

Cabinet Agenda

Date: Tuesday, 9th October, 2018
Time: 2.00 pm
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 in the report.

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

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

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

In accordance with paragraph 3.33 of the Cabinet Procedure Rules, a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the Cabinet. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given.

4. **Questions to Cabinet Members**

A period of 20 minutes is allocated for questions to be put to Cabinet Members by members of the Council. Notice of questions need not be given in advance of the meeting. Questions must relate to the powers, duties or responsibilities of the Cabinet. Questions put to Cabinet Members must relate to their portfolio responsibilities.

The Leader will determine how Cabinet question time should be allocated where there are a number of Members wishing to ask questions. Where a question relates to a matter which appears on the agenda, the Leader may allow the question to be asked at the beginning of consideration of that item.

5. **Minutes of Previous Meeting** (Pages 3 - 10)

To approve the minutes of the meeting held on 11th September 2018.

6. **Corporate Parenting Committee Annual Report 2017-18** (Pages 11 - 38)

To consider the Corporate Parenting Committee Annual Report 2017-18.

7. **Notice of Motion - Modern Slavery** (Pages 39 - 60)

To consider a report on a Notice of Motion on Modern Slavery.

8. **Notice of Motion - Single Use Plastics** (Pages 61 - 68)

To consider a report on a Notice of Motion on Single Use Plastics.

9. **Emotionally Healthy Children and Young People** (Pages 69 - 80)

To consider a report which proposes the re-commissioning of the Emotionally Healthy Schools programme and the Early Help Emotional Health and Wellbeing services, through a combined commissioned Emotionally Healthy Children and Young People's service.

10. **Sexual Health Recommissioning** (Pages 81 - 92)

To consider a report which seeks approval to commission sexual health services in Cheshire East with effect from 1st April 2019.

11. **Mid-Year Review of Performance 2018/19** (Pages 93 - 174)

To consider the Mid-Year Review of Performance 2018/19.

THERE ARE NO PART 2 ITEMS

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 11th September, 2018 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rachel Bailey (Chairman)
Councillor L Wardlaw (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes and J Saunders

Councillors in Attendance

Councillors Rhoda Bailey, G Baxendale, S Corcoran, S Edgar, D Flude,
M Grant, S Hogben, D Mahon, B Roberts and G Williams

Officers in Attendance

Kath O'Dwyer, Acting Chief Executive
Frank Jordan, Executive Director of Place/Acting Deputy Chief Executive
Mark Palethorpe, Acting Executive Director of People
Dan Dickinson, Acting Director of Legal Services/Monitoring Officer
Alex Thompson, Head of Finance and Performance
Sara Barker, Head of Strategic HR
Paul Mountford, Executive Democratic Services Officer

Apologies

Councillors J P Findlow and D Stockton

Before proceeding to the business of the meeting, the Leader took the opportunity to remind everyone that the Pride Event was being held at Tatton Park this coming Sunday. She also thanked those officers, members of the public and councillors who had attended the recent Cheshire East Reflects event at Tatton Park which commemorated the First World War.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 PUBLIC SPEAKING TIME/OPEN SESSION

Ted Wall referred to the cost of a recent employment tribunal and the cost of the disciplinary committee process, set against what he saw as a significant rise in council tax. The Leader and other members of the Cabinet responded by referring to the need for the Council to protect and enhance services to older and vulnerable people in the Borough and to ensure that arrangements were in place to maintain high standards of conduct among members and officers and to ensure openness and fairness in dealing with such matters. All local authorities were obliged to

ensure that such arrangements were in place and there was a cost to providing them.

Sue Helliwell, speaking as an Alsager resident, asked a number of questions relating to the Cheshire East Local Plan Site Allocations and Development Policies Document Alsager Settlement Report August 2018. She also asked if the Council would ensure that the three public car parks in Alsager remained free of charge. The Portfolio Holder for Housing, Planning and Regeneration undertook to provide a written response.

Debbie Jamison, representing Knutsford Residents in Over Ward (KROW), referred to a decision deferred by Cabinet last year on the disposal of playing field land in North Downs, Longridge, Knutsford. She asked for confirmation that the Portfolio Holder would be offering a meeting to KROW and Knutsford Town Council. She also suggested that any disposal of the land should be made through the planning process by way of a planning application and not through the disposal process advertised which would relinquish the designation of the land. The Leader indicated that she had already met Knutsford Town Council to discuss the matter. The Portfolio Holder for Housing, Planning and Regeneration confirmed that a meeting to consider the disposal of the land had been arranged for 5th October 2018. The meeting would be held in public and all interested parties would have adequate opportunity to speak before the Portfolio Holder took a decision at the meeting.

33 QUESTIONS TO CABINET MEMBERS

Councillor B Roberts referred to a seriously disabled person in his ward who was being transported out of the Borough to receive respite care, the journey sometimes taking two hours. The parents of the individual felt that the journey time was having a detrimental effect on the individual's progress and wellbeing. The Portfolio Holder for Adult Social Care and Integration asked Councillor Roberts to provide the details to the Acting Executive Director of People so that the matter could be investigated as a safeguarding issue.

Councillor D Flude referred to a briefing note that members had received that day which provided an update on HS2. There were a number of specific matters which were not addressed in the briefing note and she briefly outlined what these were. She asked for a further briefing on the matters or a written response. The Leader's understanding was that the details in question were on the HS2 website. However, she asked Councillor Flude to provide the questions to the Executive Director of Place so that a response could be made.

Councillor S Hogben referred to the Boundary Commission for England's review of parliamentary constituencies, the report on which had just been published. He questioned whether the electorate figures quoted for certain Crewe wards were correct and asked if the Council could draw this to the attention of the Boundary Commission. The Leader responded that the

Director of Legal Services would consider what action the Council could take in the matter and that Councillor Hogben would be informed of the outcome.

Councillor S Corcoran referred to the harm caused to the health of children by poor air quality and to the proposed extension of the air quality management area on Middlewich Road Sandbach. He asked if the Council would be installing a real time kerbside monitor in Middlewich Road in order to monitor the effect of slow moving traffic on school children. The Portfolio Holder for Housing, Planning and Regeneration undertook to provide a written response.

Councillor M Grant referred to a conversation with the Portfolio Holder for Adult Social Care and Integration last week and asked if enquiries could be made regarding the company Direct Health Care as it did not appear to be registered with the Care Quality Commission. The Portfolio Holder responded that as a result of their conversation, she had already asked officers to investigate. [Note: at the end of the Cabinet meeting, the Portfolio Holder was able to provide an update, confirming that Direct Health Care were in fact registered with the Care Quality Commission but had recently been taken over by another care provider and had not yet had an inspection under the new owner. The new owner was called Accord. She undertook to inform Councillor Grant who had already left the meeting.]

34 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 10th July 2018 be approved as a correct record subject to the inclusion of Councillor D Flude as having been present at the meeting.

35 SEND REFORMS TASK AND FINISH GROUP - FINAL REPORT

Cabinet considered the final report of the SEND Reforms Task and Finish Group. The Group had been appointed to scrutinise the implementation of the reforms relating to special educational need and disability introduced by the Children and Families Act 2014.

Councillor D Flude spoke on this matter as Chairman of the Task and Finish Group. Councillor Rhoda Bailey also spoke on the matter as Chairman of the Children and Families Overview and Scrutiny Committee. Both she and the Leader thanked Councillor Flude for her work as Chairman of the Task and Finish Group.

RESOLVED

That

1. Cabinet receives the Task and Finish Groups report;
2. Cabinet notes the following recommendations in the report:
 - (a) That the shortfall in provision, particularly for those with moderate learning difficulties and autism be addressed.
 - (b) That all schools be encouraged to welcome children with SEND.
 - (c) That working relationships between partners and the sharing of information continue to be improved, particularly in the production of EHCPs.
 - (d) That EHCPs be produced as a word document to enable all partners to amend them.
 - (e) That EHCPs avoid jargon, be written in plain English and celebrate what the child can do.
 - (f) That further training and support be given to all partners to ensure that referrals are complete and of a suitable quality.
 - (g) That systems need to be implemented and support provided to ensure parents are kept fully up to date on the production of an EHCP.
 - (h) That the Multi-Agency Moderation Panel and its processes be reviewed.
 - (i) That a Cheshire East accredited Educational Psychologist system be introduced to deal with and accept private reports.
 - (j) That a review of the specialist support services be reviewed to ensure that they are fit for purpose.
 - (k) That a review of the tribunal service be undertaken.
 - (l) That a further Task and Finish Group be established to investigate the local offer for 16 – 25 year olds.
 - (m) That Cheshire East explore an equipment store to be used by all schools.
 - (n) That early years providers be supported with the right knowledge, training and resources to identify children with SEN and apply for an EHCP.
 - (o) That further work be undertaken to promote personal budgets and a policy be introduced.

- (p) That the Schools Forum be requested to investigate whether or not the allocation of funding with an EHCP and additional hours per child is adequate.
 - (q) That the Schools Forum be requested to review the distribution and methodology of funding.
3. the Portfolio Holder for Children and Families report to a future meeting of Cabinet with a formal response to each recommendation and that response be submitted to the Children and Families Overview and Scrutiny Committee.

36 GARDEN VILLAGE AT HANDFORTH - DELIVERY STRATEGY

Cabinet considered a report seeking approval to expedite development at The Garden Village at Handforth, a scheme to deliver 1500 homes, employment land, extra care housing, a primary school, village centre, green space and sustainable transport infrastructure. The report sought authority for the land assembly, acceptance of grant funding and other actions required to deliver the scheme.

RESOLVED

That Cabinet

1. delegates authority to the Executive Director of Place to agree the terms and conditions of commercial, infrastructure delivery, collaboration and equalisation agreements between Cheshire East Council and the other principal landowners in consultation with the S151 Officer and the Director of Legal Services, and authorises the Executive Director of Place to take all appropriate action to enter into said Agreements;
2. delegates authority to the Executive Director of Place, in consultation with the Portfolio Holder for Housing, Planning and Regeneration and the Director of Legal Services, to take all necessary actions to secure the acquisition and/or appropriation of land and/or new rights to enable the construction of infrastructure (in line with the Allocation, the SPD, Masterplan & future planning approvals) and the delivery of all other planning objectives sought from the development of TGV including, where required, by use of Compulsory Purchase Order (CPO);
3. delegates authority to the Executive Director of Place to agree the Terms and Conditions of the Grant offer from Homes England, in consultation with the S151 Officer and the Director of Legal Services, and authorises the Executive Director of Place to take all necessary actions to enter into an appropriate agreement;
4. delegates authority to the Executive Director of Place to take all actions necessary to procure the required strategic infrastructure, utilities and

groundworks as set out in the Grant offer from Homes England, the Local Plan Allocation and summarised in this report;

5. authorises the Executive Director of Place, in consultation with the S151 Officer and Director of Legal Services, to enter into a contract with the winning tenderer for the construction of the required infrastructure at the appropriate time and within the approved budget;
6. delegates authority to the Executive Director of Place to approve the Land Disposal Strategy and to take all actions necessary to dispose of Council owned land in order to bring forward development consistent with the SPD, Masterplan and planning approvals; and
7. delegates authority to the Executive Director of Place to take all actions necessary to establish or appoint a management regime, to take responsibility for the long term maintenance and enhancement of The Garden Village.

37 DRAFT PROPOSED LOCAL AND SUB-REGIONAL ARRANGEMENTS FOR CHESHIRE EAST IN RELATION TO THE TRANSITION FROM LOCAL SAFEGUARDING CHILDREN'S BOARDS TO SAFEGUARDING PARTNERS

Cabinet considered a report setting out proposed changes for Cheshire East's Local Safeguarding Children Board, which aimed to improve the effectiveness and efficiency of the safeguarding system whilst ensuring that good practice and working together at local level between agencies was maintained and enhanced further.

Councillor Rhoda Bailey spoke on this matter as Chairman of the Children and Families Overview and Scrutiny Committee.

RESOLVED

That Cabinet

1. Endorses the work undertaken to date across the four local authority areas (Cheshire East, Cheshire West and Chester, Halton and Warrington) to develop a model which enhances the current sub-regional approach to safeguarding children;
2. endorses the recommendations to ensure that robust arrangements remain in place at a local level to quality assure and scrutinise strategy, policy and practice and adherence to statutory guidance and multi-agency best practice to safeguard children and young people in Cheshire East; and
3. agree that existing funding arrangements should remain in place for an agreed minimum period (2020-21) whilst funding is reviewed,

recognising that this would require the agreement of all existing funding partners across current LSCB arrangements.

38 EUROPEAN SOCIAL FUND SUB-REGIONAL BID FOR INTENSIVE SUPPORTED EMPLOYMENT PROVISION

Cabinet considered a report seeking authority to submit an application for funding for intensive supported employment provision. A specific grant of £5.4m was available from the Department of Work and Pensions and the Cheshire and Warrington LEP. The report sought permission for the Public Sector Transformation Team, hosted by Cheshire East Council, to bid for the available resources on behalf of the three Councils and partners in the sub-region through a direct call from the LEP. The report also outlined the work that had taken place to date across the Cheshire and Warrington Sub-Region to gain support for a sub regional bid.

Cabinet was advised that the figure of approximately £1.7M matched in-kind resource referred to in paragraph 6.2.1 of the report should have read £1.8M but that this did not impact upon the recommendations in the report.

RESOLVED

That Cabinet

1. agrees the bid application for the funding, and delegates authority to the Executive Director People to accept the grant and manage the programme should the Council be successful; and
2. supports the sub-regional proposal for a bid submission via direct call under Lots 1.2 and 1.4, as set out in the report, in line with the proposed timeline for bid submissions subject to appropriate Supplementary Revenue Estimate when required.

39 PUBLIC HEALTH ENGLAND: INNOVATION FUND FOR CHILDREN OF ALCOHOL DEPENDENT PARENTS

Cabinet considered a report seeking approval to submit a bid to the Public Health England Innovation fund for Children of Alcohol Dependent Parents. If the bid were successful, a total of £561,000 would be awarded to the Council from November 2018 to March 2021.

RESOLVED

That Cabinet

1. approves the submission of a bid to the Public Health England: Innovation fund for children of alcohol dependent parents;
2. approves the revenue funding of £561,000 to be transferred to the Council as the accountable body if the bid is successful; and

3. authorises Officers to submit funding bids for the remaining financial year, and to return to Members if bids are successful.

Note: at this point, the Chairman vacated the chair and left the meeting.

Councillor L Wardlaw, Vice-Chairman, in the chair

40 RE-PROCUREMENT OF FOOD CONTRACTS FOR FRESH PRODUCE AND MULTI-TEMPERATURE FOOD (I.E. FROZEN AND GROCERY PRODUCTS)

Cabinet considered a report seeking authority to progress the re-tendering processes for the re-procurement of Food Contracts for Fresh Produce and Multi-temperature Food. Drawing on other successful contractual models, it was proposed that the delivery region would be split into lots to enable smaller suitably-qualified businesses to tender for these provisions, thus supporting the local economy.

RESOLVED

That Cabinet

1. approves the request to progress the re-tendering processes in line with EU compliant procedures; and
2. delegates authority to the Director of People, in consultation with the Portfolio Holder for Children and Families, to award contracts to the highest scoring bidders by lot following evaluations.

41 TREASURY MANAGEMENT ANNUAL REPORT 2017/18

Cabinet considered the Treasury Management Annual Report for 2017/18 which detailed the performance of the Council's treasury management operation.

Councillor G Baxendale, as Chairman of the Audit and Governance Committee, welcomed the report.

RESOLVED

That the Treasury Management Annual Report for 2017/18 as set out in Appendix A to the report be received.

The meeting commenced at 2.00 pm and concluded at 3.48 pm

Councillor Rachel Bailey (Chairman)



Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Corporate Parenting Committee Annual Report 2017-18

Portfolio Holder: Cllr Jos Saunders, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Executive Director of People (Acting)

1. Report Summary

- 1.1. This sets out the purpose and content of the Corporate Parenting Committee Annual Report, 2017-18.

2. Recommendation

- 2.1. That Cabinet endorses the Corporate Parenting Committee Annual Report 2017-18 as set out at Appendix 1.

3. Reasons for Recommendation

- 3.1. The Constitution sets out a requirement for the Corporate Parenting Committee to report to the Council's Cabinet on at least an annual basis.

4. Other Options Considered

- 4.1. The Corporate Parenting Committee could not produce an annual report or present this to another Committee, but this would require a change in the constitution. The annual report provides an opportunity for the Cabinet to review the effectiveness of this advisory committee.

5. Background

- 5.1. The Corporate Parenting Committee, established in May 2016, is a cross-party advisory committee appointed by the Cabinet. It has 12 Members who are appointed on a politically proportionate basis and nominated by the political groups.
- 5.2. The purpose of the Corporate Parenting Committee in its role as an advisory committee to the Cabinet is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in

care and care leavers from 0- 25 years of age and holds partners to account for the discharge of their responsibilities.

- 5.3. The Corporate Parenting Committee Annual Report, 2017-18 attached at Appendix 1 sets out the work of the Committee and progress against the Corporate Parenting Strategy over the past year.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. There are a number of pieces of legislation and statutory guidance that set out the role of the local authority in respect of cared for children and care leavers. There are statutory obligations and guidance for the role of the Local Authority as the Corporate Parent in the Children's Act 1989 and 2004, and the Children and Young People Act 2008.

6.2. Finance Implications

- 6.2.1. Bringing children into the care of the local authority represents a significant cost for the Council. It is important that these arrangements are scrutinised to ensure that they are effective.

6.3. Policy Implications

- 6.3.1. As a corporate parent, all Council policies should consider the impact on cared for children and care leavers.

6.4. Equality Implications

- 6.4.1. There are no direct equality implications.

6.5. Human Resources Implications

- 6.5.1. The increase of children in care and care leavers does have implications for staffing, both within Children's Social Care and enabling services.

6.6. Risk Management Implications

- 6.6.1. Cared for children and care leavers are a vulnerable group that are at risk of a number of factors – poor education and training, health, safeguarding and transition into adulthood.

6.7. Rural Communities Implications

- 6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People

6.8.1. Cared for children and care leavers are some of Cheshire East's most vulnerable children. The Council's response to meeting their needs will have a significant impact on the lives of these young people.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. Although the number of Cheshire East cared for children and young people is relatively small, they are a vulnerable cohort, who live across Cheshire East and in other local authority areas.

8. Consultation & Engagement

8.1. None.

9. Access to Information

9.1. None.

10. Contact Information

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

Name: Kerry Birtles

(On behalf of Cllr Gill Merry, 2017/18 Chair of Corporate Parenting Committee)

Job Title: Head of Service, Cared for Children and Care Leavers

Email: Kerry.Birtles@cheshireeast.gov.uk

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Corporate Parenting Committee Annual Report 2017-18

Corporate Parenting Committee Annual Report 2017/2018

Foreword



It has been a great pleasure working with members and officer colleagues in this second year of the Corporate Parenting Committee.

The Committee is an advisory committee to the Cabinet; its purpose is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in care and care leavers from 0 - 25 years of age and to hold

partners to account for the discharge of their responsibilities.

We have a continued improvement strategy as we scrutinise and evaluate the ways in which we look after those in our care. Throughout this work however, we are constantly mindful of the voice of the child/young person so that we can build into our plans ways in which they feel we can best help them.

The Committee receives regular updates on National Issues which may affect the way in which we consider our improvement journey. Throughout the year we have been heartened by the dedication and commitment of the officers involved, in constantly achieving improved outcomes for those for whom we care.

The role of the Corporate Parenting Committee is to oversee the corporate parenting function of Cheshire East Council and its partners. It works to ensure that the Executive Director for People (the Director of Children's Services for Cheshire East) and Cabinet Member for Children and Families meet their statutory responsibility towards all children from within the Borough, particularly those from vulnerable groups. The work undertaken is also scrutinised in part by the Cheshire East Children and Families Overview and Scrutiny Committee and the Cheshire East Health and Wellbeing Board.

Gill Merry

Chair of Cheshire East Corporate Parenting Committee

The Corporate Parenting Committee

The committee is comprised of twelve cross party members with Officers in attendance, as required, to cover agenda items and assisted by Democratic Service Officers. It has met on seven occasions over 2017-18:

18th April 2017

2nd May 2017

4th July 2017

19th September 2017

14th November 2017

23rd January 2018

20th March 2018

Attendance at meetings has been excellent with many elected members holding roles in other areas of the Children and Families Directorate, including Children and Families Scrutiny, Fostering Panel, Adoption Panel and as school governors in a variety of schools across the borough.

Cheshire East Profile¹

The following is key data relating to cared for children and care leavers:

- At the end of March 2018 there were 477 children and young people being **cared for** by the local authority. This is an **increase of 55 (13%)** from March 2017.
- This equates to 63 children for every 10,000 in the general population of Cheshire East, and is now **higher than the latest available (2016-17 statutory return) England average of 62** but lower than the North West average of 86. This is also higher than the latest available (2016-17 statutory return) statistical neighbour group average of 58. Based on this figure we are at the higher end of our statistical neighbour group in terms of the rate of cared for children.
- **146 individuals left care in 2017-18**, compared to 145 in 2015-16.
- Cheshire East supported **18 unaccompanied asylum seekers children** (UASC) with placements in 2017-18 which is a rise of 64% compared to last year. It is recognised that many of these young people have

¹ Note that some figures may not correspond with published national data due to reporting arrangements, eg, rounding up and down.

experienced significant adverse life events both within their countries of origin, and during their journeys to the UK. The resulting physical, emotional and mental health needs of this group of young people can be particularly complex and require specialist support services.

- The gender profile of children and young people in care is split **53% male and 47% female**, which is a slightly larger ratio of males compared to last year at 51% and 49% respectively. 44% of the children and young people in care are between the ages of 10 and 15. There are more males than females aged 16+ in care, whereas there are slightly more females aged 4 and under.
- The **average age** of children and young people **entering care** this year has **dropped slightly to 7** compared to age 8 for the previous 3 years.
- A total of 200 **children and young people have entered care** in 2017-18, which is up from 181 in 2016-17.
- As at the end of March 2018, **83% of all children and young people in care were living in a family situation.**

- As at 31st March 2018 there were **45 young people supported in either residential homes or schools.**
- As at 31st March 2018 the ethnic profile of cared for children is **predominantly white British (88%)**, with the biggest other ethnicities of white other and other mixed background. This is an almost identical profile to last year. There has been a small **increase in White European** children entering care over the past two years. In 2017-18 there were 6 (5 Slovakian, 1 polish) in 2016-17 we had 8 (6 Polish, 1 Czech, 1 Lithuanian).
- **15 children and young people were adopted** over 2017-18, which is a 42% drop from the 26 children and young people adopted in 2016-17. There are however a further 41 individuals currently in care where the plan is for adoption.

Focus Areas

Each Committee includes a focus area, where Members look in detail at an area of service that impacts on the outcomes for children and young people in care. The focus areas over the year have been:

- Provision and outcomes for care leavers
- Staffing and infrastructure, including recruitment and retention
- Participation and Engagement

- Health and Wellbeing
- Education, employment and training
- Placement sufficiency including fostering, adoption, residential care, out of borough placements

Services considered by the Committee

In continuing our improvement journey during 2017/8, measured against desired outcomes, we have considered:

- Family Court Proceedings
- Children's Social Care recruitment and retention
- Health of Cared for Children and Young People
- Service Performance Reports
- National Developments
- Cared for Children's participation
- Independent Reviewing Officer's report
- Virtual School's Annual Report
- Fostering Panel's Annual Report
- Adoption Panel's Annual Report
- Local Safeguarding Board's Annual Report
- Care Leaver's Annual Report

Family Court Proceedings

Consideration was given to a report from the Director of Children's Social Care reporting on the background and complexity, giving members an insight into the demands on

social workers working from working in the Family Courts based in Liverpool, Crewe and Chester.

Children's Social Care Recruitment and Retention

In listening to the voice of the young people, Members seek to be assured that the measures taken in recruitment and retention of social workers continue to be effective, since the constant changes to social workers proves to be both disruptive and unsettling for young people seeking for stability in their lives.

Health of Cared for Children and Young People

Some of the children and young people who come into our care have had the minimum of health care, not having visited GP's for age checks, not visiting a dentist at all, and with very little consideration given to basic dietary needs, leading to more healthy lives.

It was noted that it was important to recognise both the statutory responsibilities for this vulnerable group of children and young people and the role of agencies working together as corporate parents, in having "high aspirations" for their future. There was some concern that dates for statutory health and other checks were falling behind the time periods set. The

committee looked for reassurance from Children's Services and our health partners that this matter was a high priority and performance has improved over the year from 64% on quarter 4 of 2016-17 to 86% in quarter 4 of 2017-18 for the percentage of initial health assessments requested within 48 hours of coming into care. The percentage of initial health assessments completed by paediatricians within 20 working days has increased from 58% to 78% over the same period. This remains an area of focus.

Service Performance

The comprehensive performance scorecard is considered on a quarterly basis against the five areas of the current Corporate Parenting Strategy.

Members scrutinise and challenge officers around performance to ensure that children and young people in our care get the support that they need, when they need it. The scorecard provides trend and benchmarking data, along with targets and RAG ratings to ensure that the trends in performance are in the right direction. Where necessary, it is expected that actions are put in place to address underperformance and progress is reported to future committees.

National Developments

Each Committee is presented with an Update Report that sets out any national developments that may impact on services

for cared for children and care leavers. The Committee consider any action that may need to be taken in the light of these developments.

We seek to be fully informed on all National Issues relating to our role, benchmarking ourselves against national ratings and any other similar authorities, being very conscious that implementation of any new legislation can take time to embed across service areas.

A new National Adviser to support young people as they leave the care system has been appointed as part of the government's drive to improve the lives of vulnerable children. Mark Riddell, MBE, has been appointed as the National Implementation Adviser for care leavers. He visited Cheshire East in January 2018 and gave an overview of his findings. These will be incorporated into the new Corporate Parenting Strategy that will be launched in 2018-19.

Homelessness Reduction Act

The Act will come into force on 1st April 2018 and will place new duties on Local Authorities and other public bodies to identify, support and refer households at risk of homelessness.

Local Developments

Updates on local developments have included:

- Work on the Corporate Parenting Strategy
- Proposed framework for engagement with the Corporate Parenting Committee
- Participation with children and young people
- Appointment of new Looked After Children Designated Nurse
- Visit from the National Implementation adviser for care leavers
- Updates on Ignition and Signs of Safety
- Support for teams from the Lead Practitioner.

A detailed discussion took place on work to review the Corporate Parenting Strategy and in particular the role of, and relationship with, elected members. Amongst a number of suggestions Members were invited to submit pen pictures of themselves so that cared for children and care leavers could get to know more about them as corporate parents, and to undertake frontline visits to social work teams and where appropriate to meet children and to share resources and knowledge as part of a continuing process of development. These will take place in 2018-19.

Cared for Children's participation

During the course of the year we have been resolute in our desire to hear the voice of the children and young people in our care. Young people were keen to establish their own 'shadow committee' and we ensure that we have attendance at their committee to listen to what is important to them.

It was reported that the Head of Service and the Portfolio Holder were currently attending meetings of 'My Voice', the Children in Care Council, and their representatives would be invited to come to a meeting of the Committee in the near future with a view to challenging the Committee on what they wanted.

We routinely invite representative from My Voice to the Corporate Parenting Committee, which we hold at a time when they are able to attend. We are particularly keen to understand how we can effectively ensure that we listen to their concerns and aspirations. Each meeting includes an input from young people, whereby they can feed in their views even if they do not wish to attend.

Consideration has been given to overall service priorities around participation for the current year, and details of the range of ways in which children and young people are engaged in decisions which affect them.

Members were particularly interested in work associated with early pregnancies, preparations to assist in the transition to

independent living, the arrangements to involve children in care outside the area and how to keep track of children who no longer wished to engage with the services provided once they are over 18 years of age.

We have been pleased to note the effectiveness of the mentor service together with the job coach, which is proving a great success with those making the transition from care.

Annual Reports

Independent Reviewing Officer: members considered the Independent Reviewing Officer's 2016/17 Annual Report and the IRO's contribution to quality assuring and improving services for cared for children and care leavers.

Virtual School's Annual Report: the Service Manager: Virtual School, gave a presentation to the Committee on the Virtual School Head teacher's 2017 Annual Report and drew attention to:

- Context and Operation
- Outcomes 2017
- Strengths of the Virtual School
- Challenges for the Virtual School
- Planned Solutions
- Future developments

In considering the report, Members of the Committee made a number of comments on the continued support for cared for children, including access to Pupil Premium.

Fostering Panel's Annual Report: this is not a statutory requirement, however, it has been customary for its production on an annual basis, outlining the work of the Panel and the challenges it faces as it seeks to approve and review foster carers.

Adoption Panel's Annual Report: this was the final report of the Cheshire East Adoption Panel, since from 1st July 2017 the panel became part of the Regional Adoption Agency, Adoption Counts. The report provided a quality assurance feedback on the standards and approach across the service as to the suitability of prospective adopters and proposed placements.

Local Safeguarding Children Board's Annual Report: The report helps us to better understand how organisations and people work together and outlines how the Board and partners can objectively and critically learn from what works well and act to improve what may not work as well as intended.

Care Leaver's Annual Report: The Committee considered the Care Leavers Annual Report 2017-18. The report provided details of the work undertaken to help care leavers to be better prepared and supported to live independently; have improved access to education employment and training; better

access to health support; access to housing when leaving care and achieve financial stability. New Statutory guidance has been published stating that all local authorities needed to implement a 21-25 offer to care leavers. The guidance does not specify how soon after commencement of the duty the local offer should be published. However, the aim is to publish Cheshire East's local offer in the autumn.

