARY 2024	
1	10.00 am Environment and Communities Committee
2	<i>(planning site visits)</i>
3	
4	
5	
6	10.00 am General Appeals Sub Committee
7	10.00 am Southern Planning Committee 2.00 pm LA School Governor Nomination Sub Committee
8	10.00 am Corporate Policy Committee
9	<i>(planning site visits)</i>
10	
11	
12	2.00 pm Children and Families Committee
13	
14	10.00 am Northern Planning Committee
15	
16	
17	
18	
19	
20	
21	11.00 am COUNCIL (Budget)
22	
23	<i>(planning site visits)</i>
24	
25	
26	10.00 am General Licensing Sub Committee
27	
28	10.00 am Strategic Planning Board
29	

OFFICIAL

Feb 2023

MARCH 2024	
1	(planning site visits)
2	
3	
4	2.00 pm Licensing Committee
5	10.00 am General Appeals Sub Committee 2.00 pm Cared for Children and Care Leaver Committee
6	10.00 am Southern Planning Committee 2.00 pm Finance Sub Committee 2.00 pm Cheshire East Health and Care Partnership
7	10.00 am Audit and Governance Committee
8	(planning site visits)
9	
10	
11	2.00 pm Public Rights of Way Sub Committee
12	2.00 pm Economy and Growth Committee
13	10.00 am Northern Planning Committee
14	10.00 am Scrutiny Committee
15	
16	
17	
18	
19	2.00 pm Health and Wellbeing Board
20	
21	10.00 am Corporate Policy Committee
22	(planning site visits)
23	
24	
25	10.00 am Adults and Health Committee
26	
27	10.00 am Strategic Planning Board
28	10.00 am Environment and Communities Committee
29	GOOD FRIDAY
30	
31	

OFFICIAL

APRIL 2024	
1	EASTER MONDAY
2	
3	10.00 am Southern Planning Committee
4	10.00 am Highways and Transport Committee
5	<i>(planning site visits)</i>
6	
7	
8	2.00 pm Children and Families Committee
9	10.00 am General Appeals Sub Committee
10	10.00 am Northern Planning Committee
11	
12	
13	
14	
15	10.00 am General Licensing Sub Committee
16	
17	
18	
19	<i>(planning site visits)</i>
20	
21	
22	
23	
24	10.00 am Strategic Planning Board
25	
26	<i>(planning site visits)</i>
27	
28	
29	
30	

OFFICIAL

Feb 2023

MAY 2024	
1	10.00 am Southern Planning Committee
2	[Police and Crime Commissioner Elections]
3	<i>(planning site visits)</i>
4	
5	
6	BANK HOLIDAY
7	
8	10.00 am Northern Planning Committee
9	
10	
11	
12	
13	
14	
15	11.00 am COUNCIL (AGM)
16	
17	<i>(planning site visits)</i>
18	
19	
20	
21	
22	10.00 am Strategic Planning Board
23	
24	<i>(planning site visits)</i>
25	
26	
27	BANK HOLIDAY
28	
29	10.00 am Southern Planning Committee
30	10.00 am Audit and Governance Committee
31	<i>(planning site visits)</i>

OFFICIAL

Feb 2023

JUNE 2024	
1	
2	
3	2.00 pm Children and Families Committee
4	2.00 pm Economy and Growth Committee
5	10.00 am Northern Planning Committee 2.00 pm Finance Sub Committee
6	10.00 am Environment and Communities Committee
7	(planning site visits)
8	
9	
10	2.00 pm Licensing Committee
11	10.00 am General Appeals Sub Committee
12	10.00 am LA School Governor Nomination Sub Committee
13	10.00 am Corporate Policy Committee
14	(planning site visits)
15	
16	
17	10.00 am General Licensing Sub Committee
18	2.00 pm Cared for Children and Care Leaver Committee
19	10.00 am Strategic Planning Board
20	10.00 am Highways and Transport Committee
21	(planning site visits)
22	
23	
24	10.00 am Adults and Health Committee
25	2.00 pm Health and Wellbeing Board
26	10.00 am Southern Planning Committee
27	10.00 am Scrutiny Committee
28	(planning site visits)
29	
30	

