

Appendix 2 Overview of Performance

ACHIEVING THE COUNCIL'S SIX OUTCOMES

Cheshire East Council provides in the region of 500 services, supporting over 370,000 residents, and over 18,500 businesses.

1 ~ Our local communities are strong and supportive

- Six Connected Communities centres have been opened during 2017/18
- In 2017/18 overall 88 organisations received £155,913 of funding contributing to £1,134,963 worth of community projects
- The CCTV team responded to 13,000 incidents during 2017/18
- The Macclesfield Community Cohesion Group was launched in March 2018

2 ~ Cheshire East has a strong and resilient economy

- During 2017/18 the Highways Service received 45,045 enquiries, of which 18,914 were during quarter four and yet still achieved 92% 'resolved' status during the last quarter
- Further progress has been made on the Crewe Hub Station with government responding favourably in its consultation exercise around the future of the Station

3 ~ People have the life skills and education they need in order to thrive

- 98.5% of parents/carers have been given a preference school for their child in September
- The percentage of A level entries gaining grades A* to E were 0.7 percentage points higher than the national results
- Cheshire East became the local authority with the third-lowest level of young people not in education, employment or training in the UK
- Cheshire East Lifelong Learning Team achieved the highest overall achievement rates across the Cheshire and Warrington areas.

4 ~ Cheshire East is a green and sustainable place

- Over 6,000 applications were determined by the planning department. 92% of major planning applications were determined within the required timescale
- Our recycling rate for 2016/17 was confirmed during 2017/18 at 55.2%, placing us in the top 10% of all authorities in England
- The three-year target of achieving 1,050 affordable homes was significantly outperformed with 1,371 delivered

5 ~ People live well and for longer

- 2,270 home adaptations were made for residents, and the Council won the 'Home Adaptations Service of the Year' award at the annual Home Improvement Agency Awards
- Attendances at Council leisure facilities rose by 11.7% to over 3.3million
- The revised Health and Wellbeing Strategy has been consulted on, informing a final draft for adoption
- We launched 'Live Well Cheshire East' to great success
- The Adult Safeguarding Improvement Plan was produced
- We launched the Cheshire East Carers & Young Carers Hub

6 ~ A Responsible, Effective and Efficient Organisation

- The Council achieved more awards wins and short listings than ever before in 2017/18
- 2017/18 proved to be a record year for marriages in the Borough, with fee income of £1.3m
- A new apprenticeship scheme was launched
- The Council initiated its Brighter Future Transformation Programme

1. Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

1. Another 10 volunteer community connectors were recently recruited so we now have 20 volunteers who represent a range of ages, backgrounds, experience, cultures and languages to act as a link between the Council and local communities. Community connectors support various community projects including putting on conversational English classes for parents at a local school, acting as peer mentors to young people, appearing in and helping with translation of new family information packs designed to help families new to the country and area settle in to life in Cheshire East, and supporting campaigns around public health and environmental issues. Community connectors also help people to access local services by being a trusted source of information, acting as advocates where necessary and translating. All community connectors undergo a six week training programme covering subjects such as culture, health services, safeguarding, hate crime, engagement and social media with ongoing support provided by the Communities team.



2. Six Connected Communities centres have been opened during 2017/18 in Audlem, Bollington, Crewe, Knutsford, Macclesfield and Poynton. The Connected Communities centres are a key part of the Connected Communities Strategy which seeks to deliver the right services, in the right places, at the right time. The Council plans to have over 30 centres by the end of 2018. To date, seven new services are being delivered from the centres – dance for health, Citizens' Advice Bureau, Job Centre Plus, lunch club, diabetes service, youth group and a community choir. In addition, centres are actively supporting the development and implementation of digital initiatives such as Live Well Cheshire East by providing tablets to help people get online. The centres are a key part of helping local people access services, overcoming issues around rural isolation and transport and also play a key role in the Council's commissioning approach to services and are referenced in contract tenders and funding applications, notably:
 - The new commissioning carers' hub tender
 - New Leaf funding for sessions to improve health and wellbeing linked to unemployment; Safer Cheshire East Partnership funding for hardware equipment to help deliver community safety awareness and training sessions
 - NHS England bid for mental health crisis support
 - British Heart Foundation bid to provide 'know your numbers' sessions to the community
 - £15,000 secured from Cheshire Community Fund for a youth worker to sustain the youth group project in Knutsford

3. Effectiveness of community work is increased when there is a neighbourhood partnership that brings people together to address the needs of local people and work collaboratively. The community development team facilitate or are active partners in 17 neighbourhood partnerships across the Borough. Each neighbourhood partnership works to an action plan of priorities identified by local people. Examples of action over 2017/18 include:

- Community tidy up in Bright Street, Valley Park and the former Crewe pool area
- Mental health first aid training delivered to local organisations in Macclesfield
- Community choir established to tackle social isolation amongst the elderly
- Opening of the 'Green in the Corner' community café on the Hurdsfield estate in Macclesfield (soon to be recognised as a Connected Communities centre)
- Befriending group started at Barnies Connected Communities centre in Crewe giving friendship and support to anyone in need in the local community. The group receives referrals from the adult learning service and others.
- Six IT and chat sessions held in Congleton to help people get online and increase confidence to use digital services
- Working with South Cheshire Clinical Commissioning Group to deliver self care training to volunteers and professionals, and community awareness sessions

4. In the last quarter, 25 community grant applications were awarded to organisations across the Borough, totalling £42,200, and contributing to £458,797 of project costs. Examples of awards during the quarter include:

- The Wingate Special Children's Trust which was awarded £1,800 to replace some disability gym equipment which was approaching 20 years of use and was no longer fit for purpose. The specialist equipment enabled the

organisation to continue to safely carry out a range of activities for young people who are unable to use mainstream sports centres

- Indigo recovery café CIC is a new organisation that offers weekly drop-in sessions for those experiencing mental health problems. The group were awarded £1,000 to increase the amount of sessions offered

5. In 2017/18 overall 88 organisations received £155,913 of funding contributing to £1,134,963 worth of community projects, all designed to improve quality of life for Cheshire East residents. All of the projects that the Council supports get the maximum value from the grants received to benefit the local community. Nearly 2,000 unpaid volunteers have worked to enable over 160,000 people to benefit from the work and events that have been able to take place as a result of receiving funding.

Communities where you are Safe, and feel Safe

6. Cheshire East Council in partnership with Cheshire Police have a duty to protect residents from crime and anti-social behaviour. The Council's anti-social behaviour team carry out enforcement, education and engagement activity as follows:

- Worked with a number of young people following complaints of anti-social behaviour and given them advice (and involved parents/guardians where necessary), warnings, referral to offender services preventing the need to issue an Acceptable Behaviour Order (ABO) in over 97% of cases referred to us, thereby seeking not to criminalise young people and also reduce the impact of anti-social behaviour on the community
- However, where offenders persist, we will take action and have issued four Community Behaviour Orders (CBOs) to prolific offenders causing distress to local communities

over the past year. Breach of a CBO has resulted in a prison sentence for one individual

7. Following consultation with local residents and the majority in support (94% in favour from 1,400 responses), the Council introduced a Public Spaces Protection Order (PSPO) across the Borough to tackle dog fouling and control in November 2017. In March 2018, signage and further publicity was done to promote the new PSPO as spring approached to ensure with increased visitors and numbers of people using our parks, nature reserves and open spaces, people were aware of new regulations and fines around dog fouling and control. Public engagement and enforcement was done in collaboration across several teams including community enforcement, countryside rangers and with partners including Police and Kingdom, our authorised enforcement contractors. Articles appeared in all local newspapers and social media posts reached thousands of residents.
8. The Council secured its first PSPO in May 2017 in the village of Poynton to support members of a local sports club who had been experiencing numerous incidents of anti-social behaviour. The implementation of the PSPO was promoted throughout the community which would result in Fixed Penalty Notices being issued of £100 by those breaching the order. In the period since the order came into force the incidents of anti-social behaviour have significantly reduced and to date no Fixed Penalty Notices have been issued. The Police continue to manage the order which was approved by Cheshire East Council following full support by local residents following the consultation process.
9. Multi-Agency Action Group (MAAG) has representation from key frontline Council services as well as partner agencies including Police, Housing Registered Social Landlord's (RSL), Cheshire Fire and Rescue, and the NHS/ambulance services.