Corporate Parenting Strategy Progress

The existing Corporate Parenting Strategy has the following five priorities, ie, the areas that children and young people told us mattered most to them:

1. Involve me
2. Provide me with a good safe home
3. Keep me healthy
4. Help me achieve
5. Support me to move into adult life

Progress against the corporate parenting strategy has been reported to the committee on an ongoing basis. A summary of progress is attached at Appendix 1.

Priorities for 2018/19

Our key priority for 2018-19 is to develop and implement the new Corporate Parenting Strategy, ensuring the 5 areas are

prioritised and linked in with other council services and wider partner agencies, ie:

- Being a good corporate parent
- Achieving permanency and staying safe
- Improving health and wellbeing
- Ensuring good education, employment and training
- Preparing for Adulthood

We aim to ensure that the participation of children and young people will be central to all that we do.

Appendix 1

Corporate Parenting Strategy Progress 2017-18

Involve Me

- Children and young people are at the heart of decision making in relation to all aspects of their lives and are supported to make their views and wishes heard.
- There are a range of opportunities for children and young people to influence and shape service planning and delivery.
- All staff have the knowledge and skills to engage with children and young people and encourage, promote and support their active participation.

Participation with Children and Young People

In August 2017, responsibility for the delivery of participation with children and young people was brought 'in house' from the Children's Society to Cheshire East Youth Service. One part time worker transferred across to the Council and another Lead Worker post was subsequently filled. These roles coordinate most of the participation activity with children in care and care leavers.

In 2017-18 young people on the Children in Care Council decided to change its name to 'My Voice'. This group meets weekly in term time in Sandbach. The current focus is to increase awareness and attendance at the meetings through encouraging Social Workers and others to promote participation with their young people.

The Participation Team have been making links and engaging with Crewe YMCA, Pure Insight, Voice for Children, the Cared for and Care Leaver Team and Watermill House (P3) to develop a Care Leaver Council/Care Leaver Voice group. The team will be working with these groups to find out what is going well, what could be developed and ideas to make things better around the following priority areas:

- Better prepared and supported to live independently
- Improved access to education, employment and training
- Experiencing stability
- Feeling safe and secure
- Improved access to health and support and achieving financial stability.

To date consultations have taken place with young people around improved access to education, employment and training opportunities. Young people were positive about their relationships with some Personal Advisors and Senior Young Person's Advisors (PAs), however they feel that there is not enough feedback/support from Social Workers and potential employers when doing taster days. Also when living in the YMCA there is less incentive to get into employment because this impacts on rent benefits, making it difficult to achieve sustainability. Young people would like to see employability

hubs/training and longer drop in sessions with Senior Young Person's Advisors.

The service is responding to the issues raised by care leavers, including exploring ways in which the relationships between PAs and care leavers can be strengthened. In terms of incentives to get into employment, the service offers 'top-up' funding to ensure that the young person is no worse off than if they were on benefits. A meeting has been arranged with the individual who raised the issue to ensure that they are supported to access this fund. One of the immediate actions taken in response to care leaver feedback is that when visiting care leavers, PAs no longer take paper and record during the meeting as care leavers did not like this approach. The bigger challenges in relation to employment, housing and health are being tackled within our new corporate parenting strategy (participation with children and young people runs as a theme throughout the new strategy). The new facebook account (detailed below) is a further example of how the team are working and thinking differently about different ways to engage children and young people.

Young people have been a part of the interview panel for the new Virtual School Head. One of the Care Leaver young people is also getting involved with the Foster Care Panel as well. A great example of us as Corporate Parents helping our young people to achieve and come into the family business. Care Leavers are getting involved with the commissioning

process too as they plan to be involved in the Substance Misuse Service Tender to ensure they are involved in decision making processes for services that affect their lives.

Star Awards and November Children's Rights Month (NCRM).

NCRM is where everyone working with children and young people in Cheshire East can celebrate and raise awareness of children's rights in a variety of different ways. One of the main celebrations for cared for children and care leavers in November is the 'Star Awards'. This celebration event and awards ceremony for cared for children and young people and care leavers in Cheshire East, took place on Sunday 19 November 2017 in Crewe and every young person received an invite in the post to attend. The event in 2017-18 was co-produced with young people and were based on nominations from a range of professionals. During NCRM, a number of young people were also involved in takeover day – this included 'taking over' the roles of the Executive Director for People (DCS role) and the Director of Children's Social Care roles for the day.

New Facebook Group

A new Cheshire East Care Leavers Facebook account went live on the 1st March 2018. This is primarily for announcements, new events coming up and anything significant that the service wishes to relay to Cheshire East Care Leavers. It is hoped that this can reach a greater audience to raise awareness around apprenticeship offers,

Job fairs and anything else of significance. This is managed by the Cared for Children and Care Leavers Service on a daily basis and is for posting information out to care leavers in a format that is accessible to them.

Game Changer Conference

Young people from Cheshire East took place in the pre-event consultation for the Game Changer conference in Blackpool - the Game Changer event is a North West regional event for children in care and care leavers and is the first of its kind. Some of the young people were also involved earlier in the year in the planning of the event, that took place in Blackpool on Saturday 4th November.

The Independent Visitor Service

The Independent Visitor Service in Cheshire East is delivered by The Children's Society (TCS). TCS adhere to the new National Independent Visitor Standards, which have been developed alongside other voluntary organisations. There are 14 Standards in all and, more recently, these 14 standards have been made more child and young person friendly by children and young people involved in an Independent Visitor Service. This is expected to enable more children and young people to understand their right to an Independent Visitor.

Xmas dinner

Staff from children's services raised around £100 to provide a celebratory Christmas dinner for young people in care/care leavers.

Participation Network

The participation network has continued to support all staff working in children's services to improve participation with children and young people. The Participation Network Forum is changing its name to the 'Investing in Children and Young People Partnership' as in the collective partnership group we will be applying for the Investing in Children's Award in 2018-19. The partnership will be getting involved with the Children and Young People's Summer Conference, Care Leaver events and the Star Awards later this year e.g. facilitating sessions, ensuring that their young people are involved with planning the event.

Signs of Safety

Cheshire East launched its implementation of the 'Signs of Safety' approach as our way of working with children, young people and families in 2017. 'Signs of Safety' is widely recognised internationally as the leading approach to casework. The model enables children and young people to talk about things that go well in their family as well as things that worry them.

Provide me with a good, safe home

- Improve the availability, quality and stability of local placements
- Ensure that children and young people are fully engaged in decisions relating to their placement choice
- Ensure that only those children who have no alternative placement will reside in care

Increased Demand

The rise in demand for children's social care services, in particular in the number of individuals being cared for by the local authority over recent years has put increasing demand on the service. This is in line with national and regional trends. As at March 2014, Cheshire East supported 333 individuals. As at March 2017, this had risen to 428 individuals – a rise of 95 (29%). At the end of March 2018 there were 477 children and young people being cared for by the local authority, an increase of 55 (13%) from March 2017.

In 2017-18 the Council committed a growth bid to cover the increase in placement costs. In order to mitigate as far as possible the impact of rising numbers and costs, the following action was taken, ie, we:

- Worked hard to increase the numbers of children leaving care through adoption (whilst only 15 were adopted over 2017-18, there were a further 41 individuals in care where the plan is for adoption).

- Worked as part of a shared fostering service with Cheshire West & Chester, Warrington and Halton Councils to improve the recruitment of internal foster carers
- Invested in project Macclesfield and Crewe to prevent the escalation of need
- Continued to improve social work practice (Signs of safety)
- Worked with the LSCB to improve the early help offer.

Foster Care

Work around developing sub-regional collaborative arrangements for fostering services took place in 2017-18. On 9th May 2017, Cabinet considered a report, which sought approval to progress the development of a shared fostering service for Cheshire East alongside Warrington, Halton and Cheshire West and Chester. The report also sought approval to explore the feasibility of a single local authority delivering the functions of the fostering service on behalf of the partnership.

In 2017-18 we have been actively driving forward the recruitment campaign for more foster carers, which in due course should allow for better matching of the children we place. We are specifically targeting the smaller ethnic communities and the LGBT community. Cheshire East maximised the fostering recruitment campaign during Foster Carer Fortnight. This included advertising digitally and PR

activity via the 'You Can Foster' campaign. We also looked at more advertising on Facebook, our internal communication channels and a partnership newsletter.

Work is underway in terms of providing more information via the Cheshire East Fostering Website. The aim is to provide up to date contact information, links to helpful resources and easier access to policies and procedures. Training will be offered to foster carers who are not confident using computers.

We are working to improve the support carers receive from their supervising social workers. We have over the last few months recruited several permanent members of staff to bring stability and consistency to the service.

The foster carer newsletter is now regularly being distributed on a quarterly basis and the foster carer forums have recommenced to keep foster carers up to date and give them the opportunity to air their views. The support groups also continue on a regular basis.

Residential care

Cheshire East aims to provide a more flexible range of children homes and to increase the capacity to care for more of our children within the borough, so redesigned our residential homes. A contract was awarded to BetterCare Keys, a national children home provider, to run from 1 April

2017. However, the provider has had significant challenges in mobilising the service due to recruitment issues and the service will be re-commissioned in 2018-19.

Adoption

2017-18 saw the launch of our Regional Adoption Agency, called Adoption Counts. This is a partnership with Stockport, Trafford, Salford and Manchester Councils, which was one of the first new adoption agencies to open for business in July 2017. The aim of 'Adoption Counts' is to maximise the economies of scale and expertise so that more children are matched with adopters much sooner and locally within the geographical boundary of the agency. There is a particular focus on placing more children for adoption who; have complex needs, are part of a sibling group, and are from black and ethnic minority backgrounds. Adopters and children are also benefitting from a regional approach to post adoption support.

Cheshire East celebrated National Adoption Week in October 2017. This included a range of activities including a media campaign (billboards, posters, digital screens and digital media adverts). There were also press adverts during adoption week in a range of newspapers, including the Macclesfield Express. Adoption was also promoted through social media, including Facebook and Twitter using the hashtags #nationaladoptionweek and #supportadoption. Cheshire East received 27 enquiries during this week (the

highest weekly number to date). This included an open evening on 18th October, which 14 households attended. There were also 9,968 visits to our website during the week, which peaked at 1,881 on 21st October.

Quality assurance

Quality assurance for the Children's Homes that Cheshire East commission or operate directly is important to ensure the best services for our cared for children. Regulation 44 visits and subsequent reports are an important part of the quality assurance framework surrounding Children's Homes and the greater the level of independence, the better. Each Children's Home is required to appoint an independent person to undertake Regulation 44 visits and to date Cheshire East Council have added support and challenge to the process via local Councillors and Voice for Children attending visits.

Ignition

The Ignition Panel has continued to ensure that children and young people are fully engaged in decisions relating to their future accommodation needs. See further detail below under 'Support me to move to adult life'.

Keep me healthy

- Ensure that all Cheshire East cared for children have an initial health assessment within 20 working days of entering care, and statutory review assessment and a robust health care plan agreed (6 monthly for under- fives, annually thereafter).
- Improve the emotional health and wellbeing of cared for children, young people and care leavers
- Promote healthy lifestyles amongst all cared for children.
- Ensure effective health transition planning

Initial Health Assessments

There has been a continued focus on improving the timeliness of initial health assessments and reviews over 2017-18. As at quarter 4, there were 86% of initial health assessments requested within 48 hours of coming into care, and 78% of initial health assessments completed by paediatricians within the statutory requirement of 20 working days. This compares to 64% and 58%, respectively, as at the end of 2016-17. Close monitoring of this performance indicator is essential to ensure continued improvement and it remains a standing item for discussion at the Health Interface Group Meetings held regularly between Health and Local Authority partners.

There is further work to do with the aspiration of ensuring that all children entering care are supported to have their health care needs identified and met in a timely way and this will

continue to be a priority in the 2018-19 Corporate Parenting Strategy.

Review Health Assessments (RHAs)

For children who are under 5 years of age it is a statutory requirement that a RHA should be completed twice in a 12 month period. For children and young people 5 years and above, an RHA is required once a year. Review health assessments are completed for all Cheshire East cared for children and also for children placed in the Cheshire East area by other Local Authorities. Reporting of performance with regards to timeliness of assessments continues to be monitored on a quarterly basis and discussed at the Health Interface Group meetings. A collaborative approach has resulted in a visible improvement in the timeliness of RHAs. True partnership working is yielding positive results and this will continue throughout 2018-19.

At the end of 2017-18, 79% of children who had been in care for more than 12 months had an up to date RHA. For those that were not completed within timescale, analysis of the contributing factors that led to the breach is carried out to identify the areas where further work is required.

Care Leaver's Health Passports

During 2017-18 there has been extensive work completed by the Clinical Nurse Specialist 16+ in the Cared for Children's Team to develop an effective system for ensuring that young people are leaving care at the age of 18 years with a

meaningful, relevant summary of their health history. Engagement has been successful in a large proportion of cases and has involved an innovative and constantly evolving approach to access even the most hard to reach young people. The current format of the Health Passport has been developed with the involvement of young people. Therefore there is confidence that this document is appropriate and what they want.

32 out of 52 health passports were completed during 2017-18. As this was a new process, issues regarding gaining consent from the young people were identified as causing some delay/difficulty in completing the Health Passports. For 2018-19 the 16+ Nurse Specialist has begun to request consent when completing review health assessments from 16 years of age thus increasing the opportunities to obtain the required consent in time for the health passport to be completed prior to the young person reaching 18.

Training and Supervision of Health Professionals

'Looked after children: Knowledge, skills and competences of healthcare staff' (March 2015) is an intercollegiate role framework written by the 'Royal College of General Practitioners', 'Royal College of Nursing' and 'Royal College of Paediatrics and Child Health' to provide a framework of competencies required for Health Professionals who work with cared for children. Health Professionals responsible for completing Review Health Assessments are required to demonstrate competence to Level 3 of this framework. At the

end of 2017-18, 91% of all Health Professionals had attended Level 3 training during that year. Also, as part of the Quality Assurance process, training needs may be identified on an ad hoc basis and feedback to practitioners is provided by the Specialist Nurses for Cared for Children when required to ensure health assessments are of a consistently high quality that remain child focussed.

All Health Practitioners who are named professionals for cared for children received supervision from the Cared for Children Specialist Nursing Team on a 3 monthly basis. This is an opportunity to review practice and monitor outcomes of health interventions. During training and supervision cycles, identification of cared for children with SEND is essential to ensure that both the Review Health Assessment and the Education and Health Care Plans are interlinked and used to inform each other.

Unaccompanied Asylum Seekers

During 2017-18 the number of unaccompanied asylum seeking children (UASC) has increased within the Cheshire East area. It is recognised that many of these young people have experienced significant adverse life events both within their countries of origin, and during their journeys to the UK. The resulting physical, emotional and mental health needs of this group of young people can be particularly complex and specialist support services may be required. In recognition of the unique health and wellbeing needs of this group of young people, a group has been set up with membership from

partner agencies, including Health. The purpose of this group is to develop effective pathways to ensure that health needs are identified promptly, and that referrals to appropriate support services are being made. NHS England has also recognised that this is a concerning issue nationwide and is providing guidance across Regional Networks to enable services to work effectively.

Looked After Children (LAC) Designated Nurse

A new Looked After Children (LAC) Designated Nurse for Cheshire East came into post in December 2017. This role is pivotal to strategic planning, quality assurance and performance monitoring and is essential in advising on the provision of services for vulnerable cared for children and care leavers within the health economy. Key elements of this essential role are supporting the health needs of this group of young people and ensuring that their needs are understood across the health and social care economy.

Family Nurse Partnership

The Family Nurse Partnership helps local young parents to increase their confidence and gives them the guidance and support they need to give their baby the best start in life. Young parents are paired with a specially trained family nurse who visits them regularly, from the early stages of pregnancy until their child is two. The offer was extended in 2017-18 to first time pregnant vulnerable young people in care/care leavers up to the age of 24 (it was previously age 19).

Emotional health and wellbeing

The emotional health and well-being of our cared for children is assessed via the completion of a strengths and difficulties questionnaire (SDQ). The data highlights the need for a greater response from children social care and health. Developments to improve this service area are being discussed as part of the health and social care interface meeting and is being proactively picked up by our looked after children's nurse. This is a key priority of the new corporate parenting strategy.

Help me to achieve

- Ensure that schools are challenged and supported to help all children progress and achieve to their full potential
- Improve the way that children move between schools so that this is timely, smooth and well supported
- Increase the number of children with excellent attendance and reduce the number of days lost through exclusions
- Increase the number of young people who sustain transition from school to training and employment

Education Results

Improving outcomes for cared for children remains a priority for all staff but most especially for the Virtual School. All children have been allocated a named Advisor and additional support and tuition has been made available. Although small numbers, there has been an improvement in the number of

children who reach the expectations at the end of reception this year. This is now at 50%, which is 10% above the 2016 level and the highest result for Cheshire East.

Due to the number of children leaving care there were only four children who completed the Year 2 tests after 1 year in care. Of these, two were not entered for the tests, one reached the expected levels in maths and English and one did not.

2017-18 is the second year of the new curriculum and assessment and so comparisons can only be made with 2016. Although there was an increase in the percentage gaining the expected standard in three of the four areas, (reading, writing, grammar/punctuation/spelling and maths) the number reaching this in reading, writing and maths has fallen, which is disappointing for the pupils and their teachers as well as for those in the Virtual School who have been supporting them. Despite this headline, progress at individual pupil level was above national rates and that for all Cheshire East children in 9 out of 11 areas when compared with children of similar SEN levels. Strategies are already in place to improve outcomes in 2018-19, which include replacing agency tutors with an in-house teacher who will focus specifically on Year 6. These include the purchase of tablets with pre-loaded Key Stage 2 (KS2) learning and revision materials which allow usage and progress to be tracked and additional sessions for carers on

how to raise aspirations and support children to prepare for and complete the tests.

Under the new scoring and reporting system for GCSEs for cared for children, 19% of children have gained Level 2 in maths and English. This is an increase of 7% from 2016 and is above the reported national figure for 2017, which was 17%. Additional tuition and support has been put in place to support pupils taking exams in 2018 and full time education places and independent special schools have been purchased for pupils who were not able to maintain a place in mainstream schools so that they can complete their education and gain qualifications.

The Virtual School has provided updates and training for schools so that they fully understand and implement their duties, which will include supporting previously cared for children from Sept 2018. Virtual School staff have worked with schools and challenged when children have experienced difficulties or were not making progress. Training has been well received with further requests for bespoke training being made and accommodated wherever possible. Additional front line staff have been employed to mentor or provide additional tuition for pupils and this has had a significant impact on attendance and achievement for several dis-engaged pupils.

Ten primary schools have taken part in an attachment research project which has had dramatic positive impact in

pupils feeling safe and secure and ready to learn. A training video is being made to share the learning from the project and we have been asked to present the findings at a national conference in November.

A new ePEP is being developed on Liquid Logic which will improve the ease of completion, security and efficiency of the PEP (Personal Education Plan) process. A pilot has been in place since Sept 2017 with about forty schools now using the system and roll out to all planned by Aug 2019.

Forty-nine children moved schools within the school year 2016-17. Mainstream transfers were usually swift and well managed although admission to some secondary schools, particularly out of Cheshire East has been delayed with schools pointing out barriers and difficulties before agreeing a start date. The Virtual School has adopted a new policy to fund a comprehensive integration plan, which involves the school spending time getting to know the child when they start to try and avoid later issues. So far this is proving very successful. Additional front line staff, mentor and tutor have been employed within the Virtual School and have been deployed when children are between schools or not engaging with their named school. This has proved successful in maintaining a routine for the child and helping them to make progress while not in regular lessons.

Transfers of children with SEN are more complex and are led by the SEN team who have to identify an appropriate school and then consult with them, which has a statutory time period. To try and reduce the time out of education, the Virtual School has worked with the SEN Team and implemented several new processes which include:

- Cheshire East to retain and oversee EHCPs for all children in residential care.
- Tutor to be provided while a child with an EHCP is awaiting a school place.
- Identification of names SEN officer for out of LA cared for children.
- Clear process for other LA's when finding places for Cheshire East children.

Attendance at school is closely monitored. Primary attendance was above the national level in 2016/17 at 96% and has increased to 97% in April 2018. Attendance at secondary school fell slightly to 93% in 2017 but has risen to 95% in 2018. Checks are made monthly and concerns are raised with schools, carers and social workers. A new joint working group called RAIC (Raising Achievement in Care) has been established and the focus of the first meeting was improving attendance. As a result, the expectations of carers to ensure good attendance will be made clear and strategies of how to realise this will be shared.

Reducing exclusions remains a priority and in 2017 there was a decrease in the overall number of sessions lost and the number of children with one or more fixed term exclusion. These trends have continued into 2018, despite an increase in in the cared for population. Reasons for this are complex but include:

- Investigation of all exclusions.
- Intervention and additional PEP for cases of repeat exclusions.
- Supporting schools to find additional/alternative support to avoid exclusions.

There has been a significant reduction in the percentage of 16+ who are NEET (not in education, employment or training) For 16-18 year old cared leavers this has fallen from 32% in May 2017 to 12% in May 2018. This is due to the actions which have been jointly planned and delivered by all LA teams working with this group of young people and co-ordinated by the SPEED (Sixteen Plus Education and Employment Destinations) group which include:

- Post-16 tutor employed to work with pupils not engaged
- Cheshire East setting up in house engagement programmes
- Commissioned support programme, Cygnet, to provide supported work experience

- NEET panel set up to consider 'stuck' cases and what collaborative support can be given
- Closer working with local employers groups so that they are aware of the needs of vulnerable young people and know how to help them give of their best.

Two Cheshire East care leavers were recently commended at an awards ceremony at South and West Cheshire College. Despite setbacks in their education, and through the support of our Virtual School, both of these young people have exceeded in their field. One of these young people won Health and Social Care student of the year for her hard work and determination and is now moving onto University to study mental health nursing. The other young person won the English for Speakers of Other Languages (ESOL) student of the year, having arrived in Cheshire East in December 2016 as an unaccompanied asylum seeker through the dispersal programme.

Support me to move to adult life

- Increase the number of young people aged 18-21 who are education, employment or training
- Prepare young people for independent living, to ensure young people have suitable accommodation and are able to live independently with limited support, and experience greater stability
- Young people have the skills and knowledge they need and can protect themselves from risk

National Implementation Adviser for Care Leavers

In January 2018 Cheshire East invited Mark Riddell, the National Implementation Adviser for Care Leavers, to feedback on our arrangements to support care leavers. Feedback was provided by Mark on day two of the visit and identified that the operational model provided by the care leavers team was good and that the personal advisors were committed to improving outcomes for care leavers. However, he found that the 'corporate test' had not been met in Cheshire East. Mark Riddell recommended that the Corporate Parenting Committee reconsider the ways in which it is able to directly influence the services that are delivered to care leavers and that corporate parenting needs to become embedded throughout the organisation. Officers have listened to the feedback provided and this will be incorporated into the new Corporate Parenting Strategy for 2018-20.

Ignition

By working with all partners, we are able to provide choice for young people and a process that provides them with a voice and ownership of their accommodation and future plans. Ignition is for young people aged 15½ plus who are thinking about where and how they would like to live when they leave care (we think the earlier we can plan the better the experience!). This is an innovative approach and was short-listed for two national awards in 2017-18. Social Care commissioners from across the North West have taken the time to come and observe Ignition in full flow and have all commented on the fantastic approach that is delivering good outcomes for our Care Leavers.

We now have a strong offer for our care leavers including taster flats, supported independent living, supported lodgings with 'hosts', dispersed properties with the offer of floating support alongside Staying Put and Staying Close arrangements, a group living house and support / acting as guarantor for individual tenancies. All of this choice would not have been possible without the successful partnerships that have developed through Ignition.

Supported Lodgings

The re-commission of supported lodgings services is complete and the contract from 1st April 2018 was awarded to Forum Housing again. Their bid was good and built on the service delivery to date that has developed well through

Forum Housing's attendance at the Ignition Panel and listening to young people's views re their aspirations and planning towards independence. The new service builds in the ability for our more complex young people to possibly access a supported lodging

Supporting Care Leavers as Parents

Motherwell is a charity for women run by women, promoting positive health and wellbeing, by offering a range of educational services, holistic therapies and mental health support. The charity was recently successful in achieving a funding bid to provide a Parent Advocate Worker to support our care leaver parents. The Parent Advocate Worker will provide support to mothers who have had their children removed, to prevent the cycle taking place again via one to one support, counselling and alternative therapies.

Research Project – this will be carried out by the Head of Abuse Studies at MMU Crewe. This is a three year project which will research the correlations in childhood experiences of abuse and implications that this has on parenting. It is hoped that this research will identify which interventions are successful with families, and which are not. Additionally it will also identify if there are any gaps in services.

Positive Parenting Groups – working with the children's centres, we held our first Positive Parenting Group in July 2017 at Oak Tree Children's Centre in Crewe. 11 out of 20

pregnant and parent female care leavers indicated they would engage with the group. Going forward, the group will be split into two models across the North and South of Cheshire East.

- North Locality Positive Parent Group - this will be an informal peer support group with the plan to bring services to the group, as and when identified by the young people or identified by staff as a need, around their parenting and health issues.
- South Locality Positive Parenting Group - one day a month our south based care leaver mothers can access the children's centre and have their own group. On this day they can also access health advice and support from services already based within the centre.

Care Leaver Fathers

Research Project, Care Leaver Fathers - A research project into male care leaver fathers and their experiences and interactions with social care in relation to their own children is currently underway. This research will give the fathers a voice and the data will be used to identify any areas which the fathers feel that support is lacking. Improvements can then be implemented in the service via a training programme will be given for Personal Assistants/Social Workers. We have had a good response from fathers interested in taking part in the research project.

Direct one to one support and group support for Care Leaver Fathers via Dads Stuff - this has been assigned to all Personal Advisors to refer. Dads Stuff who can offer care leaver fathers direct one to one support, and this includes absent fathers who want to be involved in their child's life. They will support dads with their overall parenting and attend meetings in support of dads. Our dads also have the option of attending the Dads Stuff group, once they feel confident in accessing the service, or before if they are happy to. The current group in Sandbach is a busy group and this is being extended across other areas in the authority.

Resource Folder – we have set up a resource folder covering the following topics; advocacy, domestic abuse, emotional and mental health, housing, identity, immigration, independence and ready to live alone, LGBT, money and budgeting, parenting, physical health, sexual health, sexual exploitation, substance misuse and trafficking and slavery.

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Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Notice of Motion – Modern Slavery

Portfolio Holder: Councillor Janet Clowes – Adult Social Care

Senior Officer: Mark Palethorpe – Acting Executive Director - People

1. Report Summary

- 1.1** The purpose of this report is to consider and respond to a motion on Modern Slavery which had been moved by Councillor S Corcoran and seconded by Councillor A Harewood at the Council meeting on 26th July 2018 and referred to Cabinet for consideration. The motion is set out in Appendix 1 and requests that the Co-operative Party's Charter against Modern Slavery is adopted to ensure that procurement practices do not support slavery.
- 1.3** This report sets out the approach of Cheshire East Council and the sub region, together with actions in response to the Modern Slavery Act 2015.

2 Recommendations

- 2.1** That Cabinet note that Cheshire East Council has a Social Value Policy and a Sustainability Strategy Statement for Procurement purposes, the principles of which will be embedded into any commissioning and tendering process. These pick up the issue of modern slavery, transparency and equality in supply chains. In addition, the 'Supplier Questionnaire' sent out with tenders, asks specific questions about Modern Slavery and bidders need to confirm that those in control of any organisation have not been convicted of any offences relating to the use of child labour or human trafficking.
- 2.2** That Cabinet note that the Government is reviewing the Modern Slavery Act 2015 and therefore to adopt the Co-operative Party's Charter at this stage would be premature in light of any potential revisions to the Act or related codes or charters.

3 Reasons for Recommendations

- 3.1** Cheshire East Council is the third largest unitary authority in North West England with a population of circa 375,000. The Corporate Plan says as a Council “ we are committed to supporting the most vulnerable residents, whilst enabling others to support themselves. We will empower individuals and communities to thrive independently in a supportive environment, working together with partners, with the voluntary sector, with businesses and most importantly, residents themselves”.
- 3.2** Cheshire East Council is committed to ensuring that its suppliers adhere to the highest standards of ethics and to ensure that suppliers treat workers with dignity and respect and in accordance with the requirements set out in employment legislation. From April 2018, all tender processes have required bidders to provide confirmation that they carry out the entirety of their business in accordance with the Act. In addition, before being added to the finance system, all new suppliers will have provided confirmation of this commitment. The Council will build clauses regarding modern slavery into all new contracts, allowing for the termination of the contract if these clauses are breached.
- 3.3** The Trading Standards Service and Safeguarding Boards for Adults and Children have adopted the Modern Slavery Implementation Plan, putting that agenda at the forefront of their operations.
- 3.4** Cheshire East Council is signed up to, and adheres to, the principles of the PAN Cheshire Modern Slavery Strategy and this can be found in Appendix 2.

4 Other Options Considered

- 4.1** None considered.

5 Background

- 5.1** As a Local Government Authority, the Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council's responsibility as an employer, it also acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act.

5.2 Modern slavery includes:

- Forced labour: Victims are forced to work against their will, often working very long hours for little or no pay in dire conditions under verbal or physical threats of violence.
- Debt bondage: Victims are forced to work to pay off debts that realistically they never will be able to repay.
- Sexual exploitation: Victims are forced to perform non-consensual or abusive sexual acts against their will, such as prostitution, escort work and pornography. Adults are coerced often under the threat of force, or another penalty.
- Criminal exploitation: Often controlled and maltreated, victims are forced into crimes such as cannabis cultivation or pick pocketing against their will.
- Domestic servitude: Victims are forced to carry out housework and domestic chores in private households with little or no pay, restricted movement, very limited or no free time and minimal privacy often sleeping where they work.