OFFICIAL

JULY 2024	
1	2.00 pm Public Rights of Way Sub Committee
2	10.00 am General Appeals Sub Committee
3	10.00 am Northern Planning Committee
4	10.00 am Corporate Policy Committee
5	
6	
7	
8	2.00 pm Children and Families Committee
9	2.00 pm Economy and Growth Committee
10	
11	
12	
13	
14	
15	10.00 am General Licensing Sub Committee
16	
17	11.00 am COUNCIL
18	10.00 am Highways and Transport Committee
19	(planning site visits)
20	
21	
22	10.00 am Adults and Health Committee
23	
24	10.00 am Strategic Planning Board
25	10.00 am Environment and Communities Committee 2.00 pm Audit and Governance Committee
26	(planning site visits)
27	
28	
29	
30	
31	10.00 am Southern Planning Committee

OFFICIAL

Feb 2023

AUGUST 2024	
1	
2	<i>(planning site visits)</i>
3	
4	
5	
6	
7	10.00 am Northern Planning Committee
8	
9	
10	
11	
12	
13	
14	
15	
16	<i>(planning site visits)</i>
17	
18	
19	
20	10.00 am General Appeals Sub Committee
21	10.00 am Strategic Planning Board
22	
23	<i>(planning site visits)</i>
24	
25	
26	BANK HOLIDAY
27	
28	10.00 am Southern Planning Committee
29	
30	<i>(planning site visits)</i>
31	

OFFICIAL

Feb 2023

SEPTEMBER 2024	
1	
2	2.00 pm Licensing Committee
3	2.00 pm Cared for Children and Care Leaver Committee
4	10.00 am Northern Planning Committee 2.00 pm Finance Sub Committee
5	10.00 am Scrutiny Committee
6	
7	
8	
9	2.00 pm Public Rights of Way Sub Committee
10	2.00 pm Economy and Growth Committee
11	10.00 am LA School Governor Nomination Sub Committee
12	
13	(planning site visits)
14	
15	
16	2.00 pm Children and Families Committee
17	10.00 am General Licensing Sub Committee
18	10.00 am Strategic Planning Board
19	10.00 am Highways and Transport Committee
20	(planning site visits)
21	
22	
23	10.00 am Adults and Health Committee
24	2.00 pm Health and Wellbeing Board
25	10.00 am Southern Planning Committee
26	10.00 am Environment and Communities Committee 2.00 pm Audit and Governance Committee
27	(planning site visits)
28	
29	
30	

OFFICIAL

OCTOBER 2024	
1	
2	10.00 am Northern Planning Committee
3	10.00 am Corporate Policy Committee
4	
5	
6	
7	
8	10.00 am General Appeals Sub Committee
9	
10	10.00 am General Licensing Sub Committee
11	
12	
13	
14	
15	
16	11.00 am COUNCIL
17	
18	<i>(planning site visits)</i>
19	
20	
21	
22	
23	10.00 am Strategic Planning Board
24	
25	<i>(planning site visits)</i>
26	
27	
28	
29	
30	10.00 am Southern Planning Committee
31	

OFFICIAL

Feb 2023

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **General Appeals Sub Committee**
held on Tuesday, 10th January, 2023 in the Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillors P Butterill, S Edgar (Chair) and J Weatherill

OFFICERS IN ATTENDANCE

Helen Rawlinson, Transport Manager
Karen Shuker, Democratic Services Officer
Shona Waby, Senior Lawyer, Adults and Education

OTHERS IN ATTENDANCE

Nicola Hyde, Transport Lead (Observer)

30 APPOINTMENT OF CHAIR

RESOLVED

That Councillor S Edgar be appointed as Chair of the meeting.

31 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor D Murphy.

32 DECLARATIONS OF INTEREST

There were no declarations of interest.

33 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

34 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

35 SCHOOL TRANSPORT APPEALS

Consideration was given to the following School Transport Appeals.

36 CASE 1- 10.05AM

The Sub-Committee considered an appeal against a decision of the Council not to offer assisted school transport.

The Sub-Committee heard the appeal based on the written and oral evidence of the Presenting Officer, who detailed the local authority's case, and the written and oral evidence of the appellant. Members of the Sub-Committee asked questions by way of clarification.

The Presenting Officer and the appellant withdrew from the meeting, following which the Sub-Committee reached its decision.

RESOLVED

That the appeal be dismissed.

37 CASE 2 - 11.00AM

The Sub-Committee considered an appeal against a decision of the Council not to offer assisted school transport.

The Sub-Committee heard the appeal based on the written and oral evidence of the Presenting Officer, who detailed the local authority's case, and the written and oral evidence of the appellants. Members of the Sub-Committee asked questions by way of clarification.