The focus and purpose of the group is to safely and securely share information across all agencies to ensure that a multi-agency approach to all aspects of crime prevention and protecting residents of Cheshire East to feel safe in their communities. Monthly MAAG meetings are held in the north and south of the Borough. Referrals are made by partners each month requiring a multi-agency response to specific locations or to support individuals at risk of offending behaviour. MAAG is able to use the information sharing process to identify key priorities around risks, threats and harm and develop action plans or themed sub-groups to deliver solutions to the wide range of issues raised. The group has achieved numerous successful outcomes to many difficult issues. Recently, MAAG has co-ordinated the approach in identifying and dealing with issues in Crewe town centre such as rough sleepers, anti-social behaviour amongst young people, fly-tipping, littering and other environmental concerns such as trade waste. This work is vital to support the community and ensure that the town is able to benefit from the Council heavily investing in Crewe's economy through HS2 and town centre redevelopment.

10. The Council's Communities team has created and developed the Serious and Organised Crime Group (SOC) designed to bring partner agencies together to tackle the issues relating to organised criminal gangs operation across the Borough. Regular meetings of the group focus on delivery of the national strategy of SOC through the 4 P's approach (Pursue, Prevent, Protect and Prepare). Using data sharing protocols the group securely shares information on individuals at risk of involvement in serious and organised crime. In March arrests were made in Crewe which has virtually ended the activity of one particular organised crime gang which will significantly improve life for those living in local communities. SOC has also been approached by Cheshire West and Chester Council

who are keen to learn the successes of the CE model and establish a similar group within their Borough.

11. Community training sessions and publicity were undertaken during January 2018 to raise awareness of loan sharks operating in the area and to give people information as to alternatives and debt support. This work supported national publicity campaigns by the national illegal money lending unit and received good coverage in local and social media. This builds on previous community engagement sessions in summer 2017 to work to prevent vulnerable people from being targeted by loan sharks. The team also worked with the national illegal money lending unit on a case in Wilmslow to achieve a warrant and an arrest in relation illegal loan shark activities.



12. Cheshire East Council's CCTV network is operational 24/7 365 days a year with skilled and experienced operators monitoring any suspicious activity in accordance with strict guidelines on surveillance. During 2017/18, the team responded to 13,000 incidents. A recent example of the contribution of CCTV to prevention of crime was an incident

where CCTV operators noticed a suspicious vehicle in Crewe which was later linked to an attempted shoplifting incident before leaving the Crewe area. Later that day, an armed robbery incident took place in Knutsford. CCTV operators identified people believed to be responsible and noted that they resembled those individuals and the vehicle from the incident at Crewe. This information was given to the Police who later arrested and charged those involved. The CCTV team have received several official thank yous from Cheshire and neighbouring Police forces for their support and contribution to solving crime and prevention of crime.

13. The trading standards team ensures that local people and honest businesses are protected and safe through intelligence-led enforcement and engagement services. In 2017/18, the team:
 - Undertook 247 investigations
 - Issued four formal warnings and two formal cautions
 - Seized 24kg and nearly 32,000 cigarettes/cigars
 - Seized 3,012 counterfeit items with a value of £61,000
 - Prevented residents and business from handing £434,000 to criminals due to intervening before transactions took place (e.g. rapid response, refunds secured, intervention and prevention)
 - Successful court action with offenders given in total eight years, four months and four weeks imprisonment, two years of suspended sentences, six months of supervision orders and a total of 140 hours of community service.
 - Made 24 visits to vulnerable people who were victims of crime (e.g. scams, rogue traders, fraud) and put in place safeguarding measures
14. The Macclesfield Community Cohesion Group was launched in March 2018 and Cheshire East Adult Safeguarding team were invited to join the new Community Cohesion Group. One of the areas of focus for this group is to look at how the

Police have tackled local incidents of Hate Crime, including Disability Hate Crime.

15. **Harmful Practices Strategy 2018- 2020** – A PAN Cheshire Group have produced a Strategy to raise awareness of

Honour Based Violence, Female Genital Mutilation and Forced Marriage across Cheshire East. This has been adopted by the Cheshire East Adult Safeguarding Board.

2. Cheshire East has a strong and resilient economy

Culture, Heritage and Tourism

16. Earlier in the year, the Council reported the latest data available on the value of the Visitor Economy in Cheshire East, which showed an increase since 2009 of 65% to £895m per annum. Figures also showed there were almost 16 million visitors to Cheshire East in 2016; a 36% increase since 2009.
17. Finalised 2017 figures will be available in September and will be reported in 2018/19. As part of its visitor economy strategy, Cheshire East Council has a long-standing aspiration to help create a visitor economy worth £1bn by 2020.

Jobs and Skills

18. The Council has increased inward investment and business growth through its Skills and Growth Company (SAGC) which has led to businesses accessing capital funding and grants to create 450 new high value jobs in the local economy.
19. The company have also continued to support young people, through regular support at local Careers Events, meetings with businesses to secure partnership opportunities for schools. There are now 22 out of the 26 secondary schools and colleges in Cheshire East engaged in the Enterprise Advisor network, with 15 actively participating to access support offered by some 29 Ambassadors from Cheshire East businesses.

Business Growth and Inward Investment

20. In the final quarter of 2017/18 the Shop Front Grants Scheme for Macclesfield had an increase in take-up by businesses with applications now up to 28. 15 schemes have been approved and 9 have been completed.
21. The refurbishment and expansion of the Grosvenor Centre has progressed with new units due to be completed by June. Also in Macclesfield, steady progress has been made on the detailed design stage of a public realm scheme for Castle Street. The Heritage Asset Regeneration Plan produced for Macclesfield Town Centre has now been completed and a consultation exercise on the future strategy for regeneration of the town centre has been completed.
22. In addition significant steps have been taken to advance the regeneration of Crewe town centre, to ensure it is well placed to support the town's anticipated growth aligned to investment in the High Speed 2 (HS2) hub station.
23. Cabinet approval was given in September 2017 to allow officers to move forward in negotiating the final terms of the proposed development agreement with Peveril Securities for the Royal Arcade Scheme. At its heart will lie a new leisure-led, mixed use development, incorporating a new cinema, restaurants, bus station, multi-storey car park and public realm improvements.
24. The Council has also advanced on another key component of its regeneration plans - the remodelling of Crewe's historic

Grade II Listed Market Hall. Following a consultation with Market Hall traders, detailed plans were developed for the physical redevelopment, incorporating a temporary arrangement and financial support for current traders. A planning application has been submitted and a lead contractor has been selected; subject to planning, works are expected to commence in summer 2018 and be completed summer 2019.

25. Alongside this, a new public realm strategy for Crewe town centre has been developed, with the input of key stakeholders. A range of shorter term improvements and initiatives have also been implemented over the past year to support the town centre's regeneration, many of which have significant involvement of other Council services and other key partners such as Crewe Town Council and South Cheshire Chamber of Commerce. Supplementary to this, the Council has been in close dialogue with other parties with the prospect of securing further commitments to the town's renaissance.
26. The Authority has also led the Constellation Partnership (CP), a ground breaking collaboration of seven local authorities and the Stoke-on-Trent and Staffordshire and Cheshire and Warrington LEPs. The partnership is working across local authority boundaries to maximise the potential benefits to our communities from HS2. Following submission of a draft HS2 Growth Strategy to Government last November, the partnership has been working with Government officials to develop a 10-year delivery plan.

Highways and Infrastructure

27. The procurement of the next Highway Services Contract has been progressed in line with the approved programme. The

procurement has now entered the assurance phase before progressing to Cabinet for award of contract.