6 Implications of the Recommendations

6.1 Legal Implications

There are no legal implications arising directly from the recommendations made in respect of the Notice of Motion.

6.2 Finance Implications

There are no financial implications arising directly from the recommendations made in respect of the Notice of Motion.

6.3 Policy Implications

6.3.1 Supply chains

Whilst a high proportion of suppliers have a presence within Cheshire East, the Council's supply chains stretch across the world. Raw materials and components can come from sources anywhere in the world and there may be many links in the supply chain which could be involved in modern slavery. Cheshire East Council has limited resources and it is not practically possible to monitor and manage the whole supply chain. Therefore, it will concentrate on the immediate supplier to ensure that their supply chain is free from modern slavery as defined in the Act.

Cheshire East Council has a Social Value Policy and a Sustainability Strategy Statement for Procurement purposes, the principles of which can

be embedded into any Commissioning and Tendering processes. These pick up the issue of modern slavery, transparency and equality in supply chains. In addition the Supplier Questionnaire, sent out with tenders, asks specific questions about modern slavery, and bidders need to confirm that those in control of any organisation have not been convicted or have any offences relating to the abuse of children.

6.4 Equality Implications

- 6.4.1** Valuing diversity, equality fair treatment and social inclusion lie at the heart of the drive to prevent modern slavery and improve the quality of services.

6.5 Human Resources Implications

6.5.1 Recruitment

The Council's recruitment processes are transparent and reviewed regularly. They include robust procedures for vetting new employees. To comply with the Asylum, Immigration and Nationality Act 2006, all prospective employees are asked to supply evidence of their eligibility to work in the UK.

6.6 Risk Management Implications

- 6.6.1** Modern slavery is a hidden and greatly under-reported crime. The overwhelming majority of victims are extremely vulnerable, scared and feel powerless to speak out. There is a risk that unless members of the community speak out to identify this crime this level of under-reporting will only increase.

6.7 Rural Communities Implications

- 6.7.1** Modern Slavery could be taking place across all communities both rural and urban.

6.8 Implications for Children & Young People

- 6.8.1** This statement and report applies to children and young people.

6.9 Public Health Implications

- 6.9.1** Modern Slavery has a range of serious health consequences at an individual and population level, particularly as a result of the impact on physical and especially mental health. Modern slavery causes extreme health inequalities and disproportionately affects people in more vulnerable circumstances, such as children and young people and people living in poverty. Survivors can experience unmet health need and poor access to health services.

7 Contact Information

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

Name: Jill Broomhall

Job Title: Director Adult Social Care Operations

Email: Jill.Broomhall@cheshireeast.gov.uk

Attachments:

Appendix 1: Notice of Motion.

Appendix 2: PAN Cheshire Modern Slavery Strategy 2017/2019

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APPENDIX 1

COUNCIL – 26 JULY 2018

NOTICE OF MOTION

Submitted to Council in Accordance with paragraph 1.34 of the Council Procedural Rules

Modern Slavery

Proposed by Cllr S Corcoran and seconded by Cllr A Harewood

This Council notes

- Though slavery was abolished in the UK in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour.
- There were 3805 victims of modern slavery identified in the UK in 2016. A rising number but still well below the 10,000 and 13,000 potential victims estimated by the Home Office.
- Modern Slavery is happening nationwide. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. This can include sexual and criminal exploitation.

This Council believes

- That action needs to be taken to raise awareness of modern slavery and the fact that it is happening all over the UK.
- That the current support for victims is not sufficient and needs to go beyond the 45 days they are currently given by the government.
- That councils have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation.

This Council resolves

To adopt the Co-operative Party's Charter against Modern Slavery to ensure our procurement practices don't support slavery.

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Modern Slavery Strategy Cheshire

2017-19

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Foreword

I am proud to present our new Modern Slavery Strategy on behalf of Cheshire Police and our four local Councils

Across the region, we recognise the reality that trafficking, slavery and exploitation is not a problem of the past. It is happening right here, right now - and we will not tolerate it. The time has come for concerted, co-ordinated action to ensure that children and adults are protected.

The purpose of this document is to set out our strategic approach in how we intend to continue to develop the good work already happening locally. Aligning with our Police and Crime Plan 2016-21, it will help us to work collectively and collaboratively to prevent, identify, disrupt, stop and eradicate modern slavery in all its forms, and will result in our boroughs being an even safer and happier place to live.



David Parr
Chair of the Protecting Vulnerable People Board

What is modern slavery

Modern slavery can and does have a devastating and lasting impact on victims, children and families in countries all over the world, including our own.

It is by its nature a largely hidden crime, but the Government recently estimated that between 10,000 and 13,000 people are currently being subjected to some form of modern slavery in the UK - and, although some may be more vulnerable to exploitation than others, it is an issue unrestricted by age, gender or background.

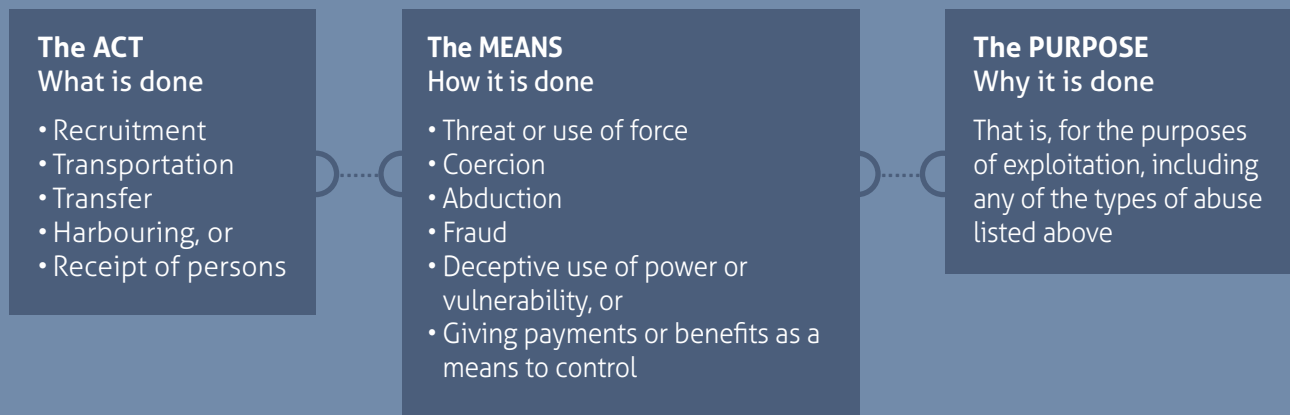
The term 'Modern slavery' captures a whole range of types of exploitation, many of which occur together.

These include, but are not limited to:

- **Trafficking**
involving the transportation, recruitment, receipt or harbouring of people for purposes of exploitation (sexual, forced labour, slavery or organ removal) using immoral means, including violence, threats, deception, coercion, abduction or bribery. Trafficking is not to be confused with smuggling, which is initiated with the wilful agreement of a person actively seeking to move without detection, so does not involve coercion or threats
- **Sexual exploitation**
including sexual abuse, forced prostitution and the production of child pornography
- **Forced labour**
with victims being forced to work long hours for little or no pay, in poor conditions and under threat of violence to them and/or their families
- **Domestic servitude**
where a victim is forced to work in a private household, usually performing domestic chores and childcare duties
- **Child slavery**
In addition to forced child labour, this can involve child trafficking, forced marriage and child domestic servitude
- **Criminal exploitation**
The exploitation of a person to commit a crime or combination of crimes, such as shoplifting, cannabis cultivation, drug trafficking and other similar activities.

Common to all of the above will be the abuse of power or vulnerability to coerce people into a life of exploitation, servitude and inhumane treatment for the personal or financial gain of others. An important distinction between children and adults, however, is in the issue of consent to their treatment. In cases of child slavery, consent is irrelevant. It is a consideration in identifying adult, however - but is also irrelevant if the adult has been deceived or coerced

The internationally recognised definition for human trafficking is the Palermo Protocol definition. **In order to prove an offence of human trafficking, three elements need to be established:**



In the case of children (those under 18 years old), the 'means' element does not need to be proved; only the Act and the Purpose. Currently, the most commonly identified area of trafficking across our boroughs relates to Child Sexual Exploitation (CSE). We already have strategies to address CSE and Children Missing From Home and Care - available at: www.proceduresonline.com/pancheshire - both of which have very strong links to child trafficking and, consequently, the priority areas for all three of these issues are related. There are also connections to gang-related activity, with people being criminally exploited for example, and Cheshire has undertaken to support a number of unaccompanied asylum seekers in recent months. We need to remain vigilant to the safeguarding risks that many of these and others present

In the United Kingdom

In the UK in 2015 **3,266 people** were identified as potential victims of trafficking

This is a **40%** increase on 2014

Of the 3,266 **30%** were children (982)

42% of reported trafficking victims were victims of sexual exploitation

24% of reported domestic servitude victims were children

36% were subjected to forced labour

53% of those victims were female

47% of victims were male

Modern Slavery

The 3,266 potential victims identified originated from 103 different countries

The six most prevalent were:

- Albania
- Vietnam
- Nigeria
- Romania
- The United Kingdom
- Poland

Modern slavery has a huge economic impact, not just social
It was recently estimated to cost the UK over £890m a year

How it can happen

Perpetrators of modern slavery constantly adapt their tactics to evade detection. They will target vulnerable, hidden or marginalised groups, with many victims coming from backgrounds that make them reluctant to seek help from authorities. These can include; unaccompanied, internally displaced children; children accompanied by an adult who is not a relative or legal guardian; young women and girls; former victims of modern slavery or trafficking; adults who are vulnerable due to substance misuse issues, debts (in their country of origin or as a result of their illegal migration); mental health problems or learning disabilities; homelessness, or other factors

It is important to note - as statistics on the previous page illustrate - that victims of modern slavery originate from the UK and overseas. However, there are relatively common methods often adopted for those who are trafficked and exploited from abroad

Typically, a person trafficked and exploited from overseas comes from a situation of poverty and lack of opportunity and gets an offer of an apparently good job, with good working conditions, in the UK. Often, the victim has to take a loan from an agent to pay for the journey and towards 'recruitment fees.' When the person arrives in Britain, the job and the conditions they are faced with bear no resemblance to those they were promised. Their passport is taken away and they are told that it will only be returned once their loan is repaid. However, given the victim's lack of control or clarity around how much, or even if, they will be paid, this represents an indeterminate amount of time

Violence and threats - against the victim, their children and their family at home - are common practice, and traffickers will often know and target the community they come from and know their families.

The Modern Slavery Act 2015

The Modern Slavery Act, the first of its kind in Europe, received Royal Assent in March 2015. The Act consolidates slavery and trafficking offences and introduces tougher penalties and sentencing rules. Changes will ensure that the National Crime Agency, the police and other law enforcement agencies have the power they need to pursue, disrupt and bring to justice those engaged in human trafficking and slavery, servitude and forced labour. It also introduced measures to enhance the protection of victims.

A new Independent Anti-Slavery Commissioner has been appointed whose role it is to encourage good practice in the prevention, detection, investigation and prosecution of slavery and human trafficking offences, as well as the identification of victims of those offences. This new legislation applies to the whole of the UK.

The Act

- Enables the Secretary of State to actively regulate agencies in relation to the identification and support of victims - a new **duty to notify** authorities of concerns, for example
- Allows for the introduction of independent child trafficking advocates
- Introduces new civil restriction orders, including a new reparation order to encourage the courts to compensate victims where assets are confiscated from perpetrators
- Brings in a new statutory defence for victims who are compelled to commit crimes
- and requires businesses over a certain size and threshold to disclose, annually, what action they have taken to ensure there is no modern slavery in the business or supply chain.

The Modern Slavery Act also extends the scope of the National Referral Mechanism (NRM) framework. The NRM exists to identify potential victims, ensure that they receive appropriate and effective support and make it easier for the agencies involved to co-operate and share information. Further details are outlined in the 'How to report suspicions' section on the final page of this document - along with details of the anonymous duty to notify (MS1) form should an adult victim be unwilling to be identified and provide their personal details

Indicators of trafficking and slavery are contained within the form and there is no minimum requirement for justifying a referral, so staff are encouraged to do so. All completed NRM forms are sent to the UK Human Trafficking Centre, which will assess and make a decision on whether an individual is a victim of human trafficking or modern slavery

The powers introduced by the new Modern Slavery Act in no way contradict or supersede those already available through existing legislation, such as the Children Acts 1989 and 2004, which should also be considered in conjunction with it.

What is already happening across Cheshire

A number of victims and perpetrators of modern slavery have already been identified across our boroughs, reinforcing the sad reality that modern slavery exists here, today, just as it does in others parts of the UK.

It is commonly accepted that a majority of crimes of modern slavery are unidentified, under-reported and there are very significant barriers to victims identifying themselves, including a fear of reprisal. Regionally, a number of targeted operations have been conducted in communities and settings which, based on intelligence, are deemed to be areas of higher risk, in order to identify victims and perpetrators of crimes under the Modern Slavery Act

The challenges of identification, even in these operations, can be considerable; including where individuals are being forced and controlled, as opposed to being subjected to poor or illegal working conditions.

The following operations have been police led, but we have adopted a partnership approach with support from the community as well as a wide variety of professionals, including experts from housing, social care, safeguarding, health and the fire service.

Operation Argo

Operation Argo was initiated following community intelligence about a group of Lithuanian nationals who were living in houses of multiple occupancy, which were in a poor state. They were employed by a Lithuanian national who would collect them and drive them to locations around Chester, where they would then have to deliver Charity bags. They would be left in those locations, regardless of the weather, until they were collected some time later and paid a minimal amount of money. The jobs were advertised on Lithuanian web pages on the internet. The Operation focused on rescuing the victims, but agencies struggled to provide them with support as they wanted to work in the UK and didn't identify themselves as victims.

Sexual exploitation

Sexual exploitation is a growing issue and is happening all over the UK. Cheshire is no exception and law enforcement agencies are seeing that this is particularly prevalent within the Romanian community, with organised crime groups setting up 'pop-up' brothels. Some traffickers pay for short-term, private rented accommodation, including hotels and holiday homes, through websites such as booking.com, Airbnb or similar; while others use low-cost housing as a base, rotating women in and out of the premises. Adult websites such as Adult Works or Viva Street are used to advertise the services of the women, and those women are usually accompanied by a minder, often described as a partner of one of the women. In Cheshire, the ages of women involved in this kind of prostitution has varied between 19 and 44.

Child sexual exploitation

A young person in receipt of care services was recently identified as a victim of Child Sexual Exploitation, when it became apparent that a perpetrator had arranged for a taxi to pick her up from her placement and take her to his house. This also constituted trafficking as she was missing from home and coerced into entering the property of an adult.



Operation Libertus

Phase 1 - Car washes

A large scale operation was launched in June 2016 focusing on the unregulated carwash industry. Over 60 premises were visited and 164 people spoken to. Many workers claimed to be paid under the national minimum wage, and almost all were foreign nationals. A number of illegal workers were removed from premises and a car wash operated within a supermarket car park in the Congleton area was closed down by their Compliance Manager. None of the workers spoken to identified themselves as victims and much of the information acquired from the operation related to national minimum wage issues. Some of the non-EU nationals provided information of how they had been smuggled into the UK in the back of lorries.

Phase 2 - Nail bars

In October 2016 six premises were visited in Chester and Ellesmere Port with partners from adult safeguarding, children's safeguarding, housing, immigration and health. Most of the workers told professionals that they were employed on a trial basis, which is why they did not have contracts and were not provided with payslips. One child was rescued and a Public Protection Order was initiated. He was placed under the custody of children's social care but, unfortunately, later went missing. Two adults were detained under the Immigration Act for overstaying their visas, but there was insufficient evidence to arrest anyone for Modern Slavery offences.



In a small number of cases, individuals have been identified as victims and have been referred and supported through the NRM. This has included both adults and children who have been subject to a range of types of modern slavery. Sometimes victims have been identified only after being arrested for a crime that they had been forced into. One young man of Vietnamese origin, who was transported from a nearby city each evening and forced to work on a cannabis farm through the night, was never told, and did not know, where he was living or working. There is increasing recognition within police operations and criminal justice services of the potential that people involved in crimes may be victims, and they are offered the necessary support.

These operations not only illustrate that modern slavery remains a very real issue today, but reiterate our strong desire to make life better for all of those affected. A wide range of agencies have, and will continue to be, on hand to protect and support these extremely vulnerable individuals; and operational plans for both children's and adult services will follow this Strategy to ensure that our response is as effective as possible.

These must, and will, include key performance measures so that we can monitor our progress against the priorities identified within this Strategy; retain what works well, but allow ourselves the flexibility to make adjustments in any areas that we need to.



Our vision

For everyone in Cheshire, Halton and Warrington to live a safe and happy life free from slavery and exploitation in all its forms.

Priorities

Our vision will be delivered through four priorities:

Embed the Modern Slavery Act into mainstream activity

Improve awareness, understanding and identification

Develop a positive protection and support system for victims

Hold perpetrators to account and promote appropriate prosecutions



Priority 1

Embed the Modern Slavery Act into mainstream activity

Why?

Modern slavery involves the abuse and coercion of vulnerable people. As such, it constitutes a safeguarding issue and, learning from our work around CSE, Forced Marriage, FGM and radicalisation, agencies across Cheshire are well placed to tackle it effectively. However, it presents a great number of overlapping issues and crimes which require a strong, coherent partnership response. It is essential that all of us across the public sector recognise that protecting people from slavery and exploitation is everybody's business, and part of our day job as professionals who work continuously to safeguard and support those at risk.

How?

Secure the strategic commitment of all relevant local agencies to protect victims and prosecute perpetrators.

Maximise links between the policies and strategies that deal with exploitation, homelessness and other relevant issues.

Ensure that information is shared, both locally and nationally, through the NRM and other channels for effective co-ordination and services.

Priority 2

Improve awareness, understanding and identification

Why?

Modern slavery is a hidden and greatly under-reported crime. The overwhelming majority, if not all, victims are extremely vulnerable, scared and feel powerless to speak out, so it is up to professionals and members of the community to identify and protect them. This can only happen if we understand that modern slavery is happening, recognise the signs and know what to do when we see them.

How?

Raise awareness across our communities, and faith and voluntary sectors, to help them identify where there might be issues and ensure that they know how to report.

Train our staff to recognise the signs of modern slavery and know what to do about it, including a consistent use of the National Referral Mechanisms.

Maintain an awareness of risks and put measures in place to mitigate them appropriately and effectively.

Priority 3

Develop a positive protection and support system for adult and child victims

Why?

The National Referral Mechanism (NRM) grants a minimum of 45-day reflection and recovery period for victims of human trafficking or modern slavery. However, longer term support is extremely inconsistent locally - as it is across the UK - and the vulnerabilities of victims are often re-exploited as soon as protection and support interventions come to an end. It is therefore crucial that we create a system which enables not only effective but sustainable support for everyone affected, understanding the particular risks associated with them.

How?

Ensure there are clear and robust safeguarding policies in place to identify and support those affected.

Establish a consistent and co-ordinated operational partnership approach to deal effectively with reports and disclosures as they arise, with consideration of the potential impact of public service intervention.

Develop a comprehensive range of services and other options capable of effectively supporting people throughout their recovery.

Priority 4

Hold perpetrators to account and promote appropriate prosecutions

Why?

Modern slavery can and does have a devastating and lasting impact on victims, children and families. Those who perpetrate it must be held to account, in order to protect those who are being harmed and to reduce the risk of future exploitation.

How?

Ensure that partners are able to share information about perpetrators and victims as effectively as possible.

Provide victims with practical and emotional support throughout the criminal justice process.

Actively monitor prosecution rates, including appropriate benchmarks from other similar areas, to highlight themes and trends and ensure that we are resolute in our disruption of offenders.

Signs of human trafficking and modern slavery

Identification of victims is crucially important for a variety of reasons. **As the case studies on Page 4 illustrate, large scale organised activity is resulting in the exploitation of people living and working in our area.** Some of those people, and undoubtedly many more than we have been able to identify, are also victims of modern slavery; but most do not consider themselves to be victims. It is imperative that we do not allow this abusive behaviour to be thought of as acceptable - or even normal - by them, simply because others, knowing how vulnerable they are, have used it to their own advantage.

There is no definitive list of signs or factors that will bring this form of exploitation to light, but it is useful to be aware of some general indicators which could be present.

A person, or people, may:

- Be confined or limited to a particular home, workplace or other area
- Not have the appropriate clothing for the work they are being expected to do
- Have injuries consistent with abuse or other controlling measures
- Appear undernourished or particularly unkempt
- Have limited or no contact with friends and family
- Appear in fear of their employer, or of authority - or display signs of psychological trauma, such as PTSD
- Have limited or no access to bathroom facilities
- Be unable to provide common documentation such as a passport or payslip in the context of trying to access products or services
- Be a child who is missing from home
- Be involved in gang and/or drug-related activity
- Have migrated to the country to seek asylum
- Be homeless
- It may also/alternatively be that a property is a cause for concern; potentially overcrowded; curtains always drawn; letterbox sealed; has CCTV installed; or restricts access

All of the above must be considered against the circumstances that a person might reasonably expect of the situation at that time. Some or none of the above may be present, but suspicions should be reported.

How to report suspicions

There is a **legal duty on certain agencies** (listed below and known as 'first responders') **to report victims of modern slavery** to the Secretary of State. Cases involving children must **always** be referred through the National Referral Mechanism (NRM), which is in place to help support potential victims. Adult victims should always be offered - but are not obliged to accept - support via an NRM referral, which can only be made with their signed consent. However, the **duty to notify** the Home Office still applies if adult victims are unwilling to provide their details, and this should be done through an MS1 form.

NRM forms (separate forms for children and adults)

www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms

MS1 form

www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery

These forms only apply to the 'first responder' public authorities detailed in section 52 of the Modern Slavery Act 2015, which include local authorities, the police, Salvation Army and NSPCC.

www.nationalcrimeagency.gov.uk/about-us/what-we-do/specialist-capabilities/uk-human-trafficking-centre/national-referral-mechanism

However, other agencies and the public are still encouraged to report suspicions and can do so by calling the **Modern Slavery Helpline** on **0800 0121 700**, the **Police** on **101** (999 in an emergency) or **Crimestoppers** anonymously on **0800 555 111**.

Residential providers and foster carers will receive specific support around trafficking for individual children and young people to reduce risks and protect them from harm.

Accessing Cheshire West and Chester Council information and services

Council information is also available in audio, braille, large print or other formats. If you would like a copy in a different format, in another language or require a BSL interpreter, please email us at

equalities@cheshirewestandchester.gov.uk

Tel: 0300 123 8 123 **Textphone:** 18001 01606 275757

email: equalities@cheshirewestandchester.gov.uk

web: www.cheshirewestandchester.gov.uk

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Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Notice of Motion - Single Use Plastics

Portfolio Holder: Cllr Rachel Bailey – Leader of the Council

Senior Officer: Executive Director - Place

1 Report Summary

- 1.1 The purpose of this report is to consider and respond to the following motion which had been moved by Councillor Rachel Bailey and seconded by Councillor H Davenport at the Council meeting on 26th July 2018 and referred to Cabinet for consideration:

“We know how harmful single use plastics are to the environment, indeed in 2017 the National Federation of Women’s Institutes (NFWI) called on the Government and industry to research and develop innovative solutions to stop the accumulation of micro plastic fibres in our oceans.”

“We urge full Council endorsement of this campaign and in so doing seek to eliminate all single use plastic within CEC managed buildings and facilities by 2020 and seek to encourage the elimination of single use plastic within its supply chain by 2025.”

- 1.2 Since the notice of motion, the Council has carried out a number of actions to begin the process. It has prepared a ‘Life with less Plastic’ community toolkit that will be used by waste reduction volunteers across the Borough. This toolkit is available to residents for them to engage in reducing single use plastic consumption.

- 1.3 The authority was fully involved in the Waste and Resources Action Programme (WRAP) Recycle Week campaign – September 24th - 30th 2018 that raised the profile of recycling and particularly plastics recycling. Sustainability is firmly on the national agenda and the public is looking to organisations such as the Council, to provide leadership on the issue of single use plastics.
- 1.4 Further actions have included the removal of all single use plastic cups in Council buildings and the commitment to address single use plastics within the Council's wider supply chain.
- 1.5 Objective 4 of the Corporate Plan states that Cheshire East is a green and sustainable place where its rural and urban character is protected and enhanced through sensitive environmental management and waste disposal policies. The notice of motion aligns with this.

2 Recommendations

That Cabinet

- 2.1 Endorse the National Federation of Women's Institutes campaign to reduce micro plastic fibres in our oceans – 'End plastic soup'.
- 2.2 Agree that the Council should aim to eliminate all single use plastic within CEC managed buildings by 2020 and to eliminate single use plastic within its supply chain by 2025.

3 Reasons for Recommendations

- 3.1 Across the world the damaging effects of single use plastics on the environment, particularly the marine environment has become evident. In order to play our part addressing this issue we are seeking to eliminate the use of all single use plastics in our buildings and supply chain.
- 3.2 This proposal will help us to lead by example and show that simple measures can be taken to bring about wider change.

4 Other Options Considered

- 4.1 We are aware that single use plastics are causing an environmental issue and therefore doing nothing is not an option for an authority that takes pride in its environment.

5 Background

- 5.1 In 2018 the BBC programme – Blue Planet II motivated the nation to care about plastics in a way they never had before. The increased awareness that individual use of everyday plastic items was impacting on the environment has galvanised people into action.
- 5.2 This raised interest was apparent in the public responses to the article that was included in the summer edition of the residents' newsletter – The Voice. The article on 'Life with less plastic' encouraged residents to get involved and led to a wide range of suggestions.
- 5.3 We as an authority have worked hard to deliver a simple to use recycling scheme that enables plastics to be collected and then transformed into other products. Through our silver bin scheme we have been able to remain in the top 10% nationally for local authorities but we are not content to rest on our laurels. We are aware of our leadership role in the community and are seeking to lead by example by addressing issues that are within our control – single use plastics within our buildings and the supply chain.
- 5.4 In the majority of our offices we supply water coolers and have for a number of years supplied single use plastic cups too, this practice has now stopped. By 2020 we aim to have removed all single use plastics from our buildings and facilities. We appreciate that there is single use plastic within our supply chain and we will work with our partners to ensure that by 2025 this too will be eliminated.

6 Implications of the Recommendations

6.1 Legal Implications

- 6.1.1 There are no direct legal implications from this report. Legal service advice may be required to support this proposal.

6.2 Finance Implications

- 6.2.1 A small saving would be expected within the facilities management budget since single use plastic cups will no longer be purchased.

6.3 Policy Implications

- 6.3.1 This supports Objective 4 in the Corporate Plan.

6.4 Equality Implications

- 6.4.1 There will be no equality implications with the removal of single use plastic cups and the aim of removing single use plastics from our offices and supply chain.

6.5 Human Resources Implications

6.5.1 None

6.6 Risk Management Implications

6.6.1 None

6.7 Rural Communities Implications

6.7.1 None

6.8 Implications for Children & Young People

6.8.1 None

6.9 Public Health Implications

6.9.1 We will be working towards an environment in which single use plastic is eliminated

7 Ward Members Affected

7.1 Affects all Council buildings and facilities. The community toolkit 'Life with less plastic' will be available to all residents.

8 Consultation & Engagement

8.1 None required

9 Access to Information

9.1 The community toolkit 'Life with less plastic' is in appendix 1

9.2 <http://www.wrap.org.uk/content/recycle-week-2018>

10 Contact Information

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

Name: Ralph Kemp

Job Title: Corporate Manager – Waste and Environmental Service

Email: ralph.kemp@cheshireeast.gov.uk

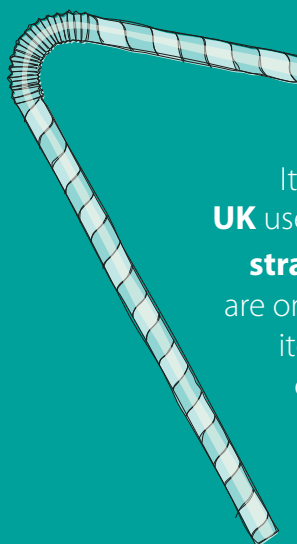
Community TOOLKIT



This **guide** will help you set up a **#lifewithlessplastic** community group to **protect the environment** in your area. Show us what **you are doing** - join the conversation online and on social media **#lifewithlessplastic**.

DID YOU KNOW?

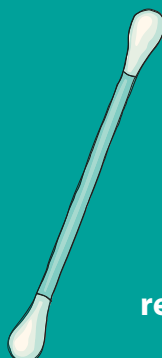
Plastic pollution is a very real **threat** to our oceans and general environment - nearly **five million** tonnes of **plastic waste** is generated in the **UK** every year.



It is estimated the **UK** uses **8.5 billion** **straws** a year and they are one of the **top 10** items found in **beach clean-ups**



Less than **half** of **plastic bottles** used in the **UK** are **recycled**



It costs up to **£78 million** to dispose of **plastic** not collected for **recycling** from the **UK**

Getting started

You can make a **difference** by **changing** a couple of habits and **contributing** to a cleaner, safer environment.



1

Bring your own cup to coffee shops - some even offer a discount!



2

Use stainless steel drink bottles and refill with tap water - they help to keep your water colder.

3

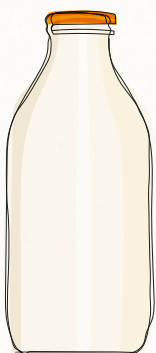
Invest in some canvas or cotton bags for your shopping and keep them handy.



4



Buy loose vegetables to reduce plastic use and food waste and you only buy the amount you need.

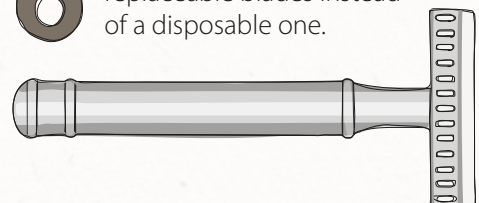


5

Consider having milk delivered to your doorstep in reusable glass bottles.