The Presenting Officer and the appellants withdrew from the meeting, following which the Sub-Committee reached its decision.

RESOLVED

That the appeal be dismissed.

The meeting commenced at 10.00 am and concluded at 11.55 am

Councillor S Edgar (Chair)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Finance Sub-Committee**
held on Wednesday, 8th March, 2023 in Committee Suite 1, 2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor A Stott (Chair)
Councillor B Puddicombe (Vice-Chair)

Councillors D Brown, J Clowes, S Corcoran, N Mannion, M Warren and
M Beanland (for Cllr Martin)

OFFICERS

Alex Thompson, Director of Finance and Customer Services
David Brown, Director of Governance and Compliance
Paul Goodwin, Head of Finance
Helen Gerrard, Head of Customer Services
Michael Todd, Internal Audit Manager
Lianne Halliday, Senior Manager – Procurement
Tom Shuttleworth, Interim Director of Environment and Neighbourhoods
Paul Mountford, Democratic Services

ALSO PRESENT

Kevin Melling, Managing Director of Ansa

APOLOGIES

Councillor A Martin

The Chair announced that Councillor Brian Puddicombe had been appointed as Vice-Chair of the Sub-Committee at the last Council meeting. She congratulated Councillor Puddicombe on his appointment.

59 DECLARATIONS OF INTEREST

There were no declarations of interest.

60 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 19th January 2023 be approved as a correct record.

61 PUBLIC SPEAKING/OPEN SESSION

Sue Helliwell raised a number of questions in relation to Item 5 - Aligning the MTFS to the Committee Structure, specifically in relation to Congleton household waste and recycling, the garden/food waste collection service

and car parking charges and the impact of individual committee decisions on the Council's budget. The Chair gave a detailed response which would also be forwarded to the questioner in writing.

62 ALIGNING THE MEDIUM-TERM FINANCIAL STRATEGY (MTFS) TO THE COMMITTEE STRUCTURE

The Sub-Committee considered a report which determined the allocation of the approved budgets to each of the service committees and informed the financial reporting cycle for 2023/24.

RESOLVED

That the Sub-Committee

1. unanimously approves the allocation of the capital and revenue budgets, policy proposals and earmarked reserves to the following Committees in accordance with the approved MTFS, as set out in Appendix A to the report:
 - Adults & Health
 - Children & Families
 - Corporate Policy
 - Economy & Growth
 - Environment & Communities
 - Finance Sub-Committee
 - Highways & Transport
2. notes the draft financial reporting timetable for 2023/24 set out in Appendix B.

63 2022/23 FINANCIAL UPDATE

The Sub-Committee considered an update report on financial management for the year 2022/23.

In response to members' questions and comments, officers advised as follows:

- Information would be included in future reports on the effect of interest rates, inflation and capital costs on the delivery of projects.
- The forecast DSG deficit was being held as an accounting override; this applied to all English councils with DSG balances and was effectively a negative reserve. The accounting override could last for up to three years, and discussions would need to be held with the DfE and the Department of Levelling Up to determine what would happen when the accounting override ended.

RESOLVED

That the Sub-Committee

1. notes the forecast adverse Net Revenue financial pressure of £7.7m against a revised budget of £328.3m, as previously reported to Finance Sub-Committee on 19 January 2023;
2. notes the forecast Capital Spending of £125.2m against an approved MTFS budget £185.2m;
3. notes the contents of Annex 1 to the report and each of the appendices;
4. unanimously approves supplementary revenue estimates for specific grants coded directly to services up to and including £1,000,000 in accordance with Financial Procedure Rules as detailed in Appendix 6 Finance Sub-Committee, Section 3 Corporate Grants Register, Table 3;
5. by majority approves the drawdown from the MTFS reserve for transport detailed in Appendix 6, Section 5;
6. notes that Council will be asked to approve:

Fully funded supplementary revenue estimates for specific grants coded directly to services over £1,000,000 in accordance with Financial Procedure Rules as detailed in Appendix 1, Section 2 Corporate Grants Register, Table 2, Appendix 2, Section 2 Corporate Grants Register, Table 2 and Appendix 3, Section 2 Corporate Grants Register, Table 2.
7. by majority recommends to Service Committees to:
 - (a) note the financial update and forecast outturn relevant to their terms of reference; and
 - (b) note the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in Section 2 of each Committee Appendix.

64 SUNDRY DEBT BRIEFING REPORT

The Sub-Committee considered a briefing report on the current level of sundry debt across all Council services and how this was being managed.