28. During quarter four, the Highways Service received 18,914 enquiries of which 17,481 have been resolved. The number of enquiries received in quarter four was higher than those received in the same period last year (12,995). The top five Highways enquiries were 9,708 'Potholes' enquiries, 1,485 'Light Out' enquiries, 1,182 'Carriageway' enquiries, 950 'Gully / Drainage' enquiries, and 570 'Winter Maintenance' enquiries.
29. The Environment Agency approved the Council's Preliminary Flood Risk Assessment and two main flood alleviation projects are progressing well.
30. In relation to Street Lighting, the target for the year was to upgrade 9,000 street lighting columns with LEDs. This target was met and in addition a further 363 defunct and/or defectively aged columns were converted to LED units.
31. In the Bridges and Structures team, the final quarter of 2017/18 saw the completion of the planned Structures

Programme, including finishing of Phase 1 of Congleton Station (re-waterproofing), the A500 Geotechnical Investigation, A535 Chelford Road Parapet Repair was completed, as was Windmill Lane retaining wall, Chantry Road Retaining Wall, Wheelock Farm and Tanyard Culvert Replacement. In addition to this we completed 11 Road Traffic Collision (RTC) repairs 6 of which were rechargeable. Feasibility & Design also took place to enable schemes to start in the first quarter of 2018/19.

32. The **Green Claims** Team has been working to maximise the return from incidents and events that fall under the green claims banner. From contract commencement to date (6th October 2011) to 27th April 2018 the team have invoiced a total of £2,571,070 (to responsible third parties) for incidents that have occurred on the highway network resulting in damage to the highway infrastructure. Figures for the Green Claims Team are reported annually (January to December) and 2017 saw the highest invoiced value since the contract commencement, which equated to £719,246. In the first four months of 2018 the team have already invoiced to the value of £647,256.
33. **Crewe Green** is a five-arm signalised roundabout, forming a major confluence of roads to the east of Crewe. Peak period congestion is severe and traffic modelling showed the recent opening of Crewe Green Link Road (South) was predicted to add approximately 15% more traffic to the junction. The development involves the extension of the existing roundabout to the north-west, to allow connection to Sydney Road and Hungerford Road, through the creation of an extra arm to the roundabout. Work on site commenced in January 2018 with completion planned for November 2018. Extensive public engagement has been carried out with a Meet The Contractor event held in January before works commenced.



34. The **Sydney Road Replacement Bridge** project, comprising the replacement of the highway bridge where Sydney Road in Crewe crosses over the West Coast main line railway, has progressed to commencement of site works. An agreement for Network Rail to implement the works was signed in March 2018 and site works will commence in April 2018.
35. **Congleton Link Road** – The Government confirmed the Compulsory Purchase Orders for the scheme in March 2018. The procurement process has been completed and a contractor to deliver the scheme will shortly be selected. The final Business Case to release the Government funding for the project will be submitted in Summer 2018, leading to an anticipated start on site in late 2018 / early 2019.
36. **Poynton Relief Road** – Following the granting of Planning Permission for the road in June 2017 the Council has now made Compulsory Purchase Orders to acquire the necessary land to deliver the scheme. A public Inquiry into the Orders will be held in Autumn 2018. Work has also progressed to enable the relocation of a Golf Course affected by the line of the new road.

37. A large package of highway works to support housing growth planned for **North West Crewe** is currently under development. A new spine road is planned to support the development of Leighton West and provide increased capacity to meet the additional demands on the highway network. The overall scheme includes a north–south spine road, the realignment of Smithy Lane and new access to Leighton Hospital, an east-west link road and a series of junction improvements. The preferred highway alignments have been the subject of a public engagement exercise in March. Reports on the Funding Strategy, Procurement Strategy, Land Assembly & Compulsory Purchase Orders have been approved by Cabinet.

38. **Middlewich Eastern Bypass** will provide a new road to relieve traffic congestion in Middlewich town centre and enable access to the Midpoint 18 strategic employment site. Work has continued to progress the design towards a planning application in Summer 2018 and on the land acquisition processes.

39. **A500 Dualling** – Work has continued to progress the design towards a planning application in June 2018 and submission of the Outline Business Case to the Department for Transport to apply for inclusion in their Large Local Major Schemes programme and funding. The report of the public consultation exercise, held last autumn, has been published on the Council's website.



40. The Council undertook a consultation on the Crewe **HS2** Masterplan Vision running between November 2017 and January 2018. The consultation sought views on the strategic long term vision for Crewe. On 9th March 2018 the Department for Transport published its response to the Crewe Hub consultation, which closed in October 2017. This showed there was strong support for stopping more HS2 services at Crewe and a new northern junction. The Secretary of State also noted his support towards the Council's vision for a Crewe Hub station. The Council continues to work collaboratively with Government and Network Rail to develop a preferred concept for an enhanced Crewe HS2 Hub station.

41. The Council has been carrying out the Supported **Bus Service Review** with a series of changes made to bus services from 1st April 2018. Following the consultation last year, a number of changes have been made to the proposals which have seen new bus services introduced such as the 70, 317 and 318. These changes retain daytime bus coverage to 99% of the Borough but have required the Council to increase the proposed budget for next year by £500,000. The changes have also retained evening services on a number of routes including the 6E, 37 and 38. The Review will save the Council

over £1.1m a year. Changes to the Council's Little Bus service have been delayed with a further announcement on changes expected to be made later in 2018. Details of the new services can be found at

www.cheshireeast.gov.uk/bustimetables and maps of the bus routes in the Borough can be found at www.cheshireeast.gov.uk/busmaps

3. People have the life skills & education they need in order to thrive

Securing the Best Start in Life



42. **School Admissions** – A high proportion of parents/carers have been given their first choice of school for their child in September. For primary applications this is a slight increase on last year's figure, with a total of 92% receiving their first choice and 98.5% being offered a place at a primary school of their choice for September 2018, up 0.6 per cent on last year. Secondary school first choice applications are up more than 0.5 per cent up on last year's figure at 94% (10.86% better than the 2017 national average of 83.5%). A total of 98.5% of Cheshire East residents were offered a place at a secondary school of their choice for September 2018 (last year, the figure was 97.73%). The Council has a continual programme of reviewing school capacity across the Borough to take account of housing developments and the increasing demand for places in some areas.

43. The Council is the commissioner of three-day care settings in Crewe. Following a recent re-tender, two nursery providers were appointed and are now operating these nurseries, working alongside Council services to maximise outcomes for the children attending these settings. Both are high quality providers, with a commitment to meet the needs of our most vulnerable children in their early years.
44. Cheshire East secured more than £745,000 of additional capital government funding in April 2017 to boost the provision of free nursery places across the Borough. Five early years childcare providers in CE benefitted to support the delivery of 30 hours' free childcare for working parents of three and four-year-olds.
45. Entitlement to free early education for working parents of three and four year olds changed from September 2017 from 15 to 30 hours per week. Take up of the 30 hours in Cheshire East is one of the highest in the country (in the spring term, there were 2,836 children in a 30 hours place).

Highest Achievement for All Learners

46. School performance continued to be good in 2017/18. All reported subjects at key stages 1 and 2 had higher results for attainment at the expected standard or better than last year. The percentage achieving English and Maths GCSEs (grade 5 to 9) were above national and second in the North West.

The percentage of A level entries gaining grades A* to E were 0.7 ppts higher than the national results of 98.1%.