6

Use a razor with replaceable blades instead of a disposable one.





7

Use matches instead of disposable plastic lighters or invest in a refillable metal lighter.

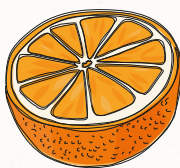
8



Invest in a reusable straw and refuse plastic ones. Stainless steel and glass straws can be washed and reused too!

9

Make freshly squeezed juice or eat fruit instead of buying juice in plastic bottles.

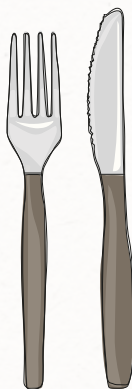


10

Store leftovers in glass jars rather than plastic tubs or using cling film.

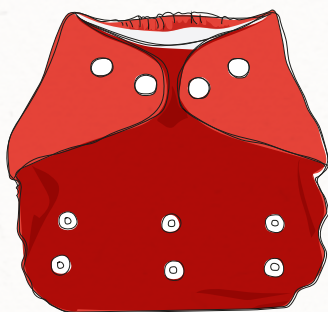
11

Keep a set of travel cutlery with you at work or in your bag to avoid plastic cutlery.



12

Make your own cleaning products - this reduces plastic use and is less toxic. A quick online search will bring up many formulas.



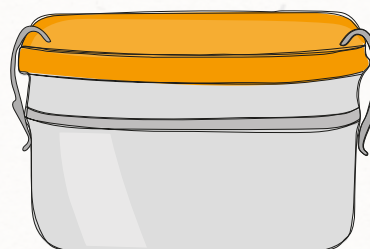
13

Use cloth washable nappies to save money and reduce your baby's carbon footprint. Cheshire East residents can apply for an incentive to help with costs. Visit cheshireeast.gov.uk/recycling to learn more.

14



Swap coffee pods for loose coffee grounds - coffee pods are notoriously bad for the environment.



15

Pack your lunch in reusable containers.



Join us



Cheshire East Council works hard to reduce waste in the borough, and you can join us if you're passionate about waste reduction. Help us promote recycling, reducing plastic and food waste, real nappies and composting! Our Cheshire East Waste Reduction Volunteers (CEWRVs) have a range of knowledge and talents to share with their local communities.

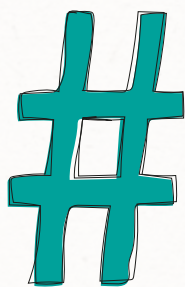
Volunteer - If you want to meet like-minded people, get in touch at cheshireeast.gov.uk/recycling



Plastic pledge

- 1** Stop using plastic straws and use eco alternatives
- 2** Stop using plastic-stemmed cotton buds and use paper ones
- 3** Stop using single-use plastic bottles and use eco alternatives
- 4** Bring my waste home from days out, especially parks and beauty spots

Join us with our **#plasticpledge** to help live a **#lifewithlessplastic**



Get involved

If you want to get your community involved, why not set up a #lifewithlessplastic community group? To set up a community talk, please visit cheshireeast.gov.uk/recycling and a member of our waste engagement team can visit and deliver a fun and interesting talk on waste minimisation.

Show us what you are doing - join the conversation online and on social media **#lifewithlessplastic**



Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Emotionally Healthy Children and Young People

Portfolio Holder: Councillor Jos Saunders, Portfolio Holder Children and Families

Councillor Janet Clowes, Portfolio Holder Adult Social Care and Integration

Councillor Liz Wardlaw, Portfolio Holder Public Health

Senior Officer: Mark Palethorpe (Acting Executive Director – People)

1. Report Summary

- 1.1. This report recommends the combining of the Emotionally Healthy Schools Programme with the Early Help Emotional Health and Wellbeing contracts, subsequently commissioning of a Emotionally Healthy Children and Young People Programme. That will provide children, young people and their parents a single point of access to information, advice and guidance. Any future service will be co-produced, co-designed and led by the service user journey.
- 1.2. The Council commissioned Middlewich High School, Visyon and Cheshire and Wirral Partnership NHS Trust (CWP) to supply the Emotionally Healthy Schools programme from 2014. The current contract terms are for a 2 year period period, which has been extended until March 2019, through the WARN process. This programme was complemented by the Children's and Families Early Help Emotional Health and Wellbeing (counselling) contracts with Visyon, Xenzone (Kooth), Just Drop In and South Cheshire, CLASP. These contracts were initially commissioned from 2014 and in accordance with the terms and conditions of contract have also been extended until the 31st of March 2019.
- 1.3. The health and wellbeing of children and young people is central to delivering Cheshire East Council's Outcome 5 identified in the three year plan – people live well for longer – care and health services focus on

prevention early intervention, physical and mental wellbeing. The CEC Children and Young People's Joint Commissioning Strategy 2015-2018 identifies young peoples emotional health and wellbeing as a priority and this is further highlighted as a priority within the Children and Young People's Mental Health Transformation Plan (LTP)

- 1.4. The procurement process will ensure that the Council continues to deliver efficiency and effectiveness through its commissioning activity. This is a specialist commission that has a focus on children and young people's emotional health and wellbeing and works in partnership with other agencies.
- 1.5. The key milestones for the successful delivery of the project are aligned to the 6 stages of the commissioning cycle and pipeline thresholds for the Procurement and Commissioning Board (see Appendix A).

2. Recommendations

That Cabinet:

- 2.1. Agree the re-commissioning of the Emotionally Healthy Schools programme and the Early Help Emotional Health and Wellbeing services, through a combined commissioned Emotionally Healthy Children and Young Peoples service.
- 2.2. Delegate authority to the Acting Executive Director – People, in consultation with the Children and Families Portfolio Holder, and Health Portfolio Holder, to award the Emotionally Healthy Children and Young People Programme contract.

3. Reasons for Recommendations

- 3.1. The Emotionally Healthy Schools Programme has been nationally commended at Local Government Association awards and has appeared in several national government 'good practice' publications. The Government recent Green paper; Transforming Children and Young People's Mental Health Provision, and subsequent response from central government contains many of the measures we have commissioned locally. This has resulted in the LGA inviting the borough to offer a 'Peer Visit' to authorities looking to address children and young people's emotional health and wellbeing. The Authority is visiting Durham on 4/10 to advise as part of this programme.
- 3.2. Research evidence shows that half of all lifetime mental health conditions develop by the age of 14 years and affects up to 1 in 4 people. Effective

social and emotional competencies are associated with greater health and wellbeing, and better educational achievement. The Children and Young People's Mental Health JSNA estimates that the borough has 3292 children aged 3-16 with a conduct disorder, 2998 with anxiety disorders, 2268 with a self injury behaviour, 2857 children were referred to CAMHS.

3.3. Feedback from local children, young people and their families suggests that the mental health offer for children and young people is 'disjointed' and they are unsure of how to access information, advice, guidance and support. Parents have raised concerns about acute mental health services for their children is suggesting that it's increasingly difficult access services with long waiting lists before support is offered.

3.4. Our commissioning intentions are for an Emotionally Healthy Children and Young People Programme, that will offer a single point of access for children, young people and their parents. The aim is to achieve some efficiencies via transforming and re-designing the current offer, doing things differently eg; further development of a digital offer, more integrated working with health and further embedding practice within schools and the community. Performance on current contracts for Emotionally Healthy Schools and Early Help Contracts has been good, based on service delivery against performance indicators. In addition feedback from schools has been extremely positive. Work to date has shown there are areas that still need to;

- embed the positive changes in pastoral systems seen in Emotionally Healthy Schools Phases 1 and 2. The 'churn' of staff within schools often means that pastoral expertise developed and nurtured is lost as staff move on and not replaced.
- extend the reach of the programme into early year's education and parenting support. Research suggests that mental health risk factors can be set at very young age but that these can be influenced by appropriate resilience based interventions.
- integrate the programme outcomes within wider commissioned services such as , 0-19 Healthy Child Programme, Young People's Substance Misuse Service, and wider CCG commissioned services
- support Primary care colleagues to improve the advice and support they are able to give children and young people.

3.5. Commissioning this Programme will also ensure that there is a stable offer around children and young people's emotional health and wellbeing, whilst key stakeholders undertake a wider redesign of children and young people's mental health services in line with the development of a sub-regional Children

and Young People's Mental Health and Wellbeing Transformation Plan (LTP).

- 3.6. The outcome focussed programme will build upon measures used in phase 1 and 2 of the EHS programme and which will continue to align to council strategic priorities, (particularly Outcome 3 *"People have the skills and education they need in order to thrive"*) and support positive long term outcomes for young people in the borough. The successful delivery will be evidenced in the narrowing of the gap in progress made using progress measures within for example the Early Years Framework, and Progress 8 specifically targeting those children most at need highlighted in KS2; typically characterised as disadvantaged children. Currently, the most vulnerable children across all schools are making significantly less progress than their non-disadvantaged peers. The programme will seek to reduce this inequality and allow all children to achieve their potential by overcoming barriers presented when their emotional wellbeing is compromised or challenged. Equal weight and focus will be applied to supporting children to build resilience by having access to timely, proportionate intervention reducing the risk of escalation in to statutory services or high level and crisis Mental Health services. The development and deployment of long term evaluation measures of the programme will be a requirement of the EHCYP tender.
- 3.7. The EHCYP programme will be a responsive service which uses local data intelligence to identify specific demands and allow the service to evolve in line with need. This sits comfortably with the council's values of *Flexibility, Innovation, Responsibility, Service, Teamwork* - empowering schools and settings to develop their infrastructure to best fit the needs of their children and young people.
- 3.8. The go live date for new service delivery and contract will be 1st April 2019.

1. Other Options Considered

Option 1 - Continue to deliver the Emotionally Healthy Schools Programme and Early Help Emotional Health and Wellbeing contracts with existing Providers.

The contracts have already been extended until 1st of April 2019 and there are no further options to extend. This option does not allow for service transformation, improved outcomes and further efficiencies to be made and is therefore not recommended.

Option 2 - De-commission the Emotionally Healthy Schools and Early Help Emotional Health and Wellbeing

Although Local Authorities don't have statutory responsibilities to deliver mental health services, it has a duty of care to support those children with identified additional needs including emotional health and wellbeing and to target the needs of vulnerable children many of whom will be at risk of a poor mental health outcome. De-commissioning this service would impact on children and young people in all wards, for example:

Reduced access to specialist support (CAMHS) - There is some evidence of a change to referral patterns with more complex cases being managed by schools, however, the number of cases being referred to CAMHS remains constant suggesting unmet need for Children and Young Peoples mental health support.

Reduced capability and capacity from schools to provide prevention response - there is strong national evidence of the impact of positive mental health environment on educational attainment. Locally we show an association between schools participating in the Emotionally Healthy Schools programme and Progress 8 measures suggesting a positive impact of a whole school approach to emotional health and wellbeing.

Capability and capacity to practice early intervention and manage more complex cases will be impacted. There is local evidence of increasing school staff confidence from use of pathways, evidence based interventions and consultation support, as well as improved Children and Young People satisfaction with school intervention.

Decommissioning this service would therefore not provide value for money due to the cost implications for the wider health and social care economy, therefore is not recommended.

4. Background

- 4.1. The Emotionally Healthy Schools Programme was first commissioned in 2014 using pooled budgets from the Council, East Cheshire CCG and South Cheshire CCG and was administered by a Memorandum of Understanding between the partners. The aim of the programme was to achieve transformational changes to practices around emotional health and wellbeing of children and young people within education settings. This funding arrangement will cease at the end of the 2018/19 financial year and Health partners will be unable to contribute to this programme using this

mechanism going forward. However the CCGs will continue to support the Link workers who form part of the schools offer.

- 4.2. The CCGs across cheshire have commiissoned a Cheshire and Wirral MH wellbeing phone line inconjunction with NHSE to support children, young people, parents and professionals. This is place across Eastern Cheshire, Vale Royal, West Cheshire and South Cheshire CCGs.
- 4.3. The CCGs are also to implement an all age wellbeing hub that will link closely with the Emotionally Healthy School programme, and will support timely assessmenst and reduction in dulation. Recent findings have shown that Children and young People deteriorate whilst on a waiting, this enhanced all age model will reduce the number of Children and young people accessing crisis service through ealy assessment.
- 4.4. The programme was redesigned and recomissioned in 2016/17 and , Middlewich High School, Visyon and CWP were awarded the Emotionally Healthy Schools contracts until Dec 2018. In accordance to the terms and conditions of the contract this term has been extended until the 31st March 2019.
- 4.5. Phase 2 of the Emotionally healthy Schools programme is currently active in 73% of Cheshire East High Schools and 84% of Cheshire East Primary Schools across the borough and aims to reach 100% of schools by the end of Phase 2.The programme was the first in the country to appoint Specialist Leaders in Education (SLE) for Emotional and Mental Health Education, through the National Teaching College.
- 4.6. A self-harm pathway has been developed as part of the Phase 2 LINK delivery and is being supported by the wider EHS Programme. This pathway is now being successfully implemented across all Cheshire East Schools and is expected to have a significant impact on reducing the number of cases of children attending emergency care though more appropriate early intervention by schools, colleges and the community. This is particularly the case where there is evidence of frequent use of emergency care from the NHS. Further work is underway to strengthen integration with the Cheshire and Mersey Suicide Prevention Strategy
- 4.7. The Children's and Families Early Help Emotional Health and Wellbeing contracts were awarded to Vision, Just Drop In, Xenon and CLASP on the 1st of April 2014 and extended until the 31st of March 2019. The providers offer a range of early help emotional health and wellbeing services for children and young people aged between 11 and 19 years old for example; online web counselling and peer mentoring, face to face counselling,

therapy and drop in sessions. Recent service developments with Vision have been to offer 'pop up' drop in sessions that parents, children and young people can access, which offer immediate intervention and preventative support, thus reducing the need to more intensive counselling. This has been well received by parents; especially where the child is under the age of 11 years and/or has Special Education Needs/Disabilities (SEND).

- 4.8. The Children's and Families Early Help Emotional Health and Wellbeing contracts are of a high standard, consistently striving for service improvements. Within 2016/17; 1954 children and young people accessed the service. Young people aged between 12 and 15 years were the highest users of the face to face support, and 953 young people accessed the online counselling and peer mentoring service.

5. Implications of the Recommendations

5.1. Legal Implications

- 5.1.1. The procurement process will be undertaken in accordance with the Public Contracts Regulations 2015 and the Council's own Contract Procedure Rules. Legal Services will continue to support the commissioning of new services.

5.2. Finance Implications

- 5.2.1. The annual cost of the Emotionally Healthy Schools Programme for the phase 2 is £522,000. This is made up of 3 contracts; the CWP Link project (£200,000), the Vision Tools for Schools project (£222,000) and the Middlewich HS School Leadership project (£100,000).

- 5.2.2. The annual costs for the Children and Families Early Help Emotional Health and Wellbeing contracts are £248,500.00. This is made of;

- Just Drop In £55,000
- South Cheshire Clasp £35,700
- Vision £99,800
- Xenon £58,000.

- 5.2.3. The proposed budget for the four years of the Emotionally Healthy Children and Young People programme is £1,760,000.

Emotionally Healthy Schools (2 years)	Emotional Health and Wellbeing (4 years)	Total
£800,000	£960,000	£1,760,000

5.2.4. The annual efficiency savings of £130,000 will be achieved by combining the two programmes. This has been achieved through a combination of rationalisation, co-location and a change of programme deliverables for counselling and therapy services.

5.3. Policy Implications

5.3.1. In December 2017 the Government produced a Green paper on Children and Young People's mental health. It has since produced a response to the Green paper consultation re-stating its main actions:

- Every school and college will have an identified Designated Senior Lead for children and young people mental health.
- Children and young people Mental Health Support Teams will provide additional capacity for early intervention.
- The Mental Health Support Team will be trialling four week waiting times for access to specialist NHS mental health services.
- It is envisaged that that this programme will be rolled out to at least a fifth to a quarter of the country by the end of 2020/21.

5.3.2. The Emotionally Healthy Children and Young People programme will continue deliver on these 3 key elements independent of the availability of additional national government funding.

5.4. Equality Implications

5.4.1. All public sector authorities are bound by the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010. An Equality Impact Assessment will be carried out and the Council will need to take into account the needs of persons with protected characteristics as set out in equalities legislation during the course of the commissioning process.

5.5. Human Resources Implications

5.5.1. Whilst the proposals do not envisage any HR implications for the Council, TUPE may apply to the existing provider workforce at the point of recommissioning.

5.6. Risk Management Implications

5.6.1. The key risks related to the commissioning are:

- Failure to deliver services which protects children's emotional health and wellbeing
- Failure to use Council resources in the most effective way
- Reputational damage to the Council as commissioner and contract manager should a serious incident occur

These risks can be managed through a sound procurement process

5.7. Rural Communities Implications

5.7.1. It is important that providers promote service provision to people who experience isolation whether that is geographic or social. This includes improved use of technology and working through local connected communities and networks

5.8. Implications for Children & Young People

5.8.1. This programme will have a positive impact on children and young people aged 9 to 25 years across the borough. In addition, it will ensure that the voice of the child is central to the commissioning and contract management process.

5.9. Public Health Implications

5.9.1. Ensuring every child has the best start in life is one of Public Health England's seven key priorities. Getting a good start in life and throughout childhood, building resilience and getting maximum benefit from education are important markers for good health and wellbeing throughout life. The Emotionally Healthy Children and Young People Programme will contribute to a wide range of Public Health Outcome Framework (PHOF) indicators relating to children and young people as follows:

- School readiness
- Pupil absence
- Reduce smoking rate at time of delivery
- Reduce under 18 year old conceptions
- Child excess weight in 10-11 year olds
- Reduce hospital admissions caused by unintentional and deliberate injuries in under 25's
- Emotional wellbeing of looked after children
- Smoking prevalence – 15 year olds
- Self-harm
- Alcohol-related admissions to hospital
- Chlamydia detection rate (15-24 year olds)

- Infant mortality
- Proportion of 5 year old children free from dental decay

6. Ward Members Affected

- 6.1. All wards are affected.

7. Consultation & Engagement

- 7.1. This work is driven by both ongoing consultation and specific engagement about this commissioning cycle and further details are outlined in section 1.5 of this report.

8. Access to Information

- 8.1. Cheshire East People Live Well for Longer Commissioning Plan
- 8.2. Joint Strategic Needs Assessment for CYP mental health
- 8.3. Cheshire East Children and Young People Plan 2015 – 2018
- 8.4. CYP mental health Green Paper and response from DfE
- 8.5. Cheshire East Local Transformation Plan for CYP Mental Health

9. Contact Information

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

Name: Liz Smith/Andy Mills

Job Title: Senior Commissioning Managers

Email: Liz.Smith@cheshireeast.gov.uk

Appendix A – Commissioning and Procurement Timeline (6 stages of the Commissioning Cycle).

1. What is the question:

- The development of the Project Initiation Document (PID) and Initial Business Case – August 2018
- Cabinet Paper – October 2018
- Service Review – May to December 2018
- Initiate EIA – September 2018

2. Know your customers:

- Comprehensive Engagement and Co-production Plan – January - September 2018
- Needs Assessment – October to December 2018
- Review Business Case – September 2018

3. Outcomes and Priorities:

- Engagement and Coproduction – May to September 2018
- Outcomes Framework – September 2018
- Strategic Commissioning Plan – September 2018
- Review Business Case – December 2018

4. What will it look like:

- Draft Service Specification, Contract and Performance Management Framework – September 2018
- Procurement Strategy – September 2018

5. How will we get there:

- Finalise Service Specification, Contract and Performance Management Framework – October 2018
- Procurement – November 2018
- Award Contract – April 2019

6. Measure the impact:

- Service Mobilisation – January– March 2019
- New service goes live – 1st April 2019
- Contract Management and Quality Assurance

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Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Sexual Health Recommissioning

Portfolio Holder: Councillor Liz Wardlaw, Portfolio Holder for Health, Councillor Jos Saunders, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director for People

1. Report Summary

- 1.1. The purpose of this report is to seek approval to commission Sexual Health services in Cheshire East with effect from 1st April 2019. The commissioning question we are seeking to address is:

“How does the Council ensure that it meets its statutory obligation to commission safe, effective, efficient and accessible sexual health services for its residents?”

The service contributes to Outcome 5: People Live Well for Longer.

- 1.2. The report sets out the current position with regard to the existing contract with East Cheshire NHS Trust for the delivery of the service and plans to engage with the provider market and service users regarding the design of the new service.
- 1.3. It is proposed that the contract length for the new service is 5 years with the possibility of two annual extensions. This length of contract is designed to encourage interest from a wide range of organisations and to provide financial sustainability to the successful provider who will be expected to act as a strategic lead for sexual health services in the Borough.
- 1.4. Subject to market engagement and stakeholder consultation, it is anticipated that the new contract could deliver a fully integrated sexual health service which encompasses all existing sexual health services including services currently commissioned under the banner of One You Cheshire East. This would be facilitated by pooling the total allocated Local Authority budget for all sexual health services into one financial envelope. It is anticipated therefore that the new contract would include:
- 1.4.1. the commissioning, administration and management of Sexual Health services delivered by primary care which are currently

delivered under contracts with the Council (including long acting reversible contraception and chlamydia screening);

- 1.4.2. the commissioning, administration and management of Sexual Health services by community pharmacies which are currently delivered under contracts with the Council (including emergency hormonal contraception, quick start contraception and chlamydia screening).
- 1.5 The successful supplier will employ clinical staff who will be responsible for ensuring the safe and effective delivery of these services. It is anticipated that the arrangements with General Practices and community pharmacies will be facilitated via Service Level Agreements since these meet with the procurement regulations of Healthcare organisations.
- 1.6 It is also anticipated that the contract will include the administration of payment systems for invoices from providers outside of Cheshire East who have been commissioned by other local authorities and who deliver genito-urinary medicine services to Cheshire East residents under the requirement to deliver open access services to any persons present in the area. The providers delivering these services are commissioned by local authorities and will, therefore, have been procured under EU regulations.
- 1.7 Subject to service user consultation, it is anticipated that digital front door access to services including on-line testing services, advice, video consultations and appointment booking systems will be a key feature of the contract. These systems would be procured and owned by the Provider but would link into Council and Health initiatives such as Live Well and Patient Passport.
- 1.8 It is further proposed that Commissioners explore the possibility of entering into an agreement underpinned by a Memorandum of Understanding with NHS England for the commissioning of cervical screening services within the community sexual health service to enable a holistic and opportunistic screening service to be provided to service users. It is anticipated that this arrangement would involve the Council and NHS England entering into separate contractual and monitoring arrangements with the successful provider negating the need for a formal Partnership agreement between the two Commissioning bodies.

2. Recommendations

That Cabinet

- 2.1. Agree the recommissioning of a Sexual Health service for Cheshire East to include, if practicable:
 - 2.1.1. an agreement with NHS England for the simultaneous commissioning of cervical screening within community Sexual Health services;
 - 2.1.2. delegate authority to the Executive Director of People in consultation with the Portfolio Holders for Health and Children & Families to award a contract to the successful supplier.

3. Reasons for Recommendations

- 3.1. Sexual Health services play a vital role in the prevention of unwanted pregnancy and the spread of sexually transmitted infections. The service provides both clinical interventions and sexual health promotion and it is one of the mandated Public Health functions under the provisions of the Health and Social Care Act 2012.
- 3.2. The existing contract for the provision of Sexual Health services commenced on 1st October 2015 for a three year period with the possibility of two annual extensions. Following discussion at the Council's Commissioning and Procurement Board and at the People's Divisional Management Team meeting the decision was made to offer the full two year extension to the existing provider East Cheshire NHS Trust.
- 3.3. However, the Trust has responded to the offer with a request for an additional £0.973 million in Year 4 of the contract and £1.150 million in Year 5 of the contract to maintain the service at its current level. This is in addition to the tendered contract price of £1.975 million for Year 4 and £1.948 million for Year 5 of the contract.
- 3.4. This level of additional investment is felt to be unsustainable, hence it is proposed that the Council seeks to commission a service within the current financial envelope to commence on 1st April 2019. Officers will seek to negotiate an interim position with East Cheshire NHS Trust to cover the six month period between 1st October 2018 and 1st April 2019 to ensure that services continue to be delivered. This extension would be allowable within the terms of the contract and within the two year extension period previously approved prior to the letter from East Cheshire NHS Trust.

- 3.5. In addition to the Community Sexual Health service the Council commissions most general practices to provide long acting contraception (intra-uterine devices and hormonal implants) and a number of community pharmacies are commissioned to deliver emergency hormonal contraception and quick start contraception. Both general practices and community pharmacies are also commissioned to provide chlamydia screening services to young people under the age of 25 under the National Chlamydia Screening Programme which aims to pro-actively screen large numbers of young people regardless of whether they have symptoms of chlamydia. These services are commissioned under a contract with the Council that expires on 31st March 2019, although there is the possibility of two annual extensions.
- 3.6. Subject to market engagement and stakeholder consultation, it is proposed that these contracts are allowed to naturally expire on 31st March 2019 and that responsibility for the commissioning and management of these services (including the verification and payment of associated prescribing costs to Clinical Commissioning Groups) are transferred to the successful provider.
- 3.7. This offers a number of benefits for the Council as it would negate the need for the Council to procure these services separately and would reduce the administrative burden on the Council of paying quarterly invoices and having separate arrangements for contract monitoring. It would also help to reinforce the role of the successful provider as a strategic lead for sexual health services in the Borough and would help in the delivery of a whole system approach. The procurement timeline for the service allows for a three month mobilisation period which would provide opportunity for the successful supplier to put arrangements in place with community pharmacies and general practices for the delivery of these services via Service Level Agreements.
- 3.8. The open access nature of sexual health services requires the Council to reimburse out of area providers in respect of genito-urinary medicine services delivered within their clinics to Cheshire East residents. These services have been commissioned and are contract managed by other local authorities under an OJEU procurement process. The verification and processing of resulting invoices is a significant administrative burden to the local authority, with Officers from the Public Health Business Team having to request the requisite supporting data from providers several times. It is, therefore, proposed that this function is also transferred to the successful provider as part of the new contract.

- 3.9. NHS England is responsible for commissioning cervical screening services. The majority of cervical screens are delivered in primary care, however, there are obvious benefits to service users for the provision of opportunistic cervical screening within sexual health services. As the current commissioned sexual health provider for the Borough, East Cheshire NHS Trust has an informal agreement with NHS England for the provision of opportunistic cervical screening within the service.
- 3.10. It is proposed that as part of the recommissioning process Commissioners explore options to enter into an agreement underpinned by a Memorandum of Understanding with NHS England to allow them to commission cervical screening alongside the main Integrated Sexual Health contract. It is envisaged that there would be a separate contract between the successful provider and NHS England for the provision of these services and that the arrangement between the Council and NHS England would be facilitated via a Memorandum of Understanding signed by both commissioning bodies.
- 3.11. Substantial work has been undertaken at a sub regional level through the Cheshire and Merseyside Sexual Health Commissioners Network and facilitated by the Cheshire and Merseyside Public Health collaborative (champs) to develop a sub regional specification for Sexual Health services which can be amended to fit local circumstances. The specification has been informed by engagement events held with Commissioners from NHS England and local Clinical Commissioning Groups and a separate event with Provider organisations. This offers an opportunity to undertake market and stakeholder engagement at a local level on the back of the sub regional work.

4. Other Options Considered

- 4.1. It was initially proposed that the existing contract be extended for the full two year period allowable during which time the service would be reviewed and recommissioned. However the request for additional funding by the Trust has prompted officers to reconsider this position. It is now proposed that the commissioning process is brought forward and that Officers look to commission the service by the end of December 2018 with a view to the new contract commencing on 1st April 2019.
- 4.2. Informal discussions have taken place with Commissioners at Cheshire West and Chester Council and with Halton and Warrington Borough Councils (who are currently jointly procuring a Sexual Health service) to explore whether there are any opportunities to jointly commission a service. Agreement could not be reached with Cheshire West and Chester Council

and Halton and Warrington Borough Councils have already commenced their procurement process.

5. Background

- 5.1. Cheshire East Council is responsible for commissioning services to promote the health and wellbeing of the residents of Cheshire East with the aim of improving public health outcomes and reducing health inequalities across the life course. Commissioning responsibilities in relation to sexual health were set out in the Health and Social Care Act 2012.
- 5.2. It is a mandatory requirement of the Public Health grant that Local Authorities are responsible for the commissioning of open access sexual health services. This includes the following:
 - i) **Contraception Services** - including the costs of Long Acting Reversible Contraception (LARC) devices and prescription or supply of other methods including condoms) and advice on preventing unintended pregnancy in specialist services, any contraception services commissioned from primary care which are outside the scope of the GP contract (this includes long acting reversible contraception such as intra-uterine contraception devices) and any contraception services commissioned from community pharmacy such as Emergency Hormonal Contraception.
 - ii) **Sexually transmitted infection (STI) testing and treatment** in specialist services and those commissioned from primary care under local public health contracts; chlamydia screening as part of the National Chlamydia Screening Programme (NCSP); HIV testing including population screening in primary care and general medical settings; and partner notification for STIs and HIV;
 - iii) Sexual health aspects of **psychosexual** counselling;
 - iv) Any **sexual health specialist services**, including young people's sexual health services; outreach; HIV prevention; sexual health promotion; publicity; services in schools and colleges; and pharmacies;
- 5.3. Responsibility for commissioning services such as HIV treatment (including Pre- Exposure Prophylaxis) and cervical screening sits with NHS England and termination of pregnancy and gynaecology services are the responsibility of Clinical Commissioning Groups.
- 5.4. The Integrated Sexual Health service will aim to improve sexual health by:

- Promoting good sexual health through primary prevention activities including behaviour change and those which aim to reduce the stigma associated with STIs, HIV and unwanted pregnancy;
- Providing rapid and easy access to open access STI testing, treatment and management services through a variety of mechanisms which may include online services;
- Providing rapid and easy access to open access reproductive health services including full range of contraceptive services; referral to NHS funded abortion services; support in planning pregnancy; through a variety of mechanisms which may include online services;
- Reducing late diagnosis of HIV and undiagnosed HIV and improving the sexual health of those living with HIV;
- Providing a quality service with appropriately trained staff; clinical governance and service user safety arrangements;
- Being responsive to local need by providing rapid response to outbreak management; and through continuous improvement and response to the ongoing analysis of local population need;
- Operating as system leader in the local sexual health economy providing clinical leadership, development of and involvement in local networks and development of clear referral pathways between all directly connected and indirect service providers.