In response to members' questions and comments, officers advised as follows:

- With regard to the debt arising from unpaid farm and market rent, the Head of Customer Services undertook to provide a breakdown of the rent owed by current and former tenants. She also undertook to provide details of the process involved in recovering debt from tenants

of Macclesfield Indoor Market, including any discussions that had been held with tenants/stallholders.

- Customers of adult social care were asked to state their preferred method for receiving notification of accruing debt, which could include notification by non-electronic means.

RESOLVED

That the report be noted.

65 APPOINTMENTS TO THE BUSINESS RATES WORKING GROUP

The Sub-Committee considered a report on the appointment of a Business Rates Working Group.

The terms of reference for the Working Group were set out in the Appendix to the report for information.

RESOLVED (unanimously)

That a Business Rates Working Group be established comprising three members with the following composition: 1 Conservative; 1 Labour; 1 Independent Group, the members to be drawn from the membership of the Sub-Committee, and nominations be submitted by the relevant political groups to the Head of Democratic Services and Governance in due course.

66 REVIEW OF COMPANY BUSINESS PLANS

The Sub-Committee considered a report which provided feedback from the Shareholder Working Group in relation to the business plans of Ansa Environmental Services Ltd and Orbitas Bereavement Services Ltd.

RESOLVED

That the Sub-Committee

1. notes the feedback from the Shareholder Working Group on the review of the business plans of Ansa Environmental Services Ltd and Orbitas Bereavement Services Ltd;
2. notes that the delivery of company business plans during 2023/24 will be monitored at company board meetings, at which a Shareholder representative will be present; and
3. notes that the quarterly accounts of the companies will be reported to the Shareholder (via the Shareholder Working Group), and year-end statutory accounts of companies will be reported to the Audit and Governance Committee, in accordance with governance arrangements determined by the Finance Sub-Committee on 7th September 2022.

67 WORK PROGRAMME

The Sub-Committee reviewed its remaining work programme for 2022/23.

With regard to the remaining items on the work programme, officers commented as follows:

- The review of ASDV governance was largely complete. The review was undergoing an oversight process before report back to the Sub-Committee.
- An internal audit had been carried out in relation to developer contributions from Section 106 Agreements and the Community Infrastructure Levy. The field work on CIL was now complete; The field work on S106 would be concluded within the next few weeks. The outcome of the internal audit would be reported as appropriate to the Audit and Governance Committee.
- Both items would be carried forward to the Sub-Committee's work programme for the 2023-24 municipal year. Other items for the new work programme would be determined in line with the committee dates which were yet to be agreed and by the financial reporting cycle.

RESOLVED

That the update on the work programme be noted.

68 PROCUREMENT PIPELINE

The Sub-Committee considered a report which provided an update on the procurement pipeline for the Council and any contracts to be considered as business as usual, the contracts awarded since April 2022 and other procurement activity.

The detailed waivers referred to in the report would be considered in Part 2 of the meeting.

Members referred to the recent exercise in which a member working group had considered an overview of the procurement process, including a close examination of a number of specific procurements. Members had found this to be a useful exercise and asked that it be repeated for the coming year.

RESOLVED

That the Sub-Committee

1. notes the procurement pipeline of activity in Appendix 1 to the report;
2. unanimously approves the 3 pipeline projects in Appendix 1 as business as usual;

3. notes the contracts awarded by the Council since April 2022 as set out in Appendix 2; and
4. notes the reason for 4 waivers approved between 1st November 2022 and 31st January 2023 (22 in total in 2022/23).

Prior to the Sub-Committee moving into Part 2, the Chair took the opportunity to express her appreciation and thanks to the team of officers who had supported the Sub-Committee since its inception.

69 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

70 PROCUREMENT PIPELINE

The Sub-Committee considered details of the waivers referred to in the Procurement Pipeline report.

RESOLVED

That the details of the waivers be noted.

71 ANSA SERVICE DELIVERY UPDATE

The Sub-Committee considered an update report on ANSA service delivery.

Kevin Melling, Managing Director of Ansa, was present for part of this item and addressed members' questions.

Tom Shuttleworth, Interim Director of Environment and Neighbourhoods, was also in attendance for this item as the Director of CERF, the shareholder of Ansa.

RESOLVED (unanimously)

That

1. the recommendations in the report be approved; and
2. further updates be submitted to the Sub-Committee.

The meeting commenced at 2.00 pm and concluded at 3.40 pm

Councillor A Stott (Chair)

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