47. In October 2017 Cheshire East became the local authority with the third-lowest level of young people not in education, employment or training (NEET) in the UK, sitting only behind Harrow London Borough Council and the Council of the Isles of Scilly, which, in comparison, have a very small sample of people to monitor. There were only 2.2% of NEETs/'not known' young people in Cheshire East, compared to a national average of 6% when the statistics were published.
48. **Free School Announcement** – The Council, in partnership with the Department for Education (DfE), recently launched a search to find a high quality organisation to run a new special free school in the Borough. East Cheshire Youth Achievement Free School Trust, which runs Fermain Academy in Macclesfield, has now been approved to open a 40-place special free school for children aged 4-16 with social, emotional and mental health needs in Crewe. The new school, called the Axis Academy, will be built on the former Lodgefields School site in Crewe and will support pupil development across all key stages. It will also aim for all students to gain relevant qualifications that will help them as they move to higher education or take their first steps into employment. This new free school will help to meet the additional needs of pupils locally.
49. We are pleased to announce Cheshire East Lifelong Learning (CELL) has once again achieved the standard required for continued Matrix accreditation. The Matrix Standard is a unique quality standard for organisations to assess and measure their advice and support services (IAG), which ultimately supports individuals in their choice of career, learning, work and life goals. CELL's IAG processes contribute to the learning successes demonstrated by our excellent retention, achievement and success rates. Our team embed corporate values and share the common goal of helping Cheshire East residents to enter or improve their employment and career prospects.
50. Following the Department for Education's (DfE) announcement of grant allocations for 2018/19, the Council opened up a capital bidding round for eligible establishments. Bids were invited from schools to support projects that address premises-related issues under the criteria of suitability, health and safety/safeguarding and accessibility. It is expected that establishments will be informed of the outcome of their bids by mid June 2018, following the Council's internal approval processes. Schools were also invited to bid for additional funding in relation to a Healthy Pupils Capital Funding grant. This fund is intended to improve children and young people's physical and mental health by enhancing access to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions. These facilities include kitchens, dining facilities, changing rooms, playgrounds and sports facilities. In addition, 7 capital schemes have been approved and four were completed in 2017/18.
51. Cheshire East has been successful in two applications in Round 2 (2017/18) to the Strategic School Improvement Fund, totalling over £1.2m and targeted to improve outcomes in Cheshire East and Cheshire West and Chester schools.
52. Cheshire East Lifelong Learning Team has achieved the highest overall achievement rates across the Cheshire and Warrington areas. The Cheshire East rate of 94% compares very strongly to the regional average of 78% and a national average of 84%, based on data published in July 2017.

53. Our Enterprise Advisor Network, established in 2017/18, now has 21 of our secondary schools signed up for one to one working with employers to support career development.

Inclusion

54. Following successful bids to the Strategic School Improvement Fund (SSIF), work was underway in quarter four to implement the programme of work around disadvantaged pupils and closing identified gaps to address Maths underperformance. The funding agreement is now finalised and all schools have attended a launch event and are commencing specific programmes of work. These include linking each school with a highly skilled sector lead to provide the support and challenge to improve outcomes for disadvantaged learners. In addition, school leaders and maths leads are attending events to identify key programmes of work linked to the roll-out of the maths initiative targeting the mathematical skills of both staff and learners in the transition from key stage 2 into key stage 3. The required first return to this national programme has been submitted by the identified date.

55. A programme of work around supporting pupils with English as an Additional Language (EAL) commenced in quarter four. This is based upon three key themes centred around eight schools within the Crewe area where EAL has a higher impact on learning. These themes include developing additional in-school classes for targeted learners to support their literacy skills, undertaking similar support for parents and appointing community coordinators to work within the local communities in providing the vital links with local schools and ensure resources and support are being targeted both efficiently and effectively.

56. Between 12th -16th March 2018, Ofsted and the Care Quality Commission (CQC) carried out an Inspection of Cheshire East's multi-agency effectiveness in identifying and meeting the needs of children and young people who have special educational needs or disabilities (SEND). Inspectors spent time in a wide variety of professional focus groups each looking at SEND Provision. 60 focus group meetings were held, involving over 220 staff. They also held three parent/carer workshops, which attracted 140 participants. Inspectors also reviewed a number of children's case files. A letter from Inspectors setting out the local area's strengths and areas for development will be published in early May.

57. Two young people from Crewe and Poynton have been elected to represent Cheshire East for the UK Youth Parliament. More than 4,000 young people across Cheshire East voted for the two candidates to represent their views, taking responsibility for organising events and campaigns, meeting MPs, lobbying for change and appearing in the media. Young people in Cheshire East have been participating in UK Youth Parliament over the past 10 years, with successful candidates taking topical and local issues to the House of Commons alongside other national representatives. Prior to the event the eight semi-finalists had been campaigning in schools, colleges and youth provisions across Cheshire East, covering topics such as Lesbian, Gay, Bisexual and Transgender (LGBT) awareness, mental health, curriculum for life and safer communities.

58. Our Critical Incident Response Team (CIRT) won team of the year for its advice and psychological support to schools, settings and services. Following a number of incidents, including the Manchester bombing, which affected so many schools, the service has been highly praised by head teachers and governors for its work in providing sensitive help and support to both staff and students.

4. Cheshire East is a green and sustainable place

Sustainable Development

59. It was a successful year for turnaround of planning applications, with 92% of major applications being determined within target timescales (ahead of an 85% target) and 90% of non-major planning applications determined within target timescales (on target). Over 6,000 applications were determined by the department, including the second highest number of major residential planning applications in the country. 993 Planning Enforcement cases were resolved, including complex cases involving the restoration of built heritage.
60. Earlier in 2017/18 the Council's Design Guide was adopted, which is directly enhancing the quality of place by improving design standards for new housing development.
61. 2017/18 was also the year that the Council reached the significant milestone of formal adoption of the Cheshire East Local Plan Strategy providing a sound basis for future planned development across the Borough.
62. 613 additional affordable homes were delivered in 2017/18, exceeding our annual target of 400. The Council's overall three-year target of achieving 1,050 affordable homes was significantly outperformed with 1,371 delivered.

Waste Management

63. **Waste & Landfill** – The Environmental Hub is now fully open and as a result we have ended landfilling waste as the

primary means of disposal, a key waste strategy objective. Cheshire East black bin and household waste centre waste is now diverted to more sustainable Waste to Energy plants, outside the Borough. A no guaranteed tonnage, landfill contract has been maintained as a reserve in case of breakdown of the energy plants and for disposal of out of hours waste or waste unsuitable for waste to energy.

64. **Reuse and Recycling** - During this quarter we anticipate collecting around 18,000 tonnes of waste for recycling through the silver and green bin schemes and from our Household Waste Recycling Centres. Around 350 tonnes of the material is reused through charitable partnerships and the Recycling Centres.
65. Our annual recycling rate for 2016/17 (released by the Department for Environment, Food & Rural Affairs in December 2017) has been confirmed at 55.2%, which places us in the top 10% of all authorities in England. When compared with fellow unitary authorities we are 6 out of 91. This is a similar level to last year and is testament to the hard work of residents and the continued efforts of Ansa and our partners in waste education to reduce, reuse and recycle.
66. **Composting Plant** – the Council has completed its contract with Biowise to design build and operate a facility at Leighton Grange Farm to allow food waste recycling in the garden waste bin by mid-2019. A planning application is likely to be determined in early 2018/19.

67. **Waste, Recycling Reuse Figures (Quarter 4 indicative draft tonnages)**

Residual		
Landfill	Waste to Energy	
13,000	9,000	
Recycling		
Household	HWRC	Reuse
10,000	3,650	350
Green Garden		
Household	HWRC	
3,000	750	

68. The Communities team provided ‘on the ground’ support for the Council’s ‘No Rubbish Excuses’ campaign to tackle environmental crime, particularly fly-tipping, littering and dog fouling. This work included:

- Community enforcement officers conducting over 1,000 surveys with local residents to ensure community views were fed into campaign development and key messages
- Community development officers restarting neighbourhood action meetings in key areas of Crewe to inform and engage local people to work with the Council to tackle key environmental issues
- Community development officers taking the campaign into local primary schools to educate children and get them to take messages home to their parents about recycling and responsibilities for managing household waste
- Community enforcement officers together with Kingdom (authorised contractor) increasing patrols across the Borough to give visibility of enforcement activity taking place and to act as a deterrent
- Community development officers engaging with local environmental activist groups to involve them in campaign development and supporting the campaign with their own

initiatives and activities such as information leaflets for households and community clean up days