5.5. The overarching objectives of the service will be to:

- Ensure that services are acceptable and accessible to people disproportionately affected by unwanted pregnancy and sexual ill health based on up to date sexual health needs assessment which identifies the needs of vulnerable/at risk groups;
- Engaging local prevention groups and non-governmental organisations to facilitate collaboration in service development, health promotion and outbreak management;
- Respond to the public health needs of the local population and ensure robust links and pathways are in place to the wider public health services and specialist;
- Ensure robust information governance systems are in place and the service is reporting to mandatory national datasets;
- Supporting evidence-based practice in sexual health (this should include participation in audit and service evaluations and may include research);
- Promoting service and key sexual health messages to the local population, via the use of innovative and appropriate media and marketing techniques tailored to specific audiences.

- 5.6. Currently, sexual health services in Cheshire East are provided by East Cheshire NHS Trust under a three year contract with the possibility of two annual extensions. The contract commenced on 1st October 2015. Adults Divisional Management Team approved a two year extension of the contract until 30 September 2020. East Cheshire NHS Trust were informed of the proposed extension in writing on 22nd June 2018. The Trust responded on 30th July 2018 to advise that they were unable to continue with the existing service provision under the current financial envelope and advising that to maintain the current service level would require an additional investment of £0.973 million in Year 4 of the contract and £1.150 million in Year 5 of the contract. The letter recognises the financial challenges faced by the local authority and suggests that it may be more pragmatic to enter into negotiation with the local authority to reduce the service specification.
- 5.7. Officers have considered the content of the letter and have asked the Trust to provide supporting evidence of the financial position for the service and an impact appraisal of the proposed service reduction. At the time of writing this has yet to be received, however, any proposals must be considered in the light of recent service reductions implemented by the Trust which include the closure of five weekly Level 1 (basic care) clinics and the need to maintain statutory service provision which is accessible to local residents and is of good clinical quality.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. The commissioning responsibilities of local government, Clinical Commissioning Groups and NHS England are set out in the Health and Social Care Act 2012. Additionally, local government responsibilities for commissioning most sexual health services and interventions are further detailed in The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013. These mandate local authorities to commission confidential, open access services for sexually transmitted infections and contraception as well as reasonable access to all methods of contraception.
- 6.1.2. The value of the Sexual Health contract is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will

require a fully OJEU complaint procurement exercise and consideration of the application of TUPE. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.

6.2. Finance Implications

- 6.2.1. The total value of the existing Sexual Health contract as set out in the contract pricing schedule is £11.316 million over the full 5 year contract period. The contract includes annual incremental reductions. The annual price for Year 4 of the contract is £1.975 million and for Year 5 is £1.948 million.
- 6.2.2. If the Council were to accede to East Cheshire NHS Trust's request for additional investment in Years 4 and 5 of the contract this would increase the costs to £2.948 million for Year 4 and £3.098 million for Year 5 of the contract. The total value of the contract would increase to £13.439 million which represents an increase of almost 19% on the tendered price. The Council is not in a position to make this additional investment.
- 6.2.3. The total budget for all Sexual Health services for 2018/19 is £2.556 million. The table below gives a breakdown of these costs:

Service	Provider(s)	Forecast expenditure 2018/19
Integrated Sexual Health Service	East Cheshire NHS Trust	£1,998,878*
Out of area Genito-Urinary Medicine to Cheshire East residents	Out of area providers of Sexual Health services	£244,177
Intra-uterine contraceptive devices (IUCDs), hormonal implants, chlamydia screening	GP practices	£187,171
Prescribing costs relating to primary care services above	Clinical Commissioning Groups	£66,841
Emergency Hormonal Contraception, Quick Start Contraception, chlamydia testing	Various community pharmacies	£58,845
Total		£2,555,911

*Does not equate to annual contract values due to October contract year start date.

6.3. Equality Implications

- 6.3.1. An Equality Impact Assessment will be developed for this commission and will be kept updated.

6.4. Human Resources Implications

- 6.4.1. It is not anticipated that there will be any direct Human Resource implications for the Council. However, it is expected that TUPE will apply to this contract in respect of the current service.

6.5. Risk Management Implications

- 6.5.1. There is a risk that the financial envelope for the service may not be sufficient for potential bidders and that this may result in low interest in the tender opportunity. This will be explored with potential bidders as part of local market engagement.

6.6. Rural Communities Implications

- 6.6.1. The proposal will support those in rural communities to continue to access services in a range of locations across Cheshire East.

6.7. Implications for Children & Young People

- 6.7.1. The Sexual Health service is an all age service, however, it is widely used by young people. Access to the service for young people will be a key consideration for the service specification.

6.8. Public Health Implications

- 6.8.1. The Sexual Health service helps to prevent the spread of sexually transmitted infections and reduce the number of unwanted pregnancies. It is, therefore, an important area of public health.

7. Ward Members Affected

- 7.1. All wards affected.

8. Consultation & Engagement

- 8.1. Market engagement and consultation has already taken place at a sub regional level to develop a standard service specification for Cheshire and Merseyside. This will be the basis for local market and service user engagement which will help to shape the specification to fit local circumstances.
- 8.2. It is anticipated that Healthwatch Cheshire will provide support with service user engagement to co-produce the local requirements of the service and assist in the evaluation of tenders.

9. Access to Information

- 9.1 The Cheshire East People Live Well for Longer Commissioning Plan.
- 9.2 The Cheshire East Joint Strategic Needs Assessment.
- 9.3 Further supporting information can be found in:

The Health and Social Care Act 2012

<http://www.legislation.gov.uk/ukpga/2012/7/contents/enacted>

The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013

<http://www.legislation.gov.uk/uksi/2013/351/contents/made>

Making it work: A guide to whole system commissioning for sexual health, reproductive health and HIV

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/408357/Making_it_work_revised_March_2015.pdf

Sexual Health Services: Key Principles for Cross Charging

Updated guidance for commissioners and providers of sexual and reproductive health services in England

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/731134/sexual-health-services-cross-charging-guidance.pdf

10. Contact Information

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

Name: Nichola Glover-Edge

Job Title: Director of Commissioning

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Working for a brighter future together

Cabinet

Date of Meeting: 09 October 2018

Report Title: Mid Year Review of Performance 2018/19

Portfolio Holder: Cllr Paul Bates - Finance and Communication
Cllr Paul Findlow - Corporate Policy and Legal Services

Senior Officer: Jan Willis - Interim Executive Director of Corporate Services
(Section 151 Officer)

1. Report Summary

- 1.1. This report outlines how the Council is managing resources to provide value for money services during the 2018/19 financial year. The report highlights financial and non-financial pressures (and performance) and provides an overview of progress towards achievement of the priority outcomes set out in the Corporate Plan 2018 to 2021.
- 1.2. Local Authority budgets across the UK are being managed against a backdrop of continuing reductions in government funding in 2018/19 as well as inflation rises and increasing demand for services. However, the safeguarding and environmental duties of the Council must still be delivered within the relevant statutory parameters and the associated inspection frameworks. In this environment the ability to deliver financial savings whilst maintaining service standards across the Council is extremely challenging.
- 1.3. At the mid year position the Council's forecast overspend is estimated at £5.3m compared to the 2018/19 Budget. This is mainly due to pressures in the People Directorate and delays associated with achieving some of the efficiency savings included within service budgets.
- 1.4. Mitigating actions will include ongoing work to review the level of spending on key contracts, as well as action to prevent debt levels increasing further and a review of trends in the payment of benefits. Pricing reviews will also be considered where costs are not being recovered to an appropriate level. A number of service areas are reporting vacancies, so extending vacancy periods will also be considered where this does not have a serious impact on staff or on service levels to vulnerable clients.

- 1.5. Against this challenging financial backdrop it is pleasing to note that the Council has continued to perform strongly, delivering positive outcomes in each of the six priority areas identified by the Corporate Plan.
- 1.6. At mid year, a few examples of good performance were:
- Figures for the value of the visitor economy hit new records at £921m
 - Cheshire East once again achieved success with Key Stage, GCSE and A-Level results
 - 95% of major and 90% of non-major planning applications were determined within timescales
 - Attendances at the Council's leisure facilities saw a 4% increase
 - 209 new affordable homes were provided in the first quarter
 - The Council's new vision, behaviours and employee deal were launched
- 1.7. Areas requiring further improvement also identified as:
- Delayed Transfers of Care (DTC) – although figures continue to reduce, NHS England has recently published revised *Integration Better Care Fund Operating Guidance* for 2017-19, and within this document revised DTC expectations. These new expectations, with regards to reducing Delayed Transfers of Care, are particularly stringent and the target date for achieving these reductions is September 2018. Whilst we are doing significant amounts of work with Leighton and Macclesfield and where possible with Wythenshawe and Stepping Hill, there are challenges ahead, especially when Cheshire East residents are admitted to hospitals out of the area.
 - There are challenges in meeting the demands for scheduled reviews of packages of care, with only 54% of those due receiving them and a significant number of individuals not having received a review in the last two years. The service have a robust action plan in place in order to address this.
 - There is a continued increase in numbers of cared for children – latest validated figures for the beginning of September were 496 but figures appear to be increasing. Fostering collaboration / edge of care services and changes to ways of working via signs of safety are mitigating factors.
 - The % of initial health assessments completed by paediatricians within 20 days had a 2017/18 outturn of 57% primarily bolstered by good performance in quarter four of 78%. In quarter one the performance was 65% and the dip compared to quarter four primarily relates to performance in June where a total of 24 were completed - 12 in timescale and 12 out of timescale.
 - The % of E-rated food safety premises receiving intervention activity stood at 4% at quarter one, and was below target due to a backlog of 752 overdue premises from previous years. E-rated premises are lower risk based on their food hygiene ratings, so the Council prioritises intervention activity at A-D rated (higher risk) premises. The % of food

safety A-D inspections completed against the annual programme stood at 89% at quarter one, with 246 completed out of 276.

- Following on from a harsh winter and the resultant increase in reported potholes, 368 new insurance claims were submitted in quarter one. Although this is a reduction from quarter four (483), it compares unfavourably to 130 claims submitted during the same period last year.
- Following on from the first year of implementation of the apprenticeship levy in 2017/18, the Council is working to improve the number of apprenticeships in place. At 2017/18 outturn there were 73 out of 84 in place within the Council excluding ASDVs and Schools; however, there were only 14 in place out of a target of 84 in Schools. So far there have been 49 new apprenticeship starts since April 2018.

1.8. Additional and supporting performance data will be reported for information to Scrutiny committees. The quarter one Place Scorecard will be received by the Environment and Regeneration Overview and Scrutiny Committee on 15 October 2018. The quarter one Children and Families Scorecard will be received by the Children and Families Overview and Scrutiny on 24 September 2018. The latest Adults and Public Health Scorecards will be received by the Health and Adult Social Care and Communities Overview and Scrutiny Committee on 11 October 2018.

1.9. The attached report, **Annex 1**, sets out details of how the Council is performing in 2018/19. It is structured into three sections:

Section 1 Summary of Council Performance - brings together the positive impact that service performance and financial performance have had on the six Council Outcomes during the year.

Section 2 Financial Stability - provides an update on the Council's overall financial position. It demonstrates how spending in 2018/19 has been funded, including the service budgets, grants, council tax & business rates, treasury management, centrally held budgets and reserves.

Section 3 Workforce Development - provides a summary of the key issues relating to the Council's workforce development plan.

2. Recommendations

That Cabinet:

- 2.1. note the contents of the report and each appendix.
- 2.2. delegate authority to the Section 151 Officer to approve an additional supplementary revenue estimate of £561,000, subject to the successful funding bid to Public Health England as detailed in paragraph 178 and **Appendix 11**.

- 2.3. recommend that Council approve fully funded supplementary capital estimates above £1,000,000 in accordance with Financial Procedure Rules as detailed in **(Appendix 8)**;

3. Reasons for Recommendations

- 3.1. The Council monitors in-year performance through a reporting cycle, which includes outturn reporting at year-end. Reports during the year reflect financial and operational performance and provide the opportunity for members to note, approve or recommend changes in line with the Council's Financial Procedure Rules.
- 3.2. The overall process for managing the Council's resources focuses on value for money and good governance and stewardship. Financial changes that become necessary during the year are properly authorised and this report sets out those areas where any further approvals are now required.
- 3.3. 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. Other Options Considered

- 4.1. Not applicable

5. Background

- 5.1. Monitoring performance is essential to the achievement of outcomes within the Corporate Plan. 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 in the Northwest of England, responsible for over 500 services, supporting over 370,000 local people. Gross annual spending is over £740m, with a balanced net budget for 2018/19 of £269.5m.
- 5.2. The management structure of the Council is organised into three directorates, People, Place and Corporate. 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.
- 5.3. At the mid year stage, action continues to ensure that the Council's reserves strategy remains effective following identification of a potential overspend of £5.3m (2.0%) against a net revenue budget of £269.5m. Forecast capital expenditure in the year is £137.1m.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. The legal implications surrounding the process of setting the 2018 to 2021 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 at the mid year stage of 2018/19. That is done as a matter of prudential good practice, notwithstanding the abolition of centrally imposed reporting requirements under the former National Indicator Set.
- 6.1.2. The only other implications arising directly from this report relate to the internal processes of approving supplementary capital estimates and virements referred to above which are governed by the Finance Procedure Rules.
- 6.1.3. Legal implications that arise when activities funded from the budgets that this report deals with are undertaken, but those implications will be dealt within the individual reports to Members or Officer Decision Records that relate.

6.2. Finance Implications

- 6.2.1. 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 helps to ensure that resources are used effectively and that business planning and financial decision making are made in the right context.
- 6.2.2. 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. The forecast overspend at mid-year is within the risk assessed level, but if it remains unresolved this could require Council to deliver future savings to replenish reserve balances.
- 6.2.3. 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.

6.3. Policy Implications

- 6.3.1. This report is a backward look at Council activities at mid year and predicts the year end position.

6.4. Equality Implications

6.4.1. Any equality 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.

6.5. Human Resources Implications

6.5.1. This report is a backward look at Council activities at mid year 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.

6.6. Risk Management Implications

6.6.1. Performance and risk management are part of the management processes of the Authority. Risks are captured 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. Risks identified in this report are used to inform the overall financial control risk contained in the Corporate Risk Register.

6.6.2. 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 2018/19 budget and the level of general reserves were factored into the 2018/19 financial scenario, budget and reserves strategy.

6.7. Rural Communities Implications

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

6.8. Implications for Children & Young People

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

6.9. Public Health Implications

6.9.1. This report is a backward look at Council activities at mid year and provides the forecast year end position. Any public health 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.

7. Ward Members Affected

7.1. All

8. Consultation & Engagement

- 8.1. As part of the budget setting process the Pre-Budget Report 2018/19 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.

9. Access to Information

- 9.1. The following are links to key background documents:

[Budget Book 2018/19](#)

[Medium Term Financial Strategy 2018/21](#)

10. Contact Information

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

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Mid Year Review of Performance 2018/19

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October 2018

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

Anyone wanting to comment can contact the Council at:

shapingourservices@cheshireeast.gov.uk

Introduction

Cheshire East Council is the third largest Council in the Northwest of England, supporting over 370,000 local people with annual spending of over £740m.

Local government is going through a period of unprecedented change and financial challenge. A combination of increasing demand for services, rising costs and reduced Government grant is creating significant pressures on the Council's revenue budget. The Council's response continues to focus on increasing efficiency and productivity to enable us to deliver a high level of sustainable, quality services.

Demand for Council services is high however, with more individuals and families needing support than ever before. This reflects an increase in population but also reflects changes in demographics. This demand is resulting in revenue pressures of £5.3m (2.0%) against a budget of £269.5m. Robust action is being taken to mitigate this position and deliver a balanced outturn position and protect General Reserves.

To support openness and transparency the report has three main sections, to provide background and context, and then thirteen supporting appendices with detailed information about allocation and management of public money during 2018/19:

Section 1 provides a summary of Council performance and brings together service achievement highlights against the six Outcomes in the Council's four year Corporate plan.

Section 2 provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2018/19 is being funded, including the positions on overall service budgets, grants, council tax and business rates, treasury management,

centrally held budgets and the management of the Council's reserves.

Section 3 provides a summary of the issues relating to the Council's workforce development plan.

- **Appendix 1** shows the Council's six Outcomes.
- **Appendix 2** explains budget changes since the Budget Book.
- **Appendix 3** shows the latest position for Corporate Grants.
- **Appendix 4** shows the revised Capital Programme expenditure.
- **Appendix 5** lists transfers from and to the Capital Addendum.
- **Appendix 6** lists approved Supplementary Capital Estimates up to £500,000 and Capital Virements up to £1,000,000.
- **Appendix 7** lists requests for Supplementary Capital Estimates over £500,000 and Capital Virements over £1,000,000 for Cabinet approval.
- **Appendix 8** lists requests for Supplementary Capital Estimates over £1,000,000 and Virements over £5,000,000 for Council approval.
- **Appendix 9** lists Capital Budget reductions.
- **Appendix 10** provides details of Treasury Management investments.
- **Appendix 11** lists requests for allocation of additional Grant funding.
- **Appendix 12** analyses the position on Outstanding Debt.
- **Appendix 13** lists details of Earmarked Reserves.

Jan Willis

Interim Executive Director of Corporate Services (Section 151 Officer)

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2018/19 Outturn Forecast at Mid Year Review - Financial Position

2018/19 Mid Year Review (GROSS Revenue Budget £616.0m)	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / Over / (Underspend) £m	Change in Over / (Underspend) from MYR £m	For further information please see the following sections
SERVICE DIRECTORATES					
People	163.7	166.6	2.9	2.9	Section 1 - Paragraphs 140-159
Place	74.8	76.4	1.6	1.6	Section 1 - Paragraphs 160-166
Corporate	22.0	22.8	0.8	0.8	Section 1 - Paragraphs 167-174
Total Services Net Budget	260.5	265.8	5.3	5.3	
CENTRAL BUDGETS					
Capital Financing	10.0	10.0	-	-	Section 2 - Paragraphs 214-223
Transfer to/(from) Earmarked Reserves	(1.2)	(1.2)	-	-	Section 2 - Paragraph 224
Corporate Contributions / Central Budgets	0.2	0.2	-	-	Section 2 - Paragraph 224
Total Central Budgets	9.0	9.0	-	-	
TOTAL NET BUDGET	269.5	274.8	5.3	5.3	
Business Rates Retention Scheme	(43.0)	(43.0)	-	-	Section 2 - Paragraphs 195-199
Revenue Support Grant	(5.4)	(5.4)	-	-	Section 2 - Paragraph 181
Specific Grants	(13.7)	(13.7)	-	-	Section 2 - Paragraphs 175-182
Council Tax	(206.4)	(206.4)	-	-	Section 2 - Paragraphs 184-194
Sourced from Collection Fund	(1.0)	(1.0)	-	-	
CENTRAL BUDGETS FUNDING	(269.5)	(269.5)	-	-	
FUNDING POSITION	-	5.3	5.3	5.3	
	Planned Contribution 2018/19 £m	Forecast Variance Mid Year £m	Forecast Impact on Reserves Mid Year £m		
Impact on Reserves	-	(5.3)	(5.3)		
General Reserves Balance	2018/19 Budget (estimated) £m	Mid Year Forecast £m			
Opening Balance April 2018	10.3	Actual	10.3		
2018/19 Impact on Reserves (see above)	-	Forecast	(5.3)		Section 2 - Paragraphs 226-227
Closing Balance March 2019	10.3	Forecast	5.0		

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

- The Community Grant Scheme was relaunched as the Early Help and Community Grant Scheme
- 14 community venues have celebrated becoming Connected Communities Centres
- The anti-social behaviour team implemented an anti-social behaviour alert system, enabling the Council to better collaborate with Police colleagues

2 ~ Cheshire East has a strong and resilient economy

- New figures for the value of the visitor economy in Cheshire East again hit new records at £921m
- The procurement of the next Highway Services Contract was agreed
- Connecting Cheshire has now ensured that 95% of Cheshire East has the infrastructure to access superfast broadband

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

- 98.5% have been offered a place at a school of their choice for September 2018, up by 0.6% on last year
- Secondary school pupils achieved success with an excellent set of provisional GCSE results
- Entries of 1,430 sixth form students resulted in a provisional pass rate of 99%, which is likely to be above the national rate

4 ~ Cheshire East is a green and sustainable place

- 95% of major and 90% of non-major planning applications were determined within timescales
- The Environmental Hub is now fully open, ending landfill as the primary means of disposal for Cheshire East
- During the first half of the year we anticipate collecting around 34,000 tonnes of waste for recycling
- The Council again achieved Green Flag awards, for eight of its outstanding parks

5 ~ People live well and for longer

- Attendances at the Council's leisure facilities saw a 4% increase to 913,830
- 209 new affordable homes were provided in the first quarter
- A Care Concern Pilot was successfully completed with 10 Care Home Providers
- The Council has remodelled its Care at Home services to maximise service users' independence

6 ~ A Responsible, Effective and Efficient Organisation

- The Council's new vision, behaviours and employee deal were launched as part of its Brighter Future Together Culture Programme
- A new e-payments system has been rolled out, which will save both time and money, enabling staff to access their payslips 24 hours a day

FINANCIAL STABILITY

Cheshire East Council has a strong track record of sound financial management. Nevertheless, pressures on our revenue budget are intensifying.

- At mid year there is a potential forecast overspend of £5.3m against a revenue budget of £269.5m (2.0%).
- A full mitigation plan is in progress to ensure delivery of a balanced outturn position by the year end.
- **Service Budgets** – a forecast overspend of £5.3m is reported.
- **Central Budgets** – are currently forecast to be on budget.
- The Council is among the top third of Unitary Councils in terms of **Council Tax collection**. Over 99% of Council Tax and Business Rates are collected within three years.
- **Council Tax** increased by 5.99% in 2018/19 which includes a 3% increase relating to the Adult Social Care precept.
- **Investment income** is £148,000 which is lower than budget at mid year. The average rate earned on investments (1.92%) is higher than the London Inter Bank 7 day rate.
- **General Reserves** - a potential overspend of £5.3m is within the original forecast risks parameters. Further action during the year is expected to maintain general reserves at expected levels by year end.
- **Capital Programme** – total capital expenditure of £137m is forecast in 2018/19, which is an increase of £10m since the original budget following prior year carry forwards and a review of in-year forecasts.
- For monitoring purposes, the in-year capital budget for schemes committed or in progress is £119.7m. The in-year forecast has been revised to £119.7m.
- Outstanding **Debt** (excluding local taxation) is £7.9m, an increase of £1.7m since year end. Debt over 6 months old stands at 4.8m (around 6.8% of total debt raised annually) and this is covered by provisions to meet potential write-offs.

1. Summary of Council Performance

Introduction

1. Cheshire East Council is responsible for delivering in the region of 500 local public services across an area of over 1,100km² for over 375,000 residents. The budget to deliver these services in the period April 2018 to March 2019 is £616m, which is raised from a combination of local taxes, national taxes (in the form of Government Grants) and payments direct from service users. In terms of core spending power per head, Government figures highlight the impact of different levels and sources of funding on total Council spending:

Funding per Head Comparisons 2018/19			
	Cheshire East £	Rural East Riding of Yorkshire £	Urban Liverpool £
Grants (<i>budgeted grants including schools</i>)	691	896	1,429
Council Tax (<i>excluding Parish Precepts</i>)	545	479	340
Retained Business Rates	113	208	560
Total	1,349	1,583	2,329

2. The Council's Corporate Plan 2018-2021, which was agreed by Council on 23rd February 2018, has six Outcomes that will focus service delivery in the medium term (see **Appendix 1**). This section of the report highlights progress towards achieving each of the six outcomes.
3. This report reflects activity that has taken place mostly in the period April 2018 to July 2018. Commentary is also provided on the financial impacts (both revenue and capital) of this activity.

1 ~ Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

4. The Communities team has worked with 78 volunteers to enable several projects and events including the Poynton health walk, Weston family fun event, self-care champions and at the Green in the Corner community café on the Hurdsfield estate in Macclesfield. Volunteers are also an integral part of the work in Connected Communities Centres with many people giving their time to help with open day events. Recently featured on Signal FM and Communities Facebook page, Charlotte Bramall, volunteer at Jubilee House, Connected Communities Centre in Crewe leads programmes for young people at the centre. Charlotte is autistic and with support of Cheshire East services and Jubilee House has gone from a withdrawn and depressed young person to a valued volunteer, being in employment, recently married and a role model for other youngsters.

5. The Community Grant Scheme has been under review and was recently relaunched as the Early Help and Community Grant Scheme, encouraging community groups to apply for a grant of up to £5,000 to invest in support, training and equipment which will help to improve the quality of life for the local community.
6. Around 3,500 people have been engaged with over 14 events/activities during this spring and summer including:
 - 200 people at dementia awareness activities involving local schools in the Knutsford area
 - 80 people at Weston family fun event in Macclesfield
 - 2,150 adults and children at Crewe and Congleton Playdays
 - 800 attendees at an National Health Service (NHS) careers event at Primary College, South Cheshire
 - The team helped to support the NHS 70th Birthday celebrations at 30 local primary schools
 - The team support regular clean and green events and groups including several sessions at Jubilee Gardens, Valley Park, Bright Street in Crewe, Milton Park, allotment, Wood Park and Cranberry Moss in Alsager
 - The team supported the community response where the CORE (Church of the Resurrection) Connected Communities Centre was a focus point for the community to come together following a tragic death on the Upton Priory estate in Macclesfield
7. 73 awareness events were supported or led by the team engaging around 700 people. The majority were focused around health and wellbeing, promoting prevention and early intervention advice and services on a range of health related topics including self-care workshops, diabetes essentials, first aid and CPR, substance abuse awareness, food hygiene and mental health awareness. Employment related support includes supporting the Barclays Bank Eagles who are working with the Salvation Army locally around financial inclusion, enabling the most vulnerable access to bank accounts and other financial products which can be key to helping them into accommodation and employment. The Communities team also supported sessions run by the Job Centre in Macclesfield to help people find work and training to improve their employment prospects.
8. 14 community venues have celebrated becoming Connected Communities Centres. The initiative is designed to offer the right services, in the right places, at the right times. Each centre is given a grant of £2,500 from Cheshire East Council to enable local services to be developed in consultation and collaboration with the local community. A number of services are now being delivered from the centres including:
 - Resident-led coffee and chat sessions on the Hurdsfield and Weston estates in Macclesfield, providing social support for residents, helping to reduce isolation and identifying needs so that people are able to get early help and preventative support and services
 - The Green in the Corner community café is now up and running with the help of local volunteers and is now able to sustain a paid staff member now that the café is generating a £150 a week surplus income
 - Carers Hub holding weekly drop-in sessions and Police Community Support Officers (PSPOs) holding surgeries at several centres
9. There are now 18 neighbourhood partnerships across the Borough. All have action plans that set out local priorities. Action plans are published on the [Communities pages of the Cheshire East website](#).
10. The Communities team recently hosted the 'Connected to Health and Wellbeing' conference at Holmes Chapel Community Leisure Centre. This was the second Connected

Communities Conference, where around 60 people were invited to get more involved in connecting to, delivering and sharing the [Cheshire East Health and Wellbeing Strategy](#). We also asked for feedback on the Connected Communities initiative and experiences so far. There were very positive comments as well as identifying areas of improvement and challenges.

11. The Communities team are developing a Cheshire East Integration strategy and are currently engaging stakeholders to ensure that as many people, groups and organisations are able to contribute and be involved in helping to ensure we achieve community cohesion across the Borough. A key focus will be to ensure that the Cheshire East website is a trusted source of information for all communities.
12. £123,000 of funding was secured from Ministry of Housing, Communities and Local Government to support schools in Crewe to accommodate children who don't speak English as their first language. With over 100 languages spoken in Cheshire East and a significant majority of new migrant residents in the Crewe area, schools need additional staff who are multi-lingual to help integrate children and their families both within school and the community. Activities will include English classes for parents, homework clubs for children, community liaison officers and 1,000 family information packs distributed through schools.
13. The Communities team facilitated an arts project between Manchester Metropolitan University, Crewe art students and Crewe schools. The project theme was 'Life in Crewe as a migrant'. Our volunteer community connectors provided migrant stories on life in Cheshire East which were performed by the schools at MMU Arts theatre. They also delivered workshops on cohesion and engaged over 100 young people in schools.

14. The Communities team have generated 11 positive media releases since April across a range of services. Over 50,000 people have been reached by the Communities Facebook page, sharing positive and engaging content across a range of services and subjects. 18 short videos have been published to the Council's YouTube channel featuring staff and members of the community.