69. New criminal procedure and evidential standards were introduced during 2017/18 to ensure any formal action is robust and meets public interest tests. This significantly increases the chance of successful prosecutions for environmental crimes such as fly-tipping, littering and dog fouling. Court prosecutions and fixed penalty notices (FPNs) undertaken between 1st October 2016 and 23rd March 2018 include:
- 4,594 incidents responded to including fly-tipping, littering, side waste, dog fouling, anti-social behaviour and abandoned vehicles
 - 100% of fly-tipping reports attended
 - 1,410 bags or items of rubbish sifted and searched through
 - Since the Kingdom contract began (Autumn 2016) to the end of March 2018, 10,116 Fixed Penalty Notices (FPNs)

- issued (cigarette litter, food items, dog fouling, other items such as a pram, bags of waste, papers)
- 75% payment rate for FPN's which is above average
- 1,037 successful prosecutions at Crewe Magistrates Court for non payment of an FPN
- 13 FPNs for fly-tipping (bags of waste, large amounts) and 194 FPNs issued in conjunction with fly-tipping (larger amounts of litter, litter where fly-tipping has been identified, side waste for example)
- 10 FPNs for abandoned vehicles

Environment

70. **Municipal Parks Strategy** – Progress is being made towards the delivery of the key objectives of this strategy. Works include:
- The procurement of a new data management system to ensure that all areas are carefully monitored and reported on
 - A new Heritage Park project is being developed for West Park, the museum there and Macclesfield cemetery to undertake significant enhancements of these heritage assets

71. Cheshire East, in partnership with Ansa Environmental Services, has completed 22 open spaces and play area projects recently. We continue to work in partnership with local members and local community groups (Friends of Parks) to deliver schemes across the Borough.
72. Our **Bereavement Services** are undertaken by the Council's wholly owned company, Orbitas, who have had a good final quarter operating within the management fee and exceeding expectations on income.

Affordable Energy, Growing Energy Businesses, Independent Energy

73. The Council's programme to support low carbon investment, through European Local Energy Assistance, is gaining momentum with a series of feasibility studies underway or completed, including heat networks in Alderley Park, Crewe, Hurdsfield, and two feasibilities into smart grids (or ground mounted solar PV (photovoltaic) schemes with battery energy storage connected via private wire to an offtaker).

5. People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives



74. During the year 2,270 home adaptations were made for older and/or disabled residents, an increase from 1,904 in 2016/17 and ahead of our target of 1,950. This included 499 Major adaptations, 1,509 Minor adaptations, and 262 Preventions. In many cases, home adaptations enable our residents to retain an independent lifestyle by continuing to live in their own homes for longer. Earlier in the year the Council picked up the 'Home Adaptations Service of the Year' award at the annual Home Improvement Agency awards organised by Foundations, a national body funded by the Department for Communities and Local Government. The service received the award for its innovative work in prevention and early

intervention and its holistic approach to supporting disabled people to live independently at home.

75. The project to upgrade **Congleton Leisure Centre** including the design and building of a replacement swimming pool continues with Cabinet approval being given to appoint a preferred "development partner". The next stage will be to develop the design proposals prior to submitting of a full planning application.
76. In addition to its capital build programme for Congleton Leisure Centre the Council continues to work with the Leisure Trust (ESAR) to invest in improving the quality of facilities for users. Most recently this has included the Trust investing in state of the art "Speedflex" gym equipment at Wilmslow Leisure Centre (value £150,000) and a further £155,000 investment in gym equipment at Knutsford Leisure Centre.
77. The Trust continue to achieve and stretch targets set for them by the Council and the latest available data shows an 11.7% increase in attendances at the Council's leisure facilities in 2017/18 to 3,363,810 (against a target of 3,107,357). This figure further increases to 3,474,264 when attendances at the new Holmes Chapel Community Centre are also taken into account.
78. Performance on the Bikeability indicator remained strong during 2017/18 with 6,020 young people being trained on bike proficiency against a target of 4,889; an increase of 23% from 2016/17. In addition with the increased interest in cycling for health new adult 'learn to ride' schemes have recently commenced in Macclesfield and Crewe.

79. Once again there has also been an increase in the time dedicated to the crucial role of supporting local sports clubs and events with 6,995 volunteer hours being given in 2017/18 against the target of 6,742 hours.
80. The revised Health and Wellbeing Strategy has been consulted upon, with an online survey and two events taking place to inform the final draft. This is to be presented to the Health and Wellbeing Board in May 2018 for adoption. The 2017 Public Health Annual Report is also to be presented to the Health and Wellbeing Board along with a report of the Health and Wellbeing Board's work in 2017/18.
81. The Director of Public Health has been appointed as the Senior Responsible Officer for the newly formed Prevention workstream of the South and Eastern Cheshire Partnership – the newly formed health and care transformation programme, created through the merger of Caring Together and Connecting Care. This will focus upon early intervention and prevention and empowering people to take control of their own health and wellbeing. It is focusing on the three priorities of alcohol, hypertension and antimicrobial resistance.
82. The Winter Wellbeing Group membership consists of Cheshire East officers and partner agencies coming together to share information and identify issues. One focal point of the group recently has been around tackling problems faced by members of the community who are homeless and, in some circumstances, living on the streets. Excellent connections have been made with local organisations that support homelessness and discussions have been held to determine how the Winter Wellbeing Group may offer support. Resources to aid individuals/organisations were purchased and have been distributed.
83. On a wider scale, we have provided resources via services to support people struggling to heat their homes in cold weather and stay warm. This support may prevent an individual succumbing to illness, requiring medical intervention and admission to hospital.
84. Following periods of consultation the Housing Strategy 2018-2023 and the new Homelessness Strategy were approved by Cabinet in April 2018. The Cheshire East Common Allocation Policy has also been updated and will go to Cabinet in July 2018.
85. The No Second Night Out Service has been retendered and awarded to the YMCA; the service has an increase of beds from four to six. Additional temporary accommodation has also been brought into use in Crewe – the five bedroom property has been refurbished and is now accessible to families.
86. A 'Hard to House' panel, which is a multi-agency group that includes members such as probation, police, DWP, social care, housing providers, support providers, voluntary organisations and housing staff, has been set up to look at cases where there are issues in housing some people. There will be two monthly meetings – one in Crewe and one in Macclesfield to oversee cases that are referred in.
87. The Housing and Health Link Worker project prevents homelessness amongst people being discharged from mental health services, and the project has been shortlisted for the Northern Housing Awards in the category of Best Initiative for Tackling Homelessness. The awards promote and celebrate innovative affordable housing providers, projects and services in the North that are helping to create sustainable communities where people want to live. There has been a good response to the awards in their inaugural year, with

almost 200 entries being generated. The ultimate winners will be announced at the awards ceremony in Manchester in May.

88. All projects funded by the Council in the first phase of the Housing Innovation Fund have now been completed. The projects have brought about the delivery of an additional 10 affordable homes on sites in Macclesfield town centre, Bollington and a sheltered scheme in Congleton. This latter scheme has also had a new scooter store developed to make it more practical.
89. Online access to the support residents need from their local authority is probably considered by many to be an expectation but as was reported recently in LocalGov, the opposite is true. In a recent survey of all 152 websites for councils that have responsibility for providing social care services, unfortunately most were left found wanting. Through a lot of hard work, careful planning and relationship-building at Cheshire East, we are making sure that we do not fall within that number.
90. We launched 'Live Well Cheshire East' in May last year and it has been met with great success. It is an easy-to-use directory with more than 3,000 services and activities that has one straightforward ambition: to provide residents of the Borough with access to the things they need to enable them to live longer and healthier lives independently. 'Live Well Cheshire East' has been the vehicle for the change but the positive reaction to its launch has been about more than simply providing a location for information. One of the biggest steps towards being more customer-focused in our approach has been led by our adult and social care team.

Information, Advice & Guidance, Prevention and Early Intervention



91. Cheshire East Council is responsible for commissioning the NHS Health Check programme which is a health-based screening for residents aged 40-74 aimed at reducing the prevalence of cardiovascular disease (such as heart disease and strokes) amongst the population through lifestyle advice and treatment (including referral to One You Cheshire East services). Performance dipped slightly in quarter three in relation to the number of Health Checks carried out, with this totalling 2,454. However, the invite rate continued to be strong at 6,959. Latest quarter four data suggests that this was a short term blip in relation to this area. Quarter four saw the end of the current five year health check cycle, with a new cycle beginning from April 2018.
92. The Public Health Improvement team at Cheshire East Council has continued to lead on suicide prevention in the Cheshire East area. Identified as a key component of the Cheshire and Merseyside No More Suicide Strategy (2015-2020) and a requirement of the national strategy Preventing Suicide in England (2012), the team has delivered the Suicide

Prevention Training to over 330 targeted staff of frontline services in the area in the last 12 months. The training endorses prevention and early intervention so that those in distress do not seek suicide as a solution to their problems.

93. The team have also been working in partnership with the Emotionally Healthy Schools team at Cheshire and Wirral Partnership NHS to deliver the Suicide Prevention training to all of the secondary schools in the area. This was in part a response to research commissioned by Papyrus amongst teaching professionals in 2017 which suggested that a significant proportion of school staff were not trained in suicide prevention and lacked confidence and knowledge on the subject matter.
94. The team are also leading work in partnership with agencies across Cheshire East to promote the importance of mental health and wellbeing for Mental Health Awareness Week (in June).
95. In addition, the team are working to roll out a physical activity programme in schools that are not already participating in schemes to ensure children walk/run a mile a day. 50% of schools in Cheshire East are already delivering such programmes, and the team are working to support the others.
96. The number of cared for children stood at 473 at 31st March 2018, having stayed at broadly that level since July 2017, which is positive. This is compared to 387 in March 2016 and 422 in March 2017. It continues to place strain on existing budgets. Most children enter care due to neglect and abuse, with increasing numbers of children being made the subject of applications to the Family Courts to secure their welfare. In the period 2017 to March 2018, 200 children and young people entered care and 149 left care as a result of Special Guardianship, adoption, returning home or moving to

independent living. The Council increased funding for cared for children in 2017/18 by £2.1m to meet the demand levels at that time and to ensure our cared for children and care leavers achieve the best possible outcomes. However, both demand and costs have continued to rise as a result of providers increasing their costs, especially for residential care. As the number of children entering care has increased, more children are now placed in higher cost independent fostering placements. Several children have entered care with very complex needs and challenging behaviour, which has necessitated them being placed in secure children's homes at an unavoidably very high cost.

97. The Service continues to take steps to manage these cost pressures, which could have reached £4.3m, through increased scrutiny and regular reviews. At year end this made a difference and a final outturn of £3.2m overspend has been achieved – taking into account underspending through delays in roll out of a new residential contract. Despite the increase in cared for children, we continue to be towards the lower end of our statistical neighbour group and nationally for rate of cared for children (per 10,000), in particular lower than Cheshire West and Chester and Warrington Councils. A number of initiatives are being taken forward to reduce the pressures such as commissioning residential children's homes, providing intensive support to children in need, joining a regional adoption agency, and setting up our shared fostering marketing and recruitment hub with Cheshire West, Warrington and Halton councils. The other key pressure for the service is the inter-agency adoption placements budget which will be re-aligned in the 2018/19 budget to match a reduced level of activity. The 2018/19 Budget provides additional funding to address the pressures from additional children in care and the reduction in inter-agency income.

98. Across Children's Social Care, Education and Prevention Services various pressures are being mitigated by vacancy management and the utilisation of any underspends across the services. This means Children's Services are forecasting a £2.2m overspend overall for 2017/18, compared to budget. This represents an improvement of £0.6m since third quarter.
99. Cheshire East, Cheshire West & Chester, Warrington and Halton Councils agreed in March 2017 to work towards sharing their fostering services, in particular, to collaborate in the marketing and recruitment of foster carers, with the aim of increasing the number of foster carers for each council and to reduce the reliance on external placements so more of our cared for children live with our foster carers, locally. The collaboration will also reduce the expenditure on higher cost independent foster agency placements. In the last quarter, the development of the fostering collaboration has seen preparation being made for the establishment of a marketing and recruitment hub, to go live in April 2018.
100. In January this year we welcomed the visit of Mark Riddell MBE, the National Implementation Adviser for Care Leavers. Mark was until recently the leaving care manager in Trafford, the first local authority to receive an outstanding Ofsted judgement for its leaving care service. Mark met with officers, members and care leavers to understand the experience of care leavers, the quality of our 'local offer' and to see how we were progressing with the new duties for care leavers up to the age of 25. Mark concluded that our operational model was very strong and that the needs of care leavers was well understood and that good progress had been made from the last inspection with increasing numbers of care leavers in education, employment and training. Mark, in his role as national adviser, challenged the Council and partners to do everything possible for our care leavers as they can be particularly vulnerable to poorer outcomes.

Accessible high quality services, Information & Advice

101. The Cheshire East Commissioning function has recently been reviewed and restructured to ensure that we improve outcomes for local people by breaking down the barriers and moving away from commissioning in isolation and silos. The Integrated Commissioning Team in Cheshire East Council is now one integrated team across Adults and Public Health, with the next phase resulting in full integration to also including Children's and Communities.
102. The new director and improved leadership within the Cheshire East Integrated Commissioning team has resulted in the core values and principles of outcomes-based commissioning being embedded in all contracts and commissioning intentions. These values include: Person Centred; Coproduction; Well Led; Whole System Approach; Evidence Based; Quality, Diverse Sustainable Market; Joint Commissioning (other LAs and CCGs); Workforce Development, Strong Commissioner and Provider Relationships; and Value for Money. This has underpinned the development of our Commissioning Framework, Tools and Guidance, Workforce Development Plan and our **Commissioning Plan** which is aligned to 'People Live Well for Longer', achieving a robust and evidenced-based platform on which we will build.
103. **Integrated All Age Carers Hub** – The Cheshire East Carers and Young Carers Hub is a new information and support service designed to help carers of all ages fulfil their caring responsibilities and still enjoy a healthy life outside of their caring role. Jointly funded by the Clinical Commissioning groups and the Council, the new Hub will give carers a **single point of access**, meaning that carers need only tell their story once and the Hub team will provide information, advice and guidance tailored to their individual needs. The Hub will

support carers who live in Cheshire East, along with those who live outside the area who care for a Cheshire East resident. Carers can choose to register with the Hub directly to access the support they need or they can be referred by a professional or an organisation.

104. A key priority of the Champs Public Health Collaborative is the health and wellbeing of Children and Young People. Consequently the Public Health Improvement team has played a significant role in the development of a pilot programme called Youth Connect 5, which was created for families and carers to gain the understanding, knowledge, skills and tools to support and promote resilience and wellbeing for their children. In turn it is hoped that children and young people will be empowered and confident to talk about emotional wellbeing, and know how to access information, support and services. In Cheshire East alone there have been 14 programmes and 112 parents/carers trained to date since March 2017. This innovative programme has now entered its evaluation stage, and Liverpool John Moores University will be releasing a report on their findings imminently.
105. The 0-19 service continues to promote the parenting journey, working with the children's centres to refine the programme and involve maternity services. Steps have been taken with the maternity services to improve information sharing of antenatal data to improve timely access and improve the uptake of the antenatal services offer to more women.
106. An online booking system has been introduced for appointments for Sexual Health services including contraception provided in the community and genitourinary medicine. The system is accessible via the sexual health website www.gosexualhealth.co.uk

107. The Pharmaceutical Needs Assessment (PNA) consultation was completed and this informed the final draft of the Cheshire East PNA. This went to the Cheshire East Health and Wellbeing Board in March and was adopted.



108. One You Cheshire East aims to improve the life expectancy and long term health of residents by offering a number of programmes aimed at transforming people's lifestyle behaviours such as healthy eating, weight management and physical activity services. Falls prevention and physical activity have been the best performing programmes statistically but were just short of meeting their annual target on the number of participants. Weight management and healthy eating were disappointing in their take up, but the measures around quality and delivery of all the programmes by ESAR have met the KPI's. It is encouraging to note that the quarter four performance relating to the number of participants across all programmes was higher than any of the previous quarters and in some instances more than double the attendance.
109. Peaks & Plains as the Provider Plus, market the programmes and ESAR deliver the services/programmes. ESAR generally have been responsible for around two thirds of the referrals

into the programmes. During the next 6 months this contract will be reviewed with a view to recommissioning in 2019.