Communities where you are Safe, and feel Safe

15. The anti-social behaviour team has recently implemented an anti-social behaviour alert system which enables the Council to better collaborate with Cheshire Police to target and deal with anti-social behaviour especially amongst young people. Safely sharing information between authorities helps to make early intervention and prevention work more effective. The Council will take strong action such as court orders where necessary but will always seek other measures first so as not to criminalise young people.
16. **Public Spaces Protection Order (PSPO)** – the Congleton market area was identified by local people and Police as a hot spot for anti-social behaviour, particularly amongst young people. Youngsters were also being targeted here by older teenagers to get them involved in substance abuse or crime. Following public consultation, a PSPO was introduced prohibiting a number of behaviours and activities in the market area in Congleton town centre. The PSPO allows the Police or Council officers to issue a Fixed Penalty Notice of £100 if a breach occurs.
17. The trading standards community protection team have carried out a number of operations since April including:
 - Operation Fly – a joint operation with Cheshire Police to tackle rural fly-tipping hotspots in Sutton, Wildboardclough, Rainow and Kettlethulme. A total of 14 vehicles were

stopped and checked, with all drivers receiving information and advice and two being asked to produce correct waste carrying certificates within seven days.

- Operation Max (Illegal Tobacco Seizure) – the trading standards team seized over 50,000 cigarettes worth around £12,000 found hidden in properties in Crewe and Macclesfield. The team used sniffer dogs to find the hauls which were concealed behind light fittings, wall panels and under floorboards.
- Operation Magenta – during August, the team and young volunteers tested 15 premises for which we had intelligence to suggest that premises were selling products to the underaged. One nicotine e-liquid was sold in Congleton by a trader already under investigation, one nicotine e-liquid was sold in Handforth and one aerosol spray paint was sold in Alsager. Age restrictions are in place to protect young people and children from harm and health risks

18. The trading standards team organised another successful rogue trader operation across Macclesfield, Poynton, Bollington and Pott Shrigley areas. The operation involves both trading standards and community enforcement officers together with the support of Cheshire Police. 20 vehicles were stopped which resulted in a number of follow-up trading and vehicle checks to ensure that all activities were legal. Operations such as this also give public reassurance that we are tackling these problematic issues.
19. Community enforcement officers patrol and investigate across the whole Borough and deal with a wide range of issues including fly-tipping, abandoned vehicles, litter and dog fouling. So far this year:
 - two fixed penalty notices (FPNs - £100) were issued for abandoned vehicles
 - 713 FPNs were issued for littering offences

- four FPNs were issued for breaching the PSPO for dog fouling which was introduced across the Borough in November 2017
- 8 formal warnings were given for fly-tipping
- 24 verbal warnings were given on a range of environmental issues
- 66 education visits were undertaken
- 399 preventative measures were put in place to prevent environmental crime e.g. ordering replacement bins, giving waste and recycling information and putting signs out to let people know that monitoring of the area is taking place.
- 320 prosecutions at Magistrates Court for non-payment of FPNs (for non-payment of FPN of £100, courts are generally awarding £220 fines, £130 costs and £30 victim surcharge)

20. During recent hot weather, one of our community enforcement officers was called to an abandoned vehicle which was in fact being lived in by a homeless couple in their sixties. The officer gave information, wellbeing supplies and ensured that relevant Council services were aware so the couple could be supported.
21. The introduction of the SCOOT radio system linked to our CCTV control room has increased use of radio by over 40% to report suspicious activity or crime by retailers and public houses in the north of the Borough. Radio connection can increase the speed at which incidents can be dealt with and prevent crime from being committed.
22. Sergeant Simon Degg of Cheshire Police sent in thanks to the CCTV operators who helped to identify drivers under the influence of drink and drugs and driving without insurance: “Can I pass on my thanks for the due diligence of the Macclesfield CCTV operators for spotting a suspicious incident (vehicle related) on Mill Street, Macclesfield. The

condition of one of the drivers was so poor that he was a clear danger to other people using the road. None of the drivers would have been stopped without the support of the operators.”

23. CCTV operators also helped to identify a woman who was at high risk of harm after she went missing from her home. Thankfully, she was returned quickly and further safeguarding measures were put into place.
24. Spring and summer tend to be busy times for gypsies and travellers to be in the Borough. During July and August, there were 15 encampments, 12 on public land and three on private land. The team applied for six court orders and Section 77 notices to ensure vacation of the land. The team are working closely with Cheshire East Property and Highways services to look at ways to improve layout and design of sites so that access and security is improved to help to prevent illegal encampments.
25. Recently, £20,000 of funding has been allocated by Safer Cheshire East Partnership to invest in computer/digital equipment that will enable ‘Get Safer Online’ community training sessions, tackling digital inclusion and online safety. Community awareness training sessions were carried out in Crewe and Macclesfield to give residents, services, voluntary and community groups information about how they can keep themselves, customers, friends, family and neighbours safe whilst online, particularly from scams, rogue traders and other fraudsters. 54 people attended across the two sessions including staff from Cheshire Police, our library service, NHS staff, Peaks and Plains Housing Trust and our adult social care teams.

2 ~ Cheshire East has a strong and resilient economy

Culture, Heritage and Tourism

26. New figures for the value of the visitor economy in Cheshire East again hit new records at £921m. The detailed analysis of the latest figures (for 2017) shows a 69.3% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2017 injected £200m into the hotel industry – an increase of 3.9% on the previous year, and figures show more people are staying overnight than ever before. With continuing investment in the Borough’s heritage attractions and with HS2 on the horizon; this could lead to a further boost in numbers as the projects develop.
27. The new figures also show 17.63 million visitor days were spent in Cheshire East in 2017; a very slight decrease from the previous year. However, figures do show that visitors are spending more in the Borough each year. Overall since the Council was formed in 2009 the number of visitor days has increased by over 34%.

Business Growth and Inward Investment

28. Connecting Cheshire is Cheshire East’s sub-regional digital infrastructure project, delivered by Openreach, and in partnership with Cheshire West and Cheshire, Warrington and Halton councils. The project has now ensured that 95% of Cheshire East has the infrastructure to access superfast broadband, should residents choose to sign up, with over 102,000 premises impacted by new fibre infrastructure across the sub-region. Its promotional activity has ensured that over 54,000 household and business premises have connected to this new infrastructure. Additional funding has enabled approximately 15 masterclasses to be delivered to

Cheshire East businesses, offering practical advice and guidance to secure digital-led business growth. More masterclasses are scheduled throughout 2018/19. Work is currently being carried out to see if an additional project can be launched to attempt to connect those areas not yet reached, known as 'not-spots'.

29. The Council has continued to focus on the delivery of the Crewe Town Centre Regeneration Programme, which includes the Royal Arcade redevelopment scheme and Crewe Market Hall redevelopment. Dialogue has continued with the Council's preferred development partner, Peveril Securities, in relation to the detailed terms of the proposed development agreement, as well as the specifications for a new bus station, car park and public realm improvements. In line with the plans, the vast majority of premises have been secured in readiness for redevelopment, with support to affected tenants provided through Crewe Town Council and South Cheshire Chamber of Commerce. Wider engagement and communication with key stakeholders is ongoing.
30. Positive progress has also been made with plans for the redevelopment of Crewe Market Hall. A principal contractor, Parkinsons, has been selected in readiness for works to commence this autumn and, in advance of this, the Council has obtained planning consent and secured possession of most of the building. Work is also well advanced in the preparation of documents in readiness to procure a new commercial operator for Crewe Markets who will commence once redevelopment has been completed later next year.
31. The Council has also worked alongside other Council departments, as well as Crewe Town Council, ANSA and others, in addressing more immediate issues and opportunities in the town centre, including matters relating to infrastructure requirements, public realm, signage, security, event planning and promotion. It has also co-ordinated inputs into wider strategic issues for Crewe including plans relating to the new HS2 station and other developments which have a significant bearing on the economic future of Crewe and South Cheshire.
32. The Council also continues its focus on Macclesfield. It is working with designers and engineers appointed to develop detailed designs for a public realm scheme on Castle Street to improve the pedestrian experience, improve quality of place, facilitate alfresco activity and encourage private investment in the town centre. A consultation has taken place with stakeholders of Castle Street and designs are to be amended to reflect the responses.
33. The Heritage Asset Regeneration Plan was produced identifying key underutilised heritage buildings in the town centre offering scope for regeneration benefits and producing building condition surveys, heritage appraisals and options reports to facilitate owners in bringing forward schemes which can conserve the heritage significance of these buildings and enhance town centre vitality.
34. The Macclesfield Shop Front Grant Scheme (Phase Two) continues to help independent businesses in the Lower Mill Street/Park Green area of the town to enhance their shop fronts through a grant support scheme, aiming to improve the visual impact of this part of town. Higher quality shop frontages will make the area feel more welcoming to local residents and visitors, improve the image and contribute towards a stronger sense of identity. There are now 11 fully completed schemes delivered by independent owners and occupiers, with a further five due to start. All schemes have secured at least 25% match funding from the business owners/tenants.

35. A Project Team has been established to explore in detail potential mechanisms to secure the reuse of the Old Macclesfield Borough Police Station and better utilise the adjoining Butter Market. A marketing brochure has been produced to go out to market with a view to receiving Expressions of Interest for potential proposals for the building/s.
36. Following on from last year's draft five year town centre regeneration plan that was produced and put out to public consultation and the subsequent announcement of a HS2 Hub for Macclesfield, we are now looking at the possibility of bringing forward a more ambitious regeneration plan for the town centre through a Strategic Regeneration Framework.
37. The Council welcomes the £11m private sector investment in the upgrading and expansion of the Grosvenor Centre delivered by owners Eskmuir Securities Ltd with the key anchor TK Maxx having recently opened in August.
38. The Council continues its rolling programme of reviewing surplus assets to generate a capital receipt for the authority, which it can invest back into new infrastructure programmes, or to transfer out the asset out so it can be better used or managed, or unlock regeneration and development opportunities. This year it aims to generate in excess of £3.9m through its disposals, including a complex contaminated former gasworks ready for a mixed use development, and to date has delivered £1.9m in capital receipts.
39. Cheshire East's development company, Engine of the North, focuses on some of Council's more strategic sites and have secured £41.7m in housing infrastructure funding (subject to contract) to help unlock Garden Village, Leighton Green and its surrounding areas, and South Macclesfield Development

Area where a delivery strategy has been agreed, including Compulsory Purchase Orders/acquisitions, approach to collaboration, an infrastructure plan and disposal of the first phase sites.

Highways and Infrastructure

40. The procurement of the next Highway Services Contract was agreed at June Cabinet. Demobilisation of the current contract is progressing and mobilisation arrangements for the new contract are being prepared in readiness for October commencement.
41. The number of potholes reported in quarter one was 3,705, compared to 1,312 pothole enquiries from the same period last year. During this quarter the team completed 7,196 pothole repairs, including both reported potholes and those discovered by the service during highway inspections. This is an increase of 124% on the same period in 2017/18 where 3,206 repairs were made. 368 new claims were submitted in quarter one compared to 130 claims during the same period last year. The increase in claims has resulted from the bad winter of 2017/18 which resulted in a higher rate of pothole-related claims followed by the prolonged period of hot and dry weather, which has seen an increase in tree and subsidence claims.
42. The LED Street Lighting programme is in its final year, focusing on the Macclesfield, Wilmslow, Handforth, Bollington and Alderley Edge areas. During this programme 8,397 lanterns will be replaced with Light Emitting Diode technology. To date 4,019 (48%) lanterns have been replaced. The Structural Column Replacement Programme has identified 2,077 columns to be replaced due to life expiry or being defective. To date 1,078 (52%) of the identified columns have

been replaced. Both Street Lighting programmes should be completed by mid-September.

43. The Green Claims Team has worked tirelessly to maximise the return from incidents and events that fall under the green claims banner. From contract commencement to date (Oct 2011 to August 2018) the team have invoiced a total of £2,918,810 (to third parties) for incidents resulting in damage to the highway infrastructure. Figures for the Green Claims Team are reported annually (January to December). To date, 2018 has achieved the highest invoiced value since contract commencement, with a total of £1,002,141.
44. During quarter one, the Highways Service received 10,388 enquiries. The number of enquiries received in quarter one was 41% higher than those received in the same period last year (7,385). The top five Highways enquiries within the reporting system in quarter one were 'Potholes' (3,705 enquiries), 'Carriageway' (774 enquiries), 'Hedge / Tree Maintenance' (769 enquiries), 'Gully / Drainage' (625 enquiries) and 'Light out' (475 enquiries). Enquiries were integrated as appropriate into the service's schedule of work, and during the first quarter work undertaken included 16,771m² of Level 2 patching repairs, 338,475m² of Level 3 surface treatments, 16,073 gullies / drains emptied, and 580 lighting repairs.
45. **Crewe Green Roundabout** – highway works began construction earlier in 2018, with completion scheduled for November 2018. The traffic lights from the roundabout have been removed and the new sections of roads required for the new roundabout have been completed. The new roundabout layout is currently in partial operation with a single lane open for traffic so that construction works can continue. The new layout will be fully operational upon completion of the scheme. The finished scheme will incorporate a combined footway and cycleway separated from the carriageway around the perimeter of the roundabout with dedicated crossing points at all road junctions. The scheme is progressing to schedule and is on track to meet the completion date in November 2018. The Crewe Green Roundabout team have engaged with local communities and schools, delivering educational activities to young people around the construction industry and site safety. A monthly newsletter is produced to provide updates on the construction of the scheme with the Crewe Green webpage updated on a regular basis.
46. **A500 Dualling** – the Outline Business Case funding bid for the upgrade of the section of the A500 between M6 junction 16 and the B5472 was submitted to the Department for Transport at the end of June. We are bidding for funding through either the Large Local Programme or the Major Routes Network. The planning application for the scheme was also submitted in July. It is expected that the outcome of these two key decisions will be known towards the end of this year. In the meantime, approval was given at the June Informal Cabinet to further progress the scheme, with the preparation of Orders, preparations to engage a contractor, and progress the design for statutory undertakers' work.
47. The **Sydney Road Bridge Scheme** involves the complete replacement of the single carriageway bridge over the West Coast Main Line with a wider, two-way bridge. Preparatory works beneath the bridge on the railway commenced in April 2018 and are scheduled to be completed in September. The main bridge works, including the temporary closure of Sydney Road, is scheduled to commence in October with completion scheduled for May 2019.
48. **Congleton Link Road** – the Council issued notices confirming the Compulsory Purchase Orders needed to obtain the land to build the Link Road in March 2018. A General

Vesting Declaration will be made and Notices to Treat issued in September 2018 so that the land can be entered to begin construction in December 2018. Following completion of the procurement process, a preferred contractor was chosen in June and a start date on site is expected late 2018 / early 2019. The Final Business Case was submitted to the Department for Transport in June 2018 and confirmation of £45m funding from them was received on 20th August.

49. **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. The Middlewich Transport Consultation (September 2016) and a further public consultation in April 2018 demonstrated considerable local public support for the proposals. Work has been continuing throughout the period on progressing the design towards a planning application in autumn 2018 and on the land acquisition processes.
50. **Poynton Relief Road** – following the publication of a Compulsory Purchase Order (CPO) for the scheme in November 2017, the delivery team have continued to work with affected landowners to remove objections to the CPO. A public Inquiry into the Orders will be held between 20th and 27th November 2018. Work has also continued on preparation of contract documents to allow the scheme to be tendered via a design and build procurement exercise and for a contractor to be appointed to construct the relief road. The procurement exercise will commence in October 2018.
51. **North West Crewe Package** (NWCP) is a package of highway works to improve highway infrastructure in the North West of Crewe and support housing growth allocated with the Local Plan. NWCP will provide 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 highways will provide increased capacity to meet the additional demands on the highway network and support the development of Local Plan sites 4 and 5. A public engagement exercise was held in March 2018, and a report is currently being compiled on the feedback received at the engagement events. A planning application for the scheme will be submitted in autumn 2018. The Council is working with developers to deliver a road that accommodates the traffic and facilitates all future developments. Contractors have been engaged to provide pre-construction advice and design is progressing for the planning submission. Stakeholder meetings have been arranged with all interested parties to report on the programme and progress. Land negotiation is ongoing with land owners and a compulsory purchase process is running in parallel.

52. **HS2** – since the Department for Transport published the results of the Crewe Hub consultation in March 2018, which demonstrated overwhelming support to the Council's vision for a Crewe Hub, the Council has continued to work collaboratively with Government, Network Rail and other partners to further develop the concept for an enhanced Crewe Hub Station. An update on these developments will be reported to Cabinet later this year. The Council submitted a petition to the HS2 Phase 2a hybrid bill in February 2018, and was able to withdraw its petition ahead of appearing before the HS2 Select Committee following receipt of a Ministerial assurance and the granting of an £850,000 fund to provide additional environmental and ecological mitigation along the line of route within the Borough.
53. Further information on all major schemes can be found on the scheme website at:
https://www.cheshireeast.gov.uk/highways_and_roads/roadworks/major-projects/major-projects.aspx

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

Securing the Best Start in Life

54. **30 Hours Childcare** – Cheshire East has been recognised as a high performing Council by the Department for Education, who in June awarded the Council an additional £100,000 to expand our free childcare offer to families. This revenue and capital grant was awarded to support the delivery of the 30 hours free childcare offer to enable the local authority to create (directly or indirectly) new places for the 2018 summer term. We were already performing very well compared to our peers in respect of entitled families getting the support they need thanks to the hard work and dedication of our Early Years team. The additional funding will enable us to boost our offer further and enable improved access to childcare places across Cheshire East.
55. The Council has worked with local schools to offer first preference places for more than 92% of primary school applicants from Cheshire East this year. The figure (92.75%) is an increase on last year's figure of 92.18%. In total, 98.5% of Cheshire East residents have been offered a place at a school of their choice for September 2018. This is up by 0.6% on last year.

Highest Achievement for All Learners

56. In the last academic year, we have achieved excellent education results across our Key stages, GCSEs and A Levels.
57. **Key stage results** – Primary pupils in Cheshire East achieved an impressive set of end of key stage results in 2018. From the end of the Early Years Foundation Stage

through to the end of Key Stage 2, schools across the Borough have produced outcomes where 18 out of the 21 national indicators have improved in 2018 compared to last year. The other three indicators remained unchanged. This year, one of the key achievements at the end of Key Stage 2 was seen in the reading test, where 81% of pupils attained the expected standard or higher – this is five percentage points above last year's figure. In writing, 80% achieved the expected standard, which was a four percentage point increase on the previous year. One of the most important national indicators is the combined outcomes in reading, writing and maths at the end of Key Stage 2. In 2018, results showed 67% of learners achieved the expected level or better, compared with 64% in the previous year. Provisional national data shows that our achievements are three percentage points above the figure for all schools in England for this indicator.

58. **GCSE Results** – Cheshire East secondary school pupils achieved success with an excellent set of provisional GCSE results in 2018. Provisional figures show that 70% of pupils achieved a 'standard pass' or better in English and maths with 49% achieving the 'strong pass'. What is worth noting this year is the increase in the higher pass rate, which is two percentage points above last year's figure. Cheshire East is likely to be well above the national rate. In English, more than 80% of Cheshire East pupils gained the standard pass or better with 67% achieving a stronger pass. In maths, 75% of Cheshire East pupils gained the standard pass or better, with 55% achieving a stronger pass. It is again encouraging to see the improvement in outcomes for boys, especially in maths, with boys now outperforming the girls. In addition, the performance of disadvantaged pupils has improved in English and maths.

59. **A Level results** – Again, A-Level students in Cheshire East achieved results that are above the national average. This is the second year of the new A-level and AS level qualifications being taken following the phasing in of revised syllabuses. Entries of 1,430 sixth form students resulted in a provisional pass rate of 99%, which is likely to be above the national rate. The further breakdown of grades shows that the proportion of students achieving grades A* to A was 25%, which is higher than the proportion nationally and over half (51%) achieved an A* to B grade.
60. Cheshire East works to strengthen pathways to work for its young people by providing employer assistance through its Skills and Growth Company (SAGC) so they can tap into government programmes and support to access a broader talent pool than they might otherwise consider. For example, South Cheshire College has launched the Risual Microsoft academy to offer a focused learning path into the ICT sector. SAGC also works with 17 of the 26 Cheshire East secondary schools / colleges assigning them local business mentors to actively enhance the employability of education leavers.

Inclusion

61. Following a week-long inspection (12th to 16th March 2018) of services for children and young people with special educational needs and disabilities (SEND), Ofsted and the Care Quality Commission sent an outcome letter to Cheshire East Health and local authority in May. This set out a requirement for the local area to produce and submit a Written Statement of Action (WSOA) to Ofsted. Work has taken place across the 0-25 SEND Partnership to produce the WSOA, involving engagement with key stakeholders, including parent/carers and young people. This document has been sent to Ofsted for comment and the final WSOA will be

published on the Council's website following approval by Ofsted.

62. The Children and Families Overview and Scrutiny Committee completed a task and finish report on SEND with a set of recommendations which Cabinet welcomed as part of the wider journey of improving services for all our children and young people with SEND.
63. The performance of disadvantaged learners is a key priority for the local authority and the successful bid for **Strategic School Improvement Funding** (SSIF) has a clear focus on improving the outcomes of this vulnerable group. Provisional GCSE outcomes show an early indication that the gap between disadvantaged learners and their peers has closed by four percentage points. The 20 Cheshire East schools within the SSIF programme will continue to receive targeted support over the coming 12 months to continue to focus on outcomes for disadvantaged learners and maths.
64. **Pupil Place Planning** – Significant work continues to take place across the Borough to increase the sufficiency of places in schools in areas where there are forecast shortages of places due to additional housing. The more recent schemes which are now progressing include additional work at Disley Primary School, a new build at Oakfield Lodge School (Pupil Referral Unit) and expansions at Wilmslow High and Brine Leas School (secondary provision). Through a structured programme of submitted applications from schools, over 40 schools will benefit from capital investment of £1.5m to improve the condition and suitability of school buildings. This work includes specific capital funding to improve SEN provision.
65. The Cheshire East Lifelong Learning Service worked with providers to deliver 57 different accredited learning courses to

475 individuals in 2017/18. Over 99% completed their course and over 97% achieved their qualification. In addition the service delivered 28 community learning courses across multiple venues within Cheshire East from August 2017 to July 2018. There were 3,000 enrolments on these courses.

4 ~ Cheshire East is a green and sustainable place

Sustainable Development

66. High level performance continued on the determination of major planning applications with 95% of major planning applications (ahead of the 90% target) and 90% of non-major planning applications (on target) being determined within timescales during the first quarter. The processes in the team and performance monitoring are well embedded to ensure continued success.
67. Continued submission of a large number of major development proposals (55 during quarter one) means that the demands on the department remain high. Likewise, the volume of smaller scale planning applications registered by the Council remains at a consistent and high level, with 870 received during quarter one.
68. During the first part of 2018/19, the Council prepared to launch the next phase of the Development Plan, the approved framework for housing, employment, and other key infrastructure sites up to 2030.
69. The Site Allocations and Development Policy Document (SAPDP) will follow a similar pathway to the Local Plan Strategy, with two rounds of six-week public consultations, supported by a range of evidence documents and followed up with a series of public hearings chaired by a government planning inspector. When adopted, the SAPDP will replace

the legacy policies of the three former Borough local plans, covering Macclesfield, Congleton and Crewe and Nantwich.

Waste Management

70. **Waste & Landfill** – The Environmental Hub is now fully open, ending landfill as the primary means of disposal for Cheshire East. Landfill tonnages have reduced in the first half of the year from 30,000 tonnes last year to around 8,000 tonnes in the same period. This was a key waste strategy objective that has been facilitated by the Hub's ability to process our black bin and household waste recycling centre waste into a fuel for use in Waste to Energy plants, outside the Borough. We are estimating around 36,000 tonnes will be diverted away from landfill to an energy from waste facility compared with only 12,700 tonnes last year. A no guaranteed tonnage, landfill contract has been maintained, as a reserve, in case of operational issues at the energy plants and for disposal of Sunday, out of hours waste, or waste unsuitable for waste to energy.
71. **Reuse and Recycling** - During the first half of the year we anticipate collecting around 34,000 tonnes of waste for recycling through the silver and green bin schemes and from our Household Waste Recycling Centres. These tonnages are consistent with those collected in 2017/18 and hence on track to maintain our recycling rate above the government's 50% target. Around 700 tonnes of the material is reused through charitable partnerships and the recycling centres. As part of our waste minimisation responsibilities, we are working in partnership with Ansa on a 'life with less plastic' campaign over the autumn period targeted to reduce the use of single use plastics.
72. **Composting Plant** – the Council has a contract with Biowise to allow food waste recycling, in the garden waste bin, by mid-

2019. As part of enabling food waste recycling, Biowise will build and operate a facility at Leighton Grange Farm, Crewe. Following the award of planning permission the project will now move into the construction phase.

73. The Communities team have been working on improving investigation techniques to deal with fly-tipping with a view to improving detection and prosecution rates. The team follow robust procedures to make house to house enquiries and gather local intelligence, sift and search through waste, involve support of CCTV, use evidential tape to ensure people are aware that we are investigating fly-tipped waste before it is cleared away by Ansa. The team is developing signage which can be used, similar to accident/incident signage that the Police use, which helps raise awareness and encourages reporting. Signage also has a deterrent effect and gives high visibility of the work Cheshire East Council is doing to tackle this issue which is very important to residents.
74. In July, the Council announced a £100,000 investment to refresh the 'No Rubbish Excuses' campaign. With a strong focus on fly-tipping, the campaign will include a range of measures:
- £18,800 to refresh the publicity campaign for 12 months with renewed emphasis on education, engagement and enforcement. More work will be done to engage with diverse communities such as material in several languages, via community groups on social media and through our volunteer community contacts. Landlords and letting agents will also be targeted
 - £74,400 to support Crewe Town Council with the dedicated 'Waste Clean Team', such as targeted clean-ups and work with businesses
 - £5,000 will provide specialist bin identification equipment to clearly link bins to properties

The campaign is being funded from fines received during 2017/18 for environmental crimes such as fly-tipping, littering and dog fouling.

75. In 2018, Cheshire East once again received eight 'Green Flag' Awards, an international standard and the only national award for parks. The following parks were awarded Green Flag status:
- Bollington Recreation Ground
 - Brereton Heath Local Nature Reserve
 - Congleton Park
 - Queens Park
 - Sandbach Park
 - Tatton Park
 - Tegg's Nose Country Park
 - The Moor, in Knutsford
76. Tatton Park, in Knutsford, and Queens Park, in Crewe, also achieved a Green Heritage Award each, with Tatton receiving both awards for the 15th year in a row. Green Heritage site accreditation is judged on the treatment of the site's historic features and the standard of conservation.
77. Progress is being made towards the delivery of the key objectives of the **Municipal Parks Strategy**. Works include:
- A new data management system in operation for our trees. The system will help to record all works and tree surveys, supporting the planning and coordination of tree maintenance and safety work on our public open spaces
 - We continue to work in partnership with local members and local community groups (Friends of Parks) to deliver park and open space enhancement schemes across the Borough
78. Orbitas provide **bereavement services** for the authority. They carried out 343 burials and 2,910 cremations in

2017/2018. A draft Cemeteries Strategy has been produced and is currently out for public consultation. This will ensure adequate burial capacity in the Borough. The Handyperson Service, which helps early discharge from hospital and maintain people in their own homes, again exceeded targets, with jobs completed growing by 10%.

Affordable Energy, Growing Energy Businesses, Independent Energy

79. The Council continues to deliver its energy programme with support from European Local Energy Assistance (ELENA). This is funding technical assistance for energy efficiency and renewables projects, with the aim of leveraging investment across the Borough. The programme is currently focused on smart energy, lighting systems and heat network optimisation, and will be further developed to build energy resilience to support local growth and regeneration priorities.
80. The Safe and Well partnership between Cheshire Fire and Rescue Service, Energy Projects Plus and the unitary authorities including Cheshire East has been recognised in the National Energy Action (NEA) Energy Impact Awards for its work to identify fuel poverty and tackle issues with affordable warmth. By extending the scope of the Safe and Well visits to include affordable warmth, an extra 354 people were able to access help in the first three months of this year.

5 ~ People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives

81. **Congleton Leisure Centre redevelopment** – the project to upgrade the leisure centre including the design and building of a replacement swimming pool continues. Most recently the

Council appointed Pulse Design and Build as its preferred development partner. The Council's project team will now work with them to undertake necessary preparatory work, consultation and surveys leading to the submission of a full planning application. This is due to be concluded by March 2019. Redevelopment works are due to be completed by autumn 2020.

82. **Macclesfield Leisure Centre redevelopment** – following the successful delivery of Crewe Lifestyle Centre, and the progress at Congleton Leisure Centre, the Council - working with Everybody Leisure - will shortly be undertaking a programme of up to £4m to improve the offer including new gym, fitness studio spaces, spa and swimming pool changing village. The initial work is programmed to be complete in late autumn with the remaining programme by the end of the current financial year.
83. **Alsager Leisure Centre & Outdoor Sports Hub** – As a result of planning approval for housing on the former Manchester Metropolitan University site a range of new and redeveloped facilities have been commenced. These include an enhanced gym (now complete and open) and two new fitness studios (shortly to be commenced). Whilst commenced in May there will also be the creation of a new outdoor sports hub across from the leisure centre, which when complete later in the autumn will include new 3G all-weather football pitch, new all-weather hockey pitch, five new grass pitches plus supporting changing pavilion and car parking, all of which will bring a significant addition to facilities for residents of Alsager.
84. In addition to its capital build programme for Congleton Leisure Centre the Council continues to work in partnership with the Leisure Trust 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) which opened in July and is already gaining much interest as a new leisure concept.

85. During the first quarter, attendances at the Council's leisure facilities saw a 4% increase to 913,830 against a target of 877,637. This figure increases further to 945,639 when attendances at the Holmes Chapel Community Centre are also taken into account.
86. Performance on the Bikeability indicator again remained strong during the first quarter with 1,753 young people being trained on bike proficiency against a target of 1,520.
87. Once again there was also an increase in the time dedicated to the crucial role of support to local sports clubs and events with 1,991 volunteer hours being given against the target of 1,766 hours.
88. The legislative changes for licensing of Houses in Multiple Occupation (HMOs) have been announced by Government. Plans are now being implemented at a local level to make landlords and communities aware of the regulations, with an increase in staffing resources and a comprehensive communications plan in place. The Portfolio Holder has approved the revision of fees and charges for HMO licences to better reflect the cost of licensing and to pass the cost of this to the licence holder.
89. 209 new affordable homes were provided in the first quarter, well above target. Projections show that the delivery of new affordable homes for 2018/19 will be well above target.
90. The **Cheshire East Substance Misuse Service** has been recommissioned and from the 1st November 2018 Change, Grow, Live (CGL) will begin to deliver the new integrated drug

and alcohol treatment and recovery service for young people and adults across Cheshire East. CGL are the lead provider overseeing the local Substance Misuse Service who will also be working with Emerging Futures and Recovery Works. CGL are a registered charity who provides a range of drugs and alcohol treatment and recovery services for young people and adults. Emerging Futures have worked with CGL across England and Wales since 2014, and they aim to inspire individuals who have experienced substance or alcohol misuse, with the hope and ambition to change and improve their lives and make a positive contribution to their community. Emerging Futures will be providing group-based recovery support via their Foundations of Recovery programme, as well as leading on the development of the visible recovery community in Cheshire East. Recovery Works are an employment and training organisation who will provide intensive case management for service users into local employment, volunteering and training programmes, providing expert help to those facing barriers to employment. The new service will have a greater focus on recovery outcomes as well as a whole family approach, and the hidden harm on family members, including children and young people.

91. On the 30th September 2015, Wirral Community Trust was awarded the **0 -19 Healthy Child Programme** contract for an initial three year period. In accordance with the terms and conditions of the contract this term has been extended until the end of September 2020. The 0-19 Healthy Child Programme is a universal offer available to all children and young people, aiming to ensure that every child gets the good start they need to lay the foundations of a healthy life. The programme recognises the importance of building on the support in the early years and sustaining this across the life course for school-aged children and young people to improve outcomes and reduce inequalities through universal provision

and targeted support. The 0-19 Healthy Child Programme was commissioned alongside the immunisations and vaccination services under a Memorandum of Understanding with NHS England to provide a range of vaccinations to children. A review of the programme will start in autumn 2018 to allow for the service to be recommissioned for the 1st of October 2020.

92. The Council is now involved in a programme to collectively develop and promote **Making Every Contact Count (MECC)** across organisations throughout Cheshire East, working collaboratively with the Cheshire and Merseyside Public Health Collaborative. An eLearning programme is available for staff and MECC champions will be developed and receive training from December 2018. The aim of MECC is to use every opportunity of a contact with a client or service user to offer advice regarding healthy lifestyles, encouraging individuals to review their lifestyle choices and make changes where that would be of benefit to their health and wellbeing.
93. Cheshire East collaborated with partners on a full week of events in a joint campaign for Mental Health Awareness Week which began on 14th May. A variety of co-ordinated activities were facilitated for staff and the public during the week and press releases, tweets and campaigns messages were shared.
94. The collaborative campaign 'Know Your Numbers Week' commenced on 10th September. Blood Pressure checks were offered to staff in the workplace and in the Connected Community Centres for the public. Other testing centres were held in community and leisure venues during the week and through Healthy Living Pharmacies.

Information, Advice & Guidance, Prevention and Early Intervention

95. **Youth Connect 5** – This wellbeing and resilience course for the parents of 10-18 year old children has been delivered to 180 trainers across Cheshire and Merseyside. Courses are now underway and can be found on the new website: <https://youthconnect5.org.uk/>. An evaluation will be published in the New Year which has been undertaken by John Moores University Liverpool.
96. **Suicide Prevention Gatekeeper Training** – Over 250 people in Cheshire East have trained to become 'Gatekeepers' reducing stigma and encouraging people to talk about their feelings and spot the signs of a person who may take their own life.

Accessible high quality services, Information & Advice

97. The Housing Enforcement Policy has been updated to incorporate new powers to strengthen regulation of the private rented sector, including banning orders and use of the rogue landlord database.
98. Waiting times have now been eliminated for the Early Intervention service for Disabled Facilities Grants, and referral pathways set up with dementia reablement services and falls prevention services, keeping more people independent at home for longer.
99. The above mentioned recommissioned Substance Misuse Service will have a greater focus on early intervention and prevention, with a particular focus on prevention and early intervention with young people. The Healthy Child Programme also has a focus to provide early intervention and preventative information, advice and guidance.

100. **Suicide Prevention** – the Pilot of the ‘Gatekeeper’ Training is now complete with a total of 401 people from frontline services trained in suicide prevention. A report is being taken to the Directors of Public Health in Cheshire and Merseyside outlining future commissioning options. Gatekeeper training for 26 secondary schools is now underway with 63 members of staff from Cheshire secondary schools and colleges trained to date. A Suicide Safer Accreditation bid has been submitted for Cheshire and Merseyside regions. An audit of suicides in Cheshire East has been completed with two years of data. The learning will inform practices and improve service delivery across Cheshire and Merseyside.
101. A British Heart Foundation bid has been submitted which, if successful, will provide for blood pressure testing equipment and training to be embedded into the Cheshire East Connected Community Centres.
102. The Council’s **‘Time to Change’** Action Plan has been well received and accepted by the ‘Time to Change’ organisation. This focuses attention on reducing any stigma associated with mental health in the workplace and sets out a series of actions that will be progressed over the next 12 months. The ‘Time to Change Pledge’ will be signed on 10th October to coincide with World Mental Health Day, and the action plan publicised to share the details of what is being developed to support staff with their mental health and wellbeing.
103. A survey of all our primary schools has shown that 50% of our schools are undertaking some form of children walking a mile a day during school hours. From September 2018, the remaining schools we be supported in implementing the ‘Make the Mile’ initiative.
104. The Public Health Team have been providing support to other teams and working groups across the Place directorate in

order to embed physical, mental and emotional health and wellbeing into wider policy work, such as the local transport plan.

Accessible high quality services, Information & Advice

105. Earlier this year saw the launch of the new structure, ICT system and processes to reflect the requirements of the Homelessness Reduction Act. This is a huge learning curve for all officers, and all are adapting very well, showing really positive team spirit in their learning.
106. The Council has remodelled its Care at Home (domiciliary care) services. The new place-based model for the service will help to facilitate an asset-based approach which aims to maximise service users’ independence and enable them to continue to live in their own homes for as long as possible. The new service will commence in quarter three.
107. An e-brokerage system is under development to support the sourcing and allocation of Adults and Children’s Social Care services. The system is designed to offer a greater choice of commissioned care services that can meet individual needs. It is anticipated that the new system will be operational for most services in quarter three of this year.
108. A new operating model is confirmed for the newly formed Learning Disability team. Among other matters, the operating model includes a commitment to a seamless transition process for young people from children’s to adult services. Also confirmed for Community Mental Health Teams is a model that will see the full implementation of the Care Act in Mental Health, requiring a new way of working with Cheshire and Wirral Partnership.

109. A Dynamic Purchasing System has been developed to increase the quality of provision, and promote choice and control for individuals with complex care needs. The system is due to go live in November.
110. Continuing Health Care (Social Care) team members have now been recruited with the aim of being operational for October in time for the new NHS Continuing Health Care National Framework implementation. Continuing Health Care joint procedures with the Clinical Commissioning Groups are being reviewed to promote more effective joint working and ensure patients receive timely assessments under Continuing Health Care.
111. Cheshire East are working collaboratively with Halton, Cheshire West & Chester and Warrington Councils on a new proposal for the Police and Crime Commissioner to commission a more effective Appropriate Adult service for our residents.
112. New Practice Managers are working together as a cohesive group with a focus on developing their new teams and strengthening links with community-based health professionals. We have successfully implemented First Point of Contact Teams in both South and East regions which has resulted in less work being passed to Community Teams, enabling them to focus on more complex work. Occupational Therapy Teams have been successfully integrated into Community Social Work teams resulting in a more efficient process with less transferring of cases between teams. Cheshire East have achieved Delayed Transfer of Care targets.
113. Provider Led Reviews, guidance to providers on undertaking reviews on residents settled in residential, supported living and extra care housing settings, have been agreed. This is to

be implemented along with the new contract in October. Also included is new guidance for social care staff to enable more proportionate recording on individuals where care and support arrangements have not changed significantly.

114. Ten sections have been created or updated and published on the Joint Strategic Needs Assessment (JSNA) website during this period. The work of the JSNA programme helps to inform local planned projects and priorities. The new sections include Childhood Maltreatment (abuse and/or neglect), Carers, Suicides and Overview of all Cancers.
115. The 2018 Pharmaceutical Needs Assessment (PNA) was published. This is produced every three years. It informs the local NHS in its provision of pharmacy providers to serve our communities. The Council has a duty to develop the PNA and NHS England has a duty to take its findings into account in their planning for our residents.

Public Protection, Health Protection & Safeguarding

116. We have successfully completed a Care Concern Pilot with 10 Care Home Providers. The pilot has introduced new ways of working with Providers and thresholds for reporting concerns. The impact of this way of working has reduced the number of First Account Referrals to the Community Teams by 50% and the Providers feel more confident in reporting mechanisms. We now have an Electronic First Account Form available on the 'LIVE WELL' and Safeguarding Adults Board Website.
117. The Safeguarding Board, which meets quarterly, have introduced a new two-part model to Board meetings: Part A being a confidential meeting of statutory partners to review responsibilities and responses to investigations and statutory safeguarding duties; with Part B focussing on themes and

bringing the frontline experience of frontline workers to the Board which encourages learning for both Practitioners and Board Members. Themes and Deep Dives have focused on domestic abuse and self-neglect.

118. The Safeguarding Adults Board and Children's Board are inviting nominations for Safeguarding and Dignity Awards. A ceremony is being held in November to recognise how individuals and teams have responded to vulnerable children and adults at risk. Recruitment to the new Safeguarding Team commenced in August 2018.
119. The Council has produced a range of communications from social media and press releases to articles in The VoiCE Magazine geared towards protecting the health of the public. In particular communications have focussed on measles, including promoting the MMR vaccine, and despite outbreaks across the UK and Europe we have not had an outbreak in Cheshire East due to our high MMR vaccine uptake.
120. The Council's flu vaccination programme for staff achieved approximately a 20% uptake in its first year. This is high compared to uptakes achieved in other councils and represents a strong start for the programme, which will be continued this year.
121. The number of **cared for children** stood at 496 at the start of September 2018, having stayed at broadly around 470 since July 2017. This is compared to 387 in March 2016 and 422 in March 2017. The number started to increase from April 2018, but it is not due to an increase in admissions. We had 100 children and young people enter care between 1st April 2017 and 10th August 2017 and so far this year for the same period we have had 75 children enter care. Most children enter care due to neglect and abuse, with most children being made the subject of applications to the Family Courts to secure their

welfare. Only 9% of children are in care and subject of a voluntary arrangement. Clearly with the number of cared for children rising, once children enter care they are staying longer. Since April 2018, 7 children have been adopted and there are 40 children with a plan of adoption.

122. The Council increased funding for cared for children in 2018/19 by £3m to meet the demand levels at that time and to ensure our cared for children and care leavers achieve the best possible outcomes. This has had the positive effect of significantly suppressing the budget pressure; however, costs have continued to rise as a result of providers increasing their costs, especially for residential care.
123. The increase in cared for children will push us closer to our statistical neighbour group and nationally for the rate of cared for children (per 10,000). A number of initiatives have been taken forward to reduce the pressures such as re-commissioning residential children's homes, providing intensive support to children in need, restructuring our edge of care and family support teams to provide more effective support, joining a regional adoption agency and going live with our shared fostering marketing and recruitment hub with Cheshire West, Warrington and Halton Councils in April. The number of fostering enquiries has increased by 50%. Whilst the 2018/19 Budget provides additional funding to address the pressures from additional children in care, there are pressures to deliver further budget savings and this is more challenging as budgets reduce.
124. The Council commissioned a whole family domestic abuse service from 1st April 2016 to 31st March 2019, providing interventions for children, those who harm and those who are harmed. The three year initial term of this contract will end on 31st March 2019 and therefore Cabinet agreed in July 2018 to re-commission for the service rather than taking the option

to extend, as this will allow the Council greater flexibility to change the delivery model to meet need. Local people have been safer as a result of this commission, but learning from contract management, consultation with a wide range of stakeholders and changes in local and sub regional provision indicate that re-commissioning is required to achieve best value for the Council and best support for its citizens to live free from abuse and its effects. The commissioning of whole family domestic abuse services has a positive impact on the safety, health and wellbeing of our adults and children, and supports our local communities to be strong and supportive. The procurement process will ensure that the Council continues to deliver efficiency and effectiveness through its commissioning activity. This specialist commission works within the context of other services with a focus on domestic abuse and in partnership with other agencies. In September, we will be launching the new domestic abuse campaign, 'Open the Door' <http://www.openthedoorcheshire.org.uk/> with a focus on the significant role friends, family and the community, can play in preventing and responding to domestic abuse.

125. On 12th July 2018 Cheshire East care leavers led an event with partner agencies and officers from the Council to co-produce a range of support and services for care leavers referred to as the 'local offer'. The event was extremely well attended by partners such as the Department for Work and Pensions (DWP) and large corporate organisations such as Ringway Jacobs. The event celebrated the achievements of our care leavers and also produced a list of pledges from each service and partner area in the development of a stronger offer to care leavers. These pledges included prioritisation of care leavers within voluntary mental health services and free access to parks and green spaces for all cared for children and care leavers to name but a few. The service will publish its local offer for care leavers in October

2018. This will be reviewed annually and these annual events, led by care leavers, will continue to strive for better outcomes.

6 ~ A Responsible, Effective and Efficient Organisation

126. Culture and workplace wellbeing continues to be an area of significant focus. Following publication of the recommendations of the independent culture review by the Local Government Association, a programme of staff engagement is in place as part of the Brighter Future Together Programme which has already resulted in 1,017 employees and elected members contributing to the development of a vision and behavioural framework for our workplace culture.
127. As part of the Brighter Future Together Programme, the new vision, behaviours and employee deal were launched on 26th July 2018 with simultaneous events at each of our main buildings. Embedding of these will continue throughout 2018 with our Brighter Future Champions hosting 'What's the Conversation?' events within each team, where the focus is to understand what the vision, behaviours and employee deal mean for all staff and teams.
128. The Wellbeing in Work programme continues to support and strengthen wellbeing within the workplace. Focused around five strands of wellbeing, several initiatives are in place joining work from across the Council including building a cohort of Mental Health First Aiders, promoting the Council's Employee Assistance Programme, implementing the 'Cheshire East Team Challenge' and continuing to hold regular Wellbeing in Work forums and communications.
129. A number of process improvements are underway to help to ensure compliance with policy and procedures. This has involved an in-depth analysis of the use of different payment

methods and the introduction of new systems and approaches.

130. Supplier terms of trade are being harmonised and there will be a reduced number of supplier payments runs (three per week). Also the number of supplementary pay runs for payroll payments are being reduced. This will save both time and money.
131. The Demand Management project looks at the different payment methods and ensuring the correct methods are used, reducing unnecessary demand and associated costs. Improvement of up to 87% has been achieved. Additionally, a new electronic TM11 payment form is being rolled out.
132. Two new systems have been rolled out: the E-payslips system, to enable staff to access their payslips 24 hours a day and for three months after leaving the organisation; and the Disclosure and Barring Service system which is a new and improved system.
133. Two new policies are under development: the Pcard Policy with new processes to improve and ensure control and security; and the Travel Policy, which sets out the new

procedures to book travel to ensure correct approvals are in place and any fraudulent travel claims are avoided.

134. The Insurance team have completed work on developing reports on a specific service base to provide information on insurance claims within separate service areas. The reports are complete and will be rolled out later in 2018/19 once appropriate communication options are established.
135. The Asset Management Service's Property Projects team have work valued at £75.2m underway on the Council's assets. £23m projects were completed this quarter including Macon House and Crewe Library - Demolition Feasibility; Crewe Crematorium Refurbishment; St Michaels Macclesfield - Retaining Walls; Environmental Hub Middlewich; Coronation Valley Restoration; and Crewe History Centre site selection study. They are currently overseeing £27m of construction projects – 11 out of 13 being classroom/education facility extensions, aiming to be delivered in the summer break. The Property Services team continue to work through a high volume of transactional enquiries, whilst bringing in over £550,000 rental on its current property and land assets this reporting period.

2. Financial Stability

Introduction

136. The Council has a strong 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 increased costs, growing demand and reducing Government grant. The pressures are most intense in Children's and Adults Social Care.
137. A full mitigation plan is in progress to address the forecast overspend and ensure that the General Reserves are protected. Given the scale of the financial pressures achieving a balanced budget position this year will be extremely challenging.
138. **Table 1** provides a service summary of financial performance at mid year. The current forecast is that services will overspend by £5.3m in the current year. The Financial Narratives provide further details and changes to service net budgets since mid year review are analysed in **Appendix 2**.
139. Further items impacting on the level of the Council's balances are detailed in the paragraphs below on Central Contingencies and Contributions.

Table 1 - Service Revenue Outturn Forecasts

2018/19 Mid Year Review (GROSS Revenue Budget £616.0m)	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / (Underspend) £m
SERVICE DIRECTORATES			
Directorate	0.6	0.7	0.1
Children's Social Care	36.0	37.3	1.3
Education & 14-19 Skills	11.6	12.2	0.6
Prevention & Support	8.8	9.1	0.3
Adult Social Care - Operations	23.8	26.5	2.7
Adult Social Care - Commissioning	80.3	78.2	(2.1)
Public Health and Communities	2.6	2.6	-
People	163.7	166.6	2.9
Directorate	0.2	0.2	-
Planning & Sustainable Development	3.2	3.2	-
Infrastructure & Highways (incl Car Parking)	12.4	12.5	0.1
Growth & Regeneration	17.1	17.0	(0.1)
Rural & Cultural Economy	3.0	3.1	0.1
Customer Services	8.4	8.7	0.3
Client Commissioning			
Leisure	2.0	2.0	-
Environmental & Bereavement	28.5	29.7	1.2
Place	74.8	76.4	1.6
Directorate - Former Professional Services	1.4	1.4	-
Directorate - Business Manager	0.9	1.0	0.1
Directorate - Unallocated	(1.0)	-	1.0
Legal Services	6.0	6.0	-
Human Resources	2.3	2.4	0.1
Finance & Performance	6.1	5.7	(0.4)
ICT	5.7	5.7	-
Communications	0.6	0.6	-
Corporate	22.0	22.8	0.8
Total Services Net Budget	260.5	265.8	5.3

Financial Narratives

People Directorate

140. Children's services across the country are under pressure and Cheshire East Council is no different. We have some fantastic services that support our children and young, but with demand increasing and funding arrangements ever changing we cannot be complacent.
141. As corporate parents the numbers of our children in care continues to rise in addition to supporting our families across the continuum of need. We have enjoyed great exam results again in Cheshire East; however, our schools will again be reviewing how much money they have to spend on pupils as the impact of the National Funding Formula is on the horizon.
142. Supporting our most vulnerable children and families remains a priority and achieving this continues to be a challenge for all service areas.
143. Children and Families is reporting a forecast outturn of +£2.3m at this first formal review stage. The key issues for the service are set out below.

Children's Social Care – pressure of £1.3m

144. The number of cared for children is 496 at the start of September representing an additional 23 children since March 2018.
145. 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 April 2018 to July 2018, 80 children and young people entered care and 57 left care as a result of Special Guardianship, Adoption, returning home or moving to independent living.

146. 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 a shared fostering marketing and recruitment hub with Cheshire West, Warrington and Halton Councils. From 2019/20 the Council is looking to develop a more intensive support offer for families with issues that are resulting in repeated care proceedings.
147. Key issues relate to the pressure on the agency placements budget and the delay in delivery of the children's residential contract. Those two issues resulted in a pressure of £3.2m at year end 2017/18.
148. The 2018/19 budget was increased by £3m to help address these on-going pressures in the service and as a result the first review period is reflecting a net pressure of £0.2m.
149. Other key pressures relate to:
- Special Guardianship Allowances £0.3m – where a higher volume than normal has been experienced resulting in higher level of payments to the carers.
 - Challenges in delivering efficiency savings in staffing and travel etc £0.4m.
 - Staffing pressures £0.2m within the cared for children teams.
 - Higher number of children supported in level 3 and 4 of the continuum of need.
 - Pressure on the commissioning budget of £0.2m from a delay in delivery of budget savings.
150. The service continues to take steps to manage these cost pressures.

Prevention and Support – pressure of £0.3m

151. The service has undergone a significant reorganisation which has been implemented in September 2018 with an ambition to achieve efficiency savings of £1.2m. At mid year point the service is forecasting a pressure of £0.3m mainly due to the need to find the costs of voluntary redundancy within the same financial year. We anticipate ongoing vacancy management and more efficient procurement should make inroads to manage this pressure.

152. Following the Ofsted and CQC (Care Quality Commission) inspection investment in timeliness of EHCP's (Education Health and Care Plans) is a priority as is the development of an up to date Autism Strategy and a unified clinical and social model of care and support.

153. This service also includes the Special Educational Needs and Disabilities Service. SEN placements are funded through Dedicated Schools Grant and there are pressures on that grant of £2.5m from placements with independent providers and with other local authorities. This is not included in the base figure but will use up the Council's DSG reserve at the end of March 2019. The service is taking forward plans to enhance gatekeeping, review placement costs and the basis for the local payment rates and develop more local provision.

Education and Skills – pressure of £0.6m

154. Key issues for the service relate to:

- Transport – the Council's transport provider (Transport Service Solutions) is currently forecasting an overspend. The Council has taken a number of steps to support TSS to deliver within the management fee, including a business process review to ensure efficiencies in back office arrangements, particularly commissioning, and the implementation of revised travel policies. Given there was an end of year overspend of £0.6m TSS will be challenged

to further mitigate that position. Therefore, it is forecast that an overspend of £0.4m will be achieved for 2018/19. This will continue to be monitored to ensure efficiencies are achieved.

- Catering – due to increasing costs of food etc the service is unable to generate additional income from schools giving a pressure of £0.2m. However, the service aims to break even at the end of the year.

Directorate – pressure of £0.1m

155. The key issue relates to a cross service efficiency saving from business administration that is still to be achieved.

Adult Social Care, Public Health and Communities

156. Adult Social Care, Public Health and Communities budgets remains under continued pressure locally and across the country. The pressure here in Cheshire East comes from the combination of factors, which have been building over a number of years. These relate to meeting the needs of our most vulnerable residents in the community, those in long term care and hospital. Demand for services creates pressure in all areas which means practitioners time assessing needs, commissioners time targeting needs and support staff time enabling needs becomes a sometimes daily and weekly prioritisation. Sometimes we are able to offer information and advice which enables people to access the right services but on other occasions we are duty bound to provide services which meet the eligible needs of our residents. We are commissioning new services to help care providers who are struggling to respond to request for placements, however, providing care packages remains a daily challenge.

157. Adult Social Care Commissioning is responding to this challenge by commissioning the care home and care at home market to ensure there is a more outcomes focused offer to service users and more certainly for providers. In addition to

this the Adult Social Care Commissioners have also introduced an Early Help Framework to support better outcomes in the Voluntary, Community and Faith sectors and a new substance misuse contract.

158. We are seeing additional support requirements across the age spectrum. It is a source of great celebration that our population continues to live longer, but not everyone can do this without significant care and support. There are many more people coming through transitions as young people into adulthood with many more complex needs. Equally the need for services to support our aging population continues to rise and those people of adult age have many more complex health and care needs now. This is of course all against the backdrop of our local NHS financial challenges and the interdependencies between health and social care which can be seen in our planning for winter which is our most challenging time of the year.
159. The department continues work on transforming the offer to these people who rely on Adult Social Care, Public Health and Communities services. This is supported by some very targeted actions aimed at reducing the extent of any adverse pressure to the budget and continue to meet the needs with positive outcomes. Measures that deliver savings based on service redesign with the person always in mind whilst ensuring a safe service is at the heart of what we are doing. A further financial risk at the present time relates to the current financial position of the Council's largest partner the local NHS who are already reducing direct funding to both the Council and key partners in the sector which can further add to the Council's financial pressure. These actions which are being implemented in order to produce a balanced position but are only likely to increase the demand for Adult Social Care. The Adult Social Care, Public Health & Communities service is reporting a £0.6m overspend at mid year against a

gross budget of £162m. Overspending for the People Directorate is therefore forecast at £2.9m at Mid-Year as identified in Table 1 (above).

Place Directorate

160. Place is reporting a pressure of £1.6m against a budget of £74.8m at Mid Year Review. This is predominantly made up of two items: Digital and Environmental Operations.
161. There has been a delay in achieving the £0.9m budgeted digital savings in year due to duplications with other savings initiatives, inaccurate or unrealistic assumptions in benefit calculations and technically infeasible solutions proposed in the original business case.
162. £0.4m of digital savings are expected to be made in 2018/19 against the target of £0.9m, resulting in a forecast £0.5m pressure in year. It is forecast that the remaining £0.5m saving will be met in 2019-20.
163. Overall, Environmental Operations, including Bereavement is currently reporting a £1.2m overspend for 2018/19 against a net £28.5m budget.
164. There are two main pressures contributing to this overspend. Firstly, there has been a change in the timing of the savings programme associated with the planned waste collection route and rota optimisation project, so that this is now aligned with commencement of food waste recycling in 2019.
165. Secondly, following a review of Household Waste Recycling Centres by external consultants and subsequent public consultation in 2016/17, a number of efficiencies and improvements were introduced in 2017/18 delivering substantial savings. Based on full implementation of these proposals, however, the savings delivered remain below the

consultants' initial estimates resulting in the need to adjust future budgets to actual savings achieved.

166. Excluding Digital and Environmental Operations, the rest of Place is forecasting a small underspend of £0.1m. Pressures on Strategic Infrastructure, Car Parking and Assets budgets have been offset by underspends on Facilities Management, Regeneration, Benefits Administration and Transport Service Solutions commissioning.

Corporate Directorate

167. The budget for services within the Corporate Directorate, including the Mutually Agreed Resignation Scheme (MARS) savings, is forecast to overspend by £0.8m.
168. MARS savings were set at £1.5m in 2018/19, the actual saving achieved from staff leaving under the scheme was £0.5m leaving a shortfall of £1.0m.
169. The Directorate is forecast to underspend by £188,000. Former Professional Services are overspending by approximately £57,000 due to overspends within the shared service (TSC) of £150,000 partially offset by additional income from charging to capital projects. There is also pressure from unachieved restructure and Admin Review Savings which are being offset by an underspend in the Executive Support Office and additional budget taken from Contingency.
170. ICT is forecasting a balanced position, although there is some risk around non achievement of contract and agency savings (£350,000 within ICT Strategy and £100,000 within Service Delivery). All endeavours will be made to control spend and maximise income with the aim to achieving an overall net nil without compromising service delivery.

171. The mid-year forecast for Legal & Democratic Services is an underspend of £19,000. Legal Services is overspending by £161,000, mainly due unbudgeted staffing cost pressures which are being partially offset by additional Legal income. Compliance is also overspending by £48,000 due to unbudgeted staff costs. The overspends in Legal Services and Compliance are being offset by underspends within Democratic Services. Underspends in the Democratic Business Support Unit are offsetting overspending in the Civic Office (net £79,000 underspend). Additionally, income from the Police and Crime Panel of £52,000 and an underspending in the Democratic Services Admin Team of £16,000 are contributing to the overall projected underspend in this area. The Coroners Service hosted by Warrington Council is also projected to underspend by £76,000.

172. Finance and Performance is projecting an underspend of £383,000 due staff vacancies across the service including £290,000 in Audit, £50,000 in Accountancy, and a reduction in council self insurance costs £220,000 which are being offset slightly by overspending in Project Management Office and Procurement.
173. The Strategic HR Service is forecasting an overspend of £74,000 mainly as a result of staffing overspends and loss of schools buy back income which is being partially offset by unused strategic project budgets held on the Head of Service cost centre.
174. The Communications Team are reporting a balanced position. Supplies and services pressures are being offset by an underspend against the staffing budget and increased income.

Government Grant Funding of Local Expenditure

175. Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2018/19 was £272.4m.
176. In 2018/19, Cheshire East Council's specific use grants held within the services was budgeted to be £254.0m based on Government announcements to February 2018.
177. Mid year has seen a decrease in specific use grants of £4.9m. This is mainly due to a reduction in Housing Benefit Subsidy owing to the continued implementation of Universal Credit and the conversion of three schools to academies during the year to date reducing the Dedicated Schools Grant. A budget transfer of £0.7m from unringfenced grants held centrally for Adult Skills grant is requested in **Appendix 10**. This grant has been identified as specific and should be held in the relevant service area.
178. A funding bid of £561,000 has been submitted to Public Health England (PHE) to support children of dependent drinkers and alcohol dependent parents. If successful this will support priorities within the existing Substance Misuse Service.
179. Spending in relation to specific use grants must be in line with the purpose for which the funding is provided.
180. General purpose grants were originally budgeted to be £18.4m, but further in-year grant announcements have increased this figure to £24.9m at mid year.
181. Additional general purpose grants of £6.5m have been received during the year to date. These include an additional £0.5m in respect of Children & Families related grants and £0.1m for additional costs of Electoral Registration. Business Rates Retention S31 Compensation grants to be received of £6.1m as per the NNDR1 2018/19, which was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) in January 2018 and is due to be transferred to the Collection Fund Earmarked Reserve. Requests for the allocation of the additional grants received are detailed in **Appendix 11**.
182. **Table 2** provides a summary of the updated budget position for all grants in 2018/19. A full list is provided at **Appendix 3**.