110. The North West Quarterly Performance Report on adult social care for quarter three shows that Cheshire East Council performs above the North West (NW) average for adults with a learning disability in paid employment (5.9% for Cheshire East and 3.3% for the NW) and above the NW average for service users self-directed support (92.2% for CE and 84.9% for the NW). Support for adults with a learning disability in settled accommodation is slightly below the NW average (85.7% for CE and 87.6% for the NW). Plans to improve on performance across learning disability services include the creation of a specialist learning disability team which will provide a single point of contact for the children's disability team to improve transition for young people with disabilities and enable the Council to work more collaboratively with the specialist health Community Team for Learning disability within Cheshire and Wirral Partnership.
111. A new commissioning framework is to be introduced from October which will encourage the market to provide a wider choice of community alternatives and to support the Transforming Care agenda. Transforming Care aims to return to Cheshire people who are currently in high cost hospital placements out of area. The Transforming Care partnership includes the five Care Commissioning Groups for Cheshire and Wirral and the three respective local authorities of Wirral, Cheshire West and Chester and Cheshire East.
112. The success of the South Locality pilot project to implement an Adult Contact Team, which aims to reduce delays and prevent needs and promote independence, has led to this being rolled out to the east of the authority. The use of a conversational approach to assessing needs and crises supports individuals to identify their strengths and link in with

their communities to meet their outcomes. The result is that fewer people are being drawn into services but are receiving information and support when they need it and in the most appropriate way.

113. The Occupational Therapy Service in Adult Social Care has integrated with the Adult Social Care Teams, which are aligned with the GP surgeries and the health community teams. This promotes a holistic approach which is flexible and seamless in meeting people's needs and identified outcomes. The specialist skills and knowledge of the Occupational Therapists complement and enhance the Social Worker service in the teams and provide real benefit to the people of Cheshire East.
114. Adult Social Care recently recognised eleven social workers who have successfully completed their Assessed and Supported Year in Employment (ASYE). The standard of evidence submitted was high and reflects the commitment to this programme by the individual social workers, practice managers, professional leads, and the Senior Leadership Team. A new cohort commenced their ASYE in January and it is hoped that they will continue the success of their predecessors.

Public Protection, Health Protection & Safeguarding

115. Signs of Safety, a strengths-based approach to working with families in Cheshire East, was officially launched in 2017/18. By the end of the year we have trained 285 people, including key partners and Senior Managers.
116. Cheshire East was shortlisted for a number of national awards in 2017/18, including for our emotionally healthy schools initiative, neglect strategy and campaign and our

arrangements for supporting care leavers with their future housing options.

117. Cheshire East is part of the second area in the country to establish a Regional Adoption Agency (RAA) in 2017/18. In partnership with Manchester, Salford, Trafford and Stockport councils, 'Adoption Counts' was formed three years ahead of the 2020 target set by government.
118. Targets for reducing '**delayed transfers of care**' (DToCs) were introduced this year by the Department of Health and Department for Communities and Local Government to encourage the NHS and local government to work better together to reduce the number of people remaining in hospital because of health-related delays or social-care related delays. Each month, local authorities receive their ranking regarding health and social care partner working together to reduce DToCs. Cheshire East hospital patients are among the least likely in to be delayed being allowed home, according to national figures and we remain in the top quartile. This highlights how health staff and our care teams are working effectively together to improve outcomes for in-patients and freeing up vital beds for those awaiting hospital care.
119. The experiences and voices of our own service users have been heard at two events in the last quarter. In January Annette Lomas, the Professional Lead in Adults Safeguarding, attended a national event in London to share how Cheshire East Adult Safeguarding Board have engaged and empowered service users to share their own personal stories and outcomes regarding adult abuse. Then in March, Annette plus some of our service users, attended an event at Stoke Football Stadium to celebrate World Social Work Day. The Spoken Word video clip was shown at both events, and

continues to have a powerful impact, not only in Cheshire East, but further afield.

120. During the last quarter Adult Safeguarding, Operational and Quality Assurance officers, have worked together with three care home providers in the Crewe area to start a Care Concern Pilot. The aim is to empower care homes to manage low level care concern incidents themselves, and to refer complex safeguarding incidents to qualified professionals. This will clarify thresholds for reporting and ensure a consistency in reporting adult abuse. It is hoped that this will be rolled out to the whole of Cheshire East during the next 6-12 months.
121. In February 2018, Adult Safeguarding Officers joined staff from Communities in delivering training to RBS Bank in Macclesfield. This raised awareness about financial abuse, doorstep crime and fraud. In March 2018, Adult Safeguarding Staff and Domestic Abuse Staff delivered two bespoke training sessions to students at Macclesfield College.
122. In January 2018 the Local Government Association published 'Modern Slavery – A Council Guide'. A multi-agency event was held in Manchester to promote work being undertaken to tackle modern slavery in the region. In addition, Cheshire Police held a multi-agency table top exercise at Police headquarters in Winsford, to identify work to date and gaps in service provision. Cheshire East was very well represented at this event, including representatives from Housing, Emergency Planning, Adult Safeguarding, Trading Standards and Community Partnerships.
123. The Adult Safeguarding Improvement Plan was produced following the Peer Review in May 2017. The plan was further enhanced following LSAB (Local Safeguarding Adults Board) Development Day, enabling partners and stakeholders to

have input into the future direction of the service. Working with ADASS (Association of Directors of Adult Social Services in England) and embedding the recommendations of national policy and process has achieved a sound grasp on 'what good looks like' together with the processes required to move towards excellence. Our safeguarding teams and the Board have achieved the following results during the year:

- The appointment of an interim Independent Chair of the Board
- Improvement in the process of Deprivation of Liberty Safeguarding assessments and reviews by the introduction of a legal gateway forum, leading to a reduction in court of protection applications and better outcomes for individuals
- Improved joint working with internal and external partners working towards Operation Dovetail, the process where the Local Authority take on board the responsibility for the Channel processes
- The Head of Adult Safeguarding was appointed in September 2017
- Stronger links with the Children's Board, and sharing of strategic goals
- SAB meetings now include the confidential partner agenda item to enable statutory partners to review cases and individuals, leading to a better understanding of the

challenges and improved joint working. The LGA have referenced the voices of the Adult Safeguarding Service User Subgroup to the Board both in writing and at the NW ADASS conference in October 2017

- Dr Adi Cooper has referenced our service users' experiences of Safeguarding in her book Making Safeguarding Personal - published in September 2017
- Service user outcomes are measured via quarterly Making Safeguarding Personal audits; this has ensured a consistent process across all social care
- Staff receiving feedback on their input into investigations; the new Independent Chair has sent two letters of recognition to staff to note their excellent safeguarding work, and how they empowered service users to become active participants in the process
- In October and November 2017 Cheshire East facilitated two workshops for Care Providers to help them to understand how to preserve evidence. This was co-presented with the Police and CQC and attended by over 150 people
- In November 2017 Cheshire East and six other partner agencies delivered Adult Safeguarding training to GPs, to help them to understand their Safeguarding responsibilities under the Care Act.

6. A Responsible, Effective and Efficient Organisation



124. The Council achieved more awards wins and short listings than ever before in 2017/18, with 46 awards entries, 27 of which had been confirmed as shortlisted by the end of the year. Awards received during the year included Best Tourism Marketing Project at the Marketing Cheshire Awards (for the Tour of Britain 2016); the Community Benefit award at the 2017 RICS Awards (NW) for Crewe Lifestyle Centre and the Transforming Through People silver award at iESE (Public Sector Transformation Partner) Awards 2017 for our 'SEEDS' programme to improve Information Governance.
125. The Asset Management service has generated £4.979m in capital receipts in 2017/18 through the disposal of three farms, 9 land or property assets, two lease variations and one covenant variation. Disposal of assets generates revenue savings as costs on holding or managing the assets are removed. The value of completed or handed-over construction projects across Council's assets, managed by the service, was £60.1m, with a further £23.9m worth of projects currently under construction or at the feasibility or pre-construction phase.
126. In 2017 the Council undertook a survey of residents to learn what information residents want to receive about the Council and its services and how they want to engage. Direct communication with the Council about its services was clearly important to residents. Our social media following has continued to grow, and we launched a new magazine for residents to inform them about Council services and how to access them. Our proactive campaigning has also seen much success, with recognition for our 'Neglect' campaign and an award for Best Tourism Marketing project.
127. As reported at quarter three, during the year the Council successfully undertook the first major review of its Constitution since the Council was formed in 2009. The Constitution ensures that the Council complies with all relevant statutory requirements, and in reducing 500 pages to less than 300, the revised version has been written with an eye on retaining statutory detail whilst being more succinct and user friendly.
128. During the year, the Council also reviewed all Schemes of Financial Delegation and developed a new template and guidance to ensure compliance with the Constitution.
129. 2017/18 proved to be a record year for marriages in the Borough, with income targets exceeded, and fee income of £1.3m. Civil marriages / partnerships stood at over 2,000 for the first time in Cheshire East history, increasing from 1,919

the previous year to 2,035. Almost 70% of couples came from outside the Borough.

130. The Council met on 22nd February 2018 and agreed the Medium Term Financial Strategy Report for 2018/19 to 2020/21, following a consultation which ran from November 2017 to 12th January 2018. The process engaged more residents and stakeholders than ever before, with around 600 general or specific responses to proposals listed in the Budget Consultation. The final budget report was informed by the consultation, reflecting the Council's ongoing commitment to transparency and engagement.

131. During 2017/18 the Council procured and awarded 241 contracts, achieving £1.483m worth of contract efficiency savings.

132. During 2017/18, as part of wider government reforms to apprenticeships under the Finance Act (2016), the Council had a new target for 96 new apprenticeships starts. In response to this a new apprenticeship scheme was launched, with 79 new apprenticeship starts during the year. This is an achievement rate of 82% compared to an average of 66% for local authorities. Areas for development and improvement in 2018/19 have been identified, with work focusing on apprenticeship take up across maintained schools and the development of a strategy to transfer levy funds to other employers, in line with further government reforms introduced from April 2018.



133. The Council's Equality and Diversity Strategy was approved by Cabinet in February 2017, and during 2017/18 considerable progress was made with the following key achievements:

- Recruitment of 47 Equality Champions
- Delivery of a robust and detailed training prospectus for officers which has now been extended into 2018
- Refreshing our Equality Impact Assessment templates and guidance
- Undertaking a staff census of protected characteristic information held within our Oracle system
- Holding the Council's first International Women's Day Conference
- Agreement to hold the Council's first Pride in the park event, to be held in September 2018 at Tatton Park
- Supporting LGBT History Month in February 2018 by flying the rainbow flag for the full month at the Council's three main sites
- Developing a transgender toolkit for schools
- Initiating an audit of changing places provision across the Borough
- Training 26 Mental Health First Aiders for the Council

134. Culture and workplace wellbeing has been an area of significant focus over the last 12 months. To support this work, the Leader of the Council, Councillor Rachel Bailey and Acting Chief Executive, Kath O'Dwyer invited the Local Government Association to undertake an independent review into organisational culture. The Council received a full report following the review which it published in January 2018, recognising that the Council is taking positive action to minimise inappropriate behaviour, but there is still work to do. The Council is absolutely committed to addressing areas for improvement by continuing to actively engage with our workforce throughout 2018/19 to develop and deliver a vision for our workplace culture.
135. Building from the findings and recommendations of the independent culture review the 'Brighter Future Transformation Programme' was launched in quarter four, providing Council staff with an opportunity to work together to co-create and build the positive, supportive culture we need to be successful. The programme focuses on defining the vision for the Council's workplace culture and behaviours, aligned to the Council's FIRST values. This will allow the Council to build on strengths and the behaviours role modelled by staff and members that will be reflected in an Employee Deal. To help shape the cultural transformation programme activity, a 'Brighter Future Together Team' has been formed comprising a range of staff from across the organisation, who will provide a conduit for the views of all staff, act as a 'critical friend' on the future vision for our workplace culture and as associated enablers of change.
136. In addition a Wellbeing in Work programme was initiated in the autumn of 2017 to further support and strengthen wellbeing within the workplace. This programme has conducted a review of the Council's comprehensive range of wellbeing policies, practices and initiatives and from this published monthly Wellbeing in Work newsletters, established a Staff Forum and a Wellbeing Contributors group which brings colleagues together from different professional areas to identify, connect and promote a wide range of initiatives that support this important agenda. Plans are currently being developed to further progress this programme during 2018/19.
137. During 2017/18 the Council reviewed the Flexible Use of Capital Receipts guidance and identified expenditure that met the eligibility criteria, in that on-going revenue savings would be generated through reducing costs of service delivery. Activities that have been funded by this method are detailed in following paragraphs.
138. The Best4Business programme is a joint arrangement with Cheshire West and Chester Council to replace the Councils Oracle ERP (finance system) with the Unit4 Business World solution. This joint capital programme was approved by the Councils Cabinets in July 2017, with the programme starting in September 2017, build being completed in March 2018 and the new solution scheduled to go live in September 2018.
139. CEC undertook a commissioning, procurement and contract management review which was informed by best practise models from the National Audit Office, NHS world class commissioning standard and the LGA. The model followed the commissioning cycle and took a whole system review of the commissioning process. High standards in commissioning, procurement and contract management are a prerequisite for the delivery of effective service outcomes and value for money in the use of Council resources. This project will facilitate the delivery of commissioning, procurement and contract management efficiency savings, process improvements and service outcomes.

140. The Council commissioned a “Cheshire East Cemeteries Strategy”, to support the Stronger Communities element of the Cheshire East Local Plan considering the supply of burial space in relation to the anticipated future demand and in relation to current estimates of population growth. The draft strategy will go to Cabinet in July 2018 for approval for public consultation. The cost of producing the strategy has been funded from flexible capital receipts.

141. A Joint Venture (JV) Trading Company, Alliance has been created in partnership with Ansa, High Peak Borough Council and Staffordshire Moorlands District Council, as agreed at Cabinet in June 2017. Phase 1 covered the establishment of the JV and the delivery of waste collection activities within High Peak and the associated set up costs have been funded initially from flexible capital receipts, whilst being paid back on a commercial basis over the duration of the contract.

142. The Children and Families service have undertaken a number of reviews to evaluate / improve processes and service delivery methods to make savings that can be reinvested in better services. These include:

- the service working closely with the Council’s transport provider (TSS Ltd) to deliver the improvements identified through a business process review exercise; and deliver the savings identified in the 2017/18 budget through achieving greater efficiency and through review and implementation of updated policies

- a business process review within Special Educational Needs being undertaken and work is underway to implement an improvement plan supported by the Partnership Board

The costs of project staff to undertake these reviews and take forward the change programmes of £51,000 in 2017/18 has been capitalised under additional flexibilities provided by the Government.

143. In 2017/18 £1m of costs in the adults service were offset by funding from the capital receipts reserve. £240,000 of consultancy services provided by CIFPA were funded to develop a sustainable operating model for Care4ce. The remaining £760,000 relates to the voluntary redundancy and actuarial costs incurred following a reconfiguration of the commissioning and operations staffing teams. The new structure will lead to new models of working and service delivery, designed to deliver value for money, the best outcomes for stakeholders, and also aligning services with our Health partners.

144. Flexible capital receipts have been used to fund various projects in Place during 2017-18. These include a review of ASDVs and costs relating to the installation of new pay and display machines for Parking. These will lead to new ways of working which will create savings in Council budgets. Also the costs of implementing the bus service review (**para 41**) have been funded by flexible capital receipts.