Table 2 – Summary of Grants to date

	2018/19 Original Budget	2018/19 Revised Forecast MYR	2018/19 Change
	£m	£m	£m
SPECIFIC USE			
Held within Services	254.0	250.3	-3.7
GENERAL PURPOSE			
Revenue Support Grant	5.4	5.4	0.0
<u>Service Funding:</u>			
People - Children and Families	0.9	0.7	-0.2
People - Adult Social Care and Independent Living	1.8	2.2	0.4
Place	0.1	0.1	0.0
Place – Customer Operations *	1.6	1.7	0.1
Corporate – Chief Operating Officer	8.6	8.7	0.1
Central Items	0.0	6.1	6.1
Total Service Funding	13.0	19.5	6.5
Total General Purpose	18.4	24.9	6.5
Total Grant Funding	272.4	275.2	2.8

* Customer Operations is now reported under Place Directorate (formerly Corporate)

Collecting Local Taxes for Local Expenditure

183. Cheshire East Council collects Council Tax and Non Domestic Rates for use locally and nationally.

Council Tax

184. Council Tax is set locally and retained for spending locally. Council Tax was set for 2018/19 at £1,404.28 for a Band D property. This is applied to the taxbase.
185. 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 2018/19 was agreed at 147,003.80 which, when multiplied by the Band D charge, means that the expected income for the year is £206.4m.
186. 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 £250.8m.
187. 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 actual amount billed will therefore be more than the budget.
188. 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 £252.8m.

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

	£m
Cheshire East Council	206.4
Cheshire Police and Crime Commissioner	25.9
Cheshire Fire Authority	11.1
Town and Parish Councils	7.4
Total	250.8

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

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

Financial Year	CEC Cumulative			
	2014/15	2015/16	2016/17	2017/18
	%	%	%	%
After 1 year	97.9	98.1	98.3	98.2
After 2 years	98.9	99.0	99.1	**
After 3 years	99.3	99.3	**	**

**data not yet available

190. The Council Tax in-year collection rate for 2018/19 is 38.8%, a small decrease on the previous year.

191. Council Tax support payments (including Police and Fire) were budgeted at £16.2m for 2018/19 and at the end of the June the total council tax support awarded was £15.0m. The Council Tax Support caseload has reduced since April 2014 and there have been more reductions in the Council Tax Support awards in the year than increased or new awards.

192. No changes were made to the Council Tax Support scheme for 2018/19. The scheme was confirmed unchanged by full Council in December 2017.

193. Council Tax discounts awarded are £22.9m which is broadly in line with the same period in 2017/18.

194. Council Tax exemptions awarded total £4.6m which is broadly in line with the same period in 2017/18.

Non-Domestic Rates (NDR)

195. 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.

196. The small business multiplier applied to businesses which qualify for the small business relief was set at 48.0p in 2018/19. The non-domestic multiplier was set at 49.3p in the pound for 2018/19.

197. Cheshire East Council continues to be in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester for 2016/17) for the purposes of Business Rates Retention. The purpose of the pool is to maximise the retention of locally generated business rates to further support the economic regeneration of Greater Manchester and Cheshire Councils. As a pool the

members will be entitled to retain the levy charge on growth that would normally be paid over to Central Government. Cheshire East will retain 50% of this levy charge locally before paying the remainder over to the pool.

198. **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.

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

Financial Year	CEC Cumulative			
	2014/15	2015/16	2016/17	2017/18
	%	%	%	%
After 1 year	98.1	98.1	97.7	98.3
After 2 years	99.3	99.1	99.2	**
After 3 years	99.7	99.5	**	**

**data not yet available

199. The business rates in-year collection rate for 2018/19 has decreased to 39.7% compared to 38.8% for the same period in 2017/18.

Capital Programme 2018/21

200. At the Mid Year review stage the overall programme has increased by £59.5m as shown in the table below. A summary of the capital programme and funding is shown at table 6.

Table 6 – Summary Capital Programme

	Original Budget	Amendments to Original Budget	Amended MYR Budget	Transfers to/from Addendum	Budget Reductions	SCE's	Revised MYR Budget
	2018/21 £m	2018/21 £m	2018/21 £m	2018/21 £m	2018/21 £m	2018/21 £m	2018/21 £m
People Directorate	35.2	1.1	36.3	0.6	-	0.1	37.0
Place Directorate	250.0	64.0	314.0	6.6	(0.1)	2.8	323.3
Corporate Directorate	40.9	(15.6)	25.3	-	-	-	25.3
	326.1	49.5	375.6	7.2	(0.1)	2.9	385.6

201. A number of projects have been approved at the Finance Portfolio holder meeting to move budgets from the Capital Addendum to the main capital programme totalling £7.2m. This amount primarily relates to Middlewich Eastern Bypass £2.3m and Macclesfield Leisure Centre improvements £4.0m.
202. There was slippage of £26.0m where budgets have been carried forward at Outturn this relates to £19.1m from within the Place Directorate and £5.6m from within the Corporate Directorate.
203. The £20.0m that was approved at Outturn for the South Macclesfield Development area also slipped in 2018/19. There have also been a small number of projects that have been approved via an Officer Decision Record since Outturn but are not required to be approved as part of the Mid Year Review totalling £3.5m.
204. Due to the recent restructure of where budgets are reported for management purposes there has also been a movement within the Place and Corporate Directorates to re-align those budgets which totalled £9.7m.

205. There are a number of Supplementary Estimates that require approval at Mid Year Review of £2.9m. This relates in the main to an increase in funding from the Department of Transport for the Pothole Action Fund of £1.038m and £1.6m for the Sustainable Travel (Active Travel) project funded by the Local Enterprise Partnership.

206. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 7**.

Table 7 – Capital Funding Sources

	Original Budget 2018/21 £m	Revised MYR Budget 2018/21 £m	Change 2018/21 £m
Grants	169.8	182.0	12.2
External Contributions	49.8	47.3	-2.5
Cheshire East Resources	106.5	156.3	49.8
	326.1	385.6	59.5

Capital Budget 2018/19

207. At the Mid Year Review stage the Council has forecast in year expenditure of £137.1m against a revised in year budget of £137.1m also. This includes the slippage of £46.0m.

Appendix 4 gives a summary of the Capital Programme and **Appendix 5** shows transfers from and to the Capital Addendum.

208. Since the start of 2018/19, slippage on the capital programme has been measured on schemes that are at the Gateway 2 stage. These are classed as committed schemes as these

schemes should have commenced prior to or during 2018/19 and have a detailed forecast expenditure plan in place. Schemes have been monitored on their progress during the year and re-categorised quarterly. This includes the net impact of 2018/19 supplementary capital estimates, virements and budget reductions listed in **Appendices 6 to 9**.

209. **Table 8** shows the actual expenditure incurred on those schemes against the revised Outturn Budget.

Table 8 – 2018/19 Revised Budget compared to Mid Year

Committed Schemes	Original Budget £m	Revised MYR Budget £m	Forecast Expenditure £m	Current Over / Underspend £m
People Directorate	22.2	13.4	13.4	-
Place Directorate	49.0	87.1	87.1	-
Corporate Directorate	23.9	19.2	19.2	-
Total Committed Schemes	95.1	119.7	119.7	-

210. At the Mid Year Review stage forecast expenditure of £119.7m has been predicted. The main changes since the original budget are due to £14.8m budget carried forward from last year and £11.8m of the new schemes have changed status to committed schemes. Leisure and Environmental schemes that were in the Corporate Directorate are now in the Place Directorate.

211. **Appendix 6** details requests of Supplementary Capital Estimates (SCE) up to and including £500,000 and Capital Virements up to and including £1,000,000 approved by delegated decision which are included for noting purposes only.

212. **Appendix 8** details requests of Supplementary Capital Estimates (SCE) over £1,000,000 which is for the increase in budget on the Highways Investment Programme for the additional Pothole Action funding of £1.038m and £1.6m for the Sustainable Travel (Active Travel) project funded by the Local Enterprise Partnership.

213. **Appendix 9** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

Central Adjustments

Capital Financing Costs and Treasury Management

214. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These costs are partly offset by the interest the Council earns from the investment of its cash balances during the year. The capital financing budget of £10m accounts for 4% of the Council's net revenue budget.

215. Treasury investment income to July 2018 is £148,000 which is lower than the £173,000 budgeted income for the period. Offsetting the income are costs of £173,000 (budget for period £182,000) arising from temporary borrowing and interest paid on funds held on behalf of the Cheshire & Warrington Local Enterprise Partnership. The level of cash balances is expected to fall throughout 2018/19 resulting in a continued need to borrow. The level of temporary borrowing has been in excess of immediate cash needs but this allows a liquidity safety net and maintenance of investments in the Churches Charities and Local Authorities (CCLA) Investment Management Ltd property fund and other funds which pay a higher return than the cost of borrowing.

- The average lend position (the 'investment cash balance') including managed funds up to the end of July 2018 is £24.3m
- The average annualised interest rate received on in-house investments during 2018/19 is 0.58%
- The average annualised interest rate received on the externally managed property fund during 2018/19 is 4.69%
- The average temporary borrowing position during 2018/19 is £45.2m
- The average annualised interest rate paid on temporary borrowing during 2018/19 is 0.62%

216. The Council's total average interest rate on all investments in 2018/19 is 1.92%. The returns continue to exceed our benchmark, the London Inter-bank Bid Rate for 7 days at 0.60%, and our own performance target of 1.00% (Base Rate + 0.50%) now 1.25% following base rate increase in August.

Table 9 – Interest Rate Comparison

Comparator	Average Rate to 31/7/2018
Cheshire East	1.92%
LIBID 7 Day Rate	0.60%
LIBID 3 Month Rate	0.83%
Base Rate	0.50%
Target Rate	1.00%

217. Temporary borrowing has decreased since the start of the year in line with normal cash flow patterns. The current level of borrowing will continue throughout 2018 and increase between January and March 2019. At the moment the

intention is for this to continue to be met by temporary borrowing from other Local Authorities which is considerably cheaper than other sources of borrowing. If the predicted interest environment changes or the availability of temporary borrowing reduces then this strategy will be re-assessed.

218. The Council continues to benefit from the revised approach to calculating the Minimum Revenue Provision (MRP) adopted in 2017/18 which will result in lower MRP costs in 2018/19. However, these costs will increase in future years.
219. Capital Financing is dependent on achieving capital receipts of £4.9m in 2018/19 to finance capital expenditure. To date, six property assets have been sold generating total receipts of £1.9m. Other indirect property related capital receipts have been received of £1.0m giving a total at Mid Year Review of £2.9m.
220. All investments are made in accordance with the parameters set out in the Treasury Management Strategy Statement approved by Council on 22nd February 2018. Further details of counterparty limits and current investments are given in **Appendix 10**.
221. The Council has maintained the £7.5m investment in the CCLA managed property fund. The underlying value of this fund had been devalued following the 'Brexit' referendum but has since been increasing in value. The current value of the units in the fund if sold is £7.9m. The fund has also generated income of 4.69% so far in 2018/19.
222. Most other investments currently held are short term for liquidity purposes. The exception is £2.5m held in a Royal London enhanced cash fund which is returning around 1.00% between April and July 2018. This fund combined with the property fund ensures the Council maintains an investment

portfolio above £10m which is a pre-requisite for the Council to maintain professional investor status. This means more investment options may be open to us and administration is reduced.

223. Full details of investments as at 31st July 2018 are shown in **Appendix 10**.

Central Contingencies and Contributions

224. It is currently forecast that there will be no variance to budget on the central budget. This includes a budget of £0.2m held to meet past service Employer Pension contributions relating to staff transferred to the new supplier companies. Also budgeted transfers of £1.2m from earmarked reserves will take place in year as planned. Grants relating to business rates have been received centrally in-year that are additional to budget which will be transferred to reserves for future use.

Debt Management

225. The balance of outstanding debt has increased by £1.7m since March 2018 mainly due to the increase in Adult Social Care outstanding debt. Balances remain within forecast levels and adequate provisions have been made. Details of the Council's invoiced debt position are contained in **Appendix 12**.

Outturn Impact

226. The impact of the projected service outturn position is to decrease balances by £5.3m as reported above (**para 138**).
227. As there is no variance forecast within the central budget items detailed above (**para 224**), the financial impact could result in a reduction in balances of £5.3m as shown in **Table 10**.

Table 10 – Impact on Balances

	£m
Service Net Budget Outturn	(5.3)
Central Budgets Outturn	0.0
Specific Grants Outturn	0.0
Total	(5.3)

Management of Council Reserves

228. The Council's Reserves Strategy 2018/21 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecast that the risk assessed level of reserves is currently £10.0m.

229. The opening balance at 1st April 2018 in the Council's General Reserves was £10.3m as published in the Council's Statement of Accounts for 2017/18.

230. A mitigation plan is in progress to deliver a balanced revenue outturn position and maintain General Reserves at or close to the level planned in the 2018/21 Reserves Strategy. Overall the Council remains in a strong financial position relative to most Councils.

231. The Council also maintains Earmarked Revenue reserves for specific purposes. At 31st March 2018 balances on these reserves stood at £47.0m, excluding balances held by Schools.

232. During 2018/19, an estimated £10.9m will be drawn down and applied to fund service expenditure specifically provided for. Service outturn forecasts take account of this expenditure and funding. Where appropriate, further earmarked reserves will be re-allocated to General Reserves to maintain an adequate level of General Reserves overall.

233. A full list of earmarked reserves at 1st April 2018 and estimated movement in 2018/19 is contained in **Appendix 13**.

3. Workforce Development

234. This section sets out the Council's activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the first and second quarters 2018/19.

Culture and Values

235. Following the Local Government Association's independent culture review and acceptance of the report recommendations, the Brighter Future Transformation Programme is underway. The programme focuses on defining the Council's vision for workplace culture and behaviours, aligned to the Council's values and developing an employee deal that clearly outlines what an employee can expect from working at Cheshire East Council.

236. In the first quarter the Council initiated a conversation with the organisation as to what they want the "tone" and culture to be. All staff were invited to join in; 205 staff and 25 members participated in the "Starting the Conversation" sessions and contributed to developing the vision for workplace culture, behaviours and employee deal. A further 787 staff provided their feedback via a survey.

237. The vision, behaviours and employee deal were launched on 26th July 2018 and are now being communicated across the organisation via our Brighter Future Champions and will be implemented and embedded throughout the remaining calendar year.

238. To help to ensure staff feel valued and recognised the Making a Difference monthly scheme reopened in February. In the first quarter a total of 30 nominations were received and 13 nominations have been received to date to the end of July. Made my Day instant recognition continues to be popular with 45 being received April to June 2018 and 208 received to date in the second quarter.

239. To support and inform the Council's commitment to wellbeing in work, the staff wellbeing forum and the wellbeing contributors group continue to meet on a quarterly basis. The staff forum has seen individuals taking responsibility for starting local wellbeing initiatives within their own place of work. The focus in the first quarter was physical and mental wellbeing and taster sessions in yoga, mindfulness and relaxation massage have been set up. As part of the Council's Active Workplace pledge the first Cheshire East Team Challenge is planned for September 2018 which aims to get staff physically active to improve their overall wellbeing and build relationships through healthy competition between the directorates. Four editions of the staff wellbeing in work newsletter have been published and this continues to be improved and developed.

Building Capability and Capacity

240. The Corporate Training Programme and Continuous Professional Development Portfolios ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible

standard, providing the best quality services to the residents and businesses.

241. Since April 2018, 53 courses across 94 sessions have been offered to CEC employees. A further ten employees successfully secured funding approval via the Continuous Professional Development Panel for role specific development and qualifications in quarter four, seeing over £15,000 investment.
242. A new cohort of ILM level five qualifications, funded via the apprenticeship levy began in April. The first cohort of 10 project management apprentices also started in June. An audit of leadership and management skills across the organisation has been carried out with analysis currently underway. A series of leadership and management behavioural workshops has also been scheduled as part of the Brighter Future Together (Culture) Programme for the Autumn.
243. Opportunities for staff development are wide-ranging including internal sharing of good practice, comprehensive e-learning packages, commissioning of external experts to deliver internal courses and opportunities to attend external courses and conferences. Employees also have access to Continuous Professional Development in the form of qualifications to meet professional requirements. Ensuring employees feel supported at all stages of their career, the Workforce Development Team maintains close relationships with partner universities and Further Education colleges supporting placements for work experience, work based placements, graduate schemes and mentoring opportunities for career starters and changers. Further networks are embraced to provide opportunities for staff engagement and development for example in guest lecturing and joint practice initiatives.

Resourcing and Talent

244. The ongoing programme of course placements within Children's and Adult Social Care teams continues to thrive with several previous graduates securing permanent social work roles within Cheshire East Council. The Workforce Development Team are working with partner Universities to confirm around 20 new social work student placements for the Autumn term along with joining cohort six of the successful 'Step Up to Social Work' scheme run by the Department for Education. Two existing Skills for Care Graduate Management Candidates continue to excel in their placements, starting their NHS short secondment to share skills and will be joined in October 2018 by two more promising candidates following a rigorous selection process.
245. Building on the first year of implementation of the apprenticeship levy, there have been 49 new apprenticeship starts since April 2018.
246. The Council continues to offer opportunities for team development and staff progression. Maturity matrices have been completed by several teams, identifying their current and aspirational positions on four areas of measurement which allows bespoke development plans to be put in place including progression planning, talent management, succession planning alongside training plans. These tailored approaches align with the Brighter Future Together (Culture) Programme and Corporate Training opportunities.

Reward and Recognition

247. To enhance the range of employee benefits an online "Rewards Centre" continues to be well received with more than 1,500 staff (35%) now signed up. Further work is

planned to publicise the platform to continue to increase take up over the coming months.

Education HR Consultancy

248. An improved package (including Employee Assistance Programme Offer, free mediation and Barred List check service) was offered to schools and academies for 2018/19 recognising the increasingly competitive market within which the Council is offering the buy-back of Education HR Consultancy Services. Buy back has reduced due to the increasing number of Multi Academy Trusts, with their own HR Function. A number of new Training Interventions have been offered aimed at increasing income, as part of the Corporate Governor Training Programme as well as specific / focused Training.

Health and Safety

249. Work continues on refreshing Corporate Health and Safety guidance notes.

Staffing Changes

250. As shown in the table below, Cheshire East Council's overall headcount has increased during the first quarter of 2018-19, although the number of full time equivalent (FTE) employees has remained relatively constant over the same period.

Table 11: Cheshire East Council Employee Headcount and FTE Figures

Executive Directorate & Service	Employee Headcount April 2018	Employee Headcount June 2018	Employee FTE April 2018	Employee FTE June 2018
Corporate	529	529	488.0	485.6
Audit	9	9	7.3	7.3
B4B / Business Development	12	12	10.2	10.2
Business Management	20	20	19.0	19.0
Communications & Media	10	10	9.9	9.9
Finance & Performance	101	100	98.8	97.7
Human Resources	48	48	43.0	43.2
ICT	193	190	185.7	182.9
Legal Services	119	123	97.6	99.0
Procurement	14	14	13.5	13.5
People	2168	2208	1621.0	1621.4
Adult Social Care & Health	1047	1076	840.4	845.1
Children's Services	1119	1130	778.6	774.4
Place	890	923	715.5	715.0
Customer Services	349	357	278.9	276.7
Growth & Regeneration	188	195	148.3	148.3
Infrastructure & Highways	58	58	56.0	55.0
Planning & Sustainable Development	137	139	130.0	132.0
Rural & Cultural Economy	155	177	99.3	100.0
Cheshire East Council Total	3587	3662	2824.5*	2824.0*

***Note:** The Chief Executive has not been included in any of the Directorate / Service information, but is counted in the overall Cheshire East Council headcount and FTE figures; similarly Executive / Directors and/or "Business Managers" will not appear in the "Service" totals but will appear in the overall "Directorate" figures. Employees with multiple assignments across services will appear in the headcount figures for each service, but will only be counted once in the total CEC headcount figure; where an employee has multiple assignments in the same service they will appear in the overall headcount figure only once for that service.

Agency workers

251. Agency workers are a valuable component of the Council's workforce, providing short term cover, project work and flexible specialist skills to maintain service delivery in areas such as social services, ICT and other professional services. The table below provides a summary of active agency worker assignments at the end of April and June 2018, together with agency worker assignments as a percentage of all active workforce assignments (excluding casuals) at the end of each specified month.

Table 12: Active agency worker assignments

	Active C.Net Assignments on 30.04.18	Active C.Net Assignments on 30.06.18	% of all Workforce Assignments on 30.04.18	% of all Workforce Assignments on 30.06.18
People	57	52	2.5%	2.3%
Corporate	50	63	5.3%	6.6%
Place	7	8	1.2%	1.4%
Total	114	123	3.0%	3.2%

252. The number of agency assignments has remained relatively stable between April and June 2018 for Cheshire East Council overall. There has been a slight increase during the reporting period due to new assignments being placed in the Corporate Directorate, specifically within ICT and Customer Services. Conversely, the number of active assignments has reduced in the People Directorate; in Adult Social Care & Health there were 35 active assignments at the end of April which fell to 17 at the end of June. However, this significant decline has been negated by 13 new assignments in Children's Services, taking the number of active assignments from 22 in April to 35 in June.

Absence

253. The absence figure for quarter one 2018-19 is lower than it has been for the same period over the last four financial years. Analysis of absence on a rolling 12 month basis reveals that absence rates are also lower between 1st July 2017 and 30th June 2018, at 10.85 days lost per FTE employee. By comparison, there were 11.21 days lost per FTE employee during the 12 month period that concluded on 30th June 2017. This is a positive trend towards the Council's target of 10.00 days lost at the end of the 2018-19 financial year.

Table 13: Days lost to sickness absence per FTE employee

Cheshire East Council (excluding Schools)	2014/15	2015/16	2016/17	2017/18	2018/19
Q1 Absence	2.91	2.61	2.61	2.48	2.39
Full Financial Year Absence	11.97	11.14	11.14	11.18	

Voluntary Redundancies

254. The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

255. Two people have left the Council under voluntary redundancy terms in the period 1st April to 31st July 2018. The total severance cost was £54,687 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £150,307.

Appendices to Mid Year Review of Performance 2018/19

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Appendix 1 Cheshire East Council Strategic Outcomes



Appendix 2 Changes to Revenue Budget 2018/19 since Budget Book

	Budget Book Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
PEOPLE				
Directorate	1,809	-	(1,212)	597
Children's Social Care	35,078	129	742	35,949
Education & 14-19 Skills	12,120	203	(694)	11,629
Prevention & Support	8,175	177	449	8,801
Adult Social Care Operations	27,463	-	(3,652)	23,811
Adult Social Care Commissioning	75,714	65	4,499	80,278
Public Health & Communities	2,508	75	32	2,615
	162,867	649	164	163,680
PLACE				
Directorate	202	-	(16)	186
Planning & Sustainable Development	2,982	40	213	3,235
Infrastructure & Highways	12,141	-	245	12,386
Growth & Regeneration	17,386	-	(250)	17,136
Rural & Cultural Economy	2,976	-	(9)	2,967
Customer Services	-	63	8,292	8,355
Client Commissioning :				
Leisure	-	-	2,019	2,019
Environmental	-	-	28,466	28,466
	35,687	103	38,960	74,750

	Budget Book Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
CORPORATE				
Directorate	528	-	(528)	-
Directorate - Former Professional Services	-	-	1,379	1,379
Directorate - Business Manager	-	-	855	855
Directorate - Unallocated	-	-	(951)	(951)
Customer Services	8,441	-	(8,441)	-
Legal Services	5,724	133	115	5,972
Human Resources	2,419	-	(122)	2,297
Finance & Performance	6,099	-	67	6,166
ICT	5,779	-	(63)	5,716
Communications	603	-	-	603
Client Commissioning :				
Leisure	2,106	-	(2,106)	-
Environmental	28,557	-	(28,557)	-
	60,256	133	(38,352)	22,037
TOTAL SERVICE BUDGET	258,810	885	772	260,467
CENTRAL BUDGETS				
Capital Financing	10,000	-	-	10,000
Corporate Contributions	263	-	-	263
Contribution to / from Reserves	(306)	-	(907)	(1,213)
	9,957	-	(907)	9,050
TOTAL BUDGET	268,767	885	(135)	269,517

	Budget Book Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Mid Year Net Budget £000
CENTRAL BUDGETS FUNDING				
Business Rates Retention Scheme	(42,967)	-	-	(42,967)
Revenue Support Grant	(5,416)	-	-	(5,416)
Specific Grants	(12,950)	(885)	135	(13,700)
Council Tax	(206,434)	-	-	(206,434)
Sourced from Collection Fund	(1,000)	-	-	(1,000)
TOTAL CENTRAL BUDGETS FUNDING	(268,767)	(885)	135	(269,517)
FUNDING POSITION	-	-	-	-

Appendix 3 Corporate Grants Register

Corporate Grants Register 2018/19		Original Budget	Revised Forecast MYR	Change from Original Budget	SRE / Balances (Note 2)
	Note	2018/19 £000	2018/19 £000	2018/19 £000	
SPECIFIC USE (Held within Services)					
PEOPLE					
Schools	1	156,411	151,900	-4,511	
Children & Families		409	1,517	1,108	
Adult Social Care		10,244	10,244	0	
Public Health		16,400	16,400	0	
Public Health - Innovation Fund for Children of Alcohol Dependant Parents (subject to successful bid)		0	561	561	SRE
Total		183,464	180,622	-2,842	
PLACE					
Growth and Regeneration		197	547	350	
Planning and Sustainable Development		0	283	283	
Directorate		0	787	787	
Customer Services		70,391	68,122	-2,269	
Total		70,588	69,739	-849	
TOTAL SPECIFIC USE		254,052	250,361	-3,691	
GENERAL PURPOSE (Held Corporately)					
Central Funding					
Revenue Support Grant		5,416	5,416	0	
Total Central Funding		5,416	5,416	0	

Corporate Grants Register 2018/19		Original Budget	Revised Forecast MYR	Change from Original Budget	SRE / Balances (Note 2)
	Note	2018/19 £000	2018/19 £000	2018/19 £000	
People - Children & Families					
Tackling Troubled Families		110	372	262	SRE
Troubled Families - Co-ordinator		85	0	-85	SRE
Staying Put Implementation Grant		0	115	115	SRE
Adult Skills (Lifelong Learning)		706	0	-706	Virement
Extended Rights to Free Transport (Home to School Transport)		0	132	132	SRE
Extended Rights to Free Transport (Home to School Transport) - Additional		0	33	33	SRE
Extended Personal Adviser Duty Implementation		0	14	14	SRE
Extension of the role of Virtual School Heads		0	38	38	SRE
People - Adult Social Care & Independent Living					
Independent Living Fund		888	888	0	
Adult Social Care Support Grant		907	907	0	
Controlling Migration Fund		0	75	75	SRE
Local Reform and Community Voices			204	204	SRE/Balances
Social Care in Prisons			73	73	SRE/Balances
War Pension Scheme Disregard			59	59	SRE
Place					
Lead Local Flood Authorities		15	15	0	
Neighbourhood Planning Grant for Local Planning Authorities		0	40	40	SRE
Homelessness Reduction Act - new burdens		37	37	0	

Corporate Grants Register 2018/19		Original Budget	Revised Forecast MYR	Change from Original Budget	SRE / Balances (Note 2)
	Note	2018/19 £000	2018/19 £000	2018/19 £000	
Place - Customer Operations					
Housing Benefit and Council Tax Administration		1,073	1,082	9	Balances
NNDR Administration Grant		566	566	0	
Universal Support Grant 2017/18		0	-9	-9	Balances
Universal Support Grant 2018/19		0	63	63	SRE
Corporate - Chief Operating Officer					
New Homes Bonus		8,563	8,563	0	
Transition to Individual Electoral Registration 2018/19		0	133	133	SRE
Central Items					
Business Rates 2018/19 Tax Loss Compensation Payment		0	6,131	6,131	Balances
Total Service Funding		12,950	19,531	6,581	
TOTAL GENERAL PURPOSE		18,366	24,947	6,581	
TOTAL GRANT FUNDING		272,418	275,308	2,890	

Notes

- 1 The Dedicated Schools Grant, Pupil Premium Grant, Sixth Form Grant and Other School Specific Grant from the Education Funding Agency (EFA) figures are based on actual anticipated allocations. Changes are for in-year increases/decreases to allocations by the DfE and conversions to academy status.
- 2 SRE - Supplementary Revenue Estimate requested by relevant service.

Appendix 4 Summary Capital Programme and Funding

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Original	Virements	Virements	In-Year			
	Budget	Reductions	Reductions	Budget	2018/19	2019/20	2020/21 and
	2018/19	2018/19	2018/19	2018/19	2018/19	2019/20	Future Years
	£000	£000	£000	£000	£000	£000	£000
People Directorate							
Adults, Public Health and Communities							
Committed Schemes - In Progress	-	3	-	3	3	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Children's Social Care (Incl. Directorate)							
Committed Schemes - In Progress	277	(158)	-	119	119	267	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Education and 14-19 Skills							
Committed Schemes - In Progress	21,647	(9,062)	(85)	12,500	12,500	12,840	2,072
New Schemes and Option Developments	8,627	(7,890)	(217)	520	520	7,779	198
Prevention and Support							
Committed Schemes - In Progress	266	487	-	753	753	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Total People Directorate	30,817	(16,620)	(302)	13,895	13,895	20,886	2,270
Total Committed Schemes - In Progress	22,190	(8,730)	(85)	13,375	13,375	13,107	2,072
Total New Schemes and Option Developments	8,627	(7,890)	(217)	520	520	7,779	198
Total People Directorate	30,817	(16,620)	(302)	13,895	13,895	20,886	2,270

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Original	Virements	Virements	In-Year	2018/19	2019/20	2020/21 and
	Budget	Reductions	Reductions	Budget			
	2018/19	2018/19	2018/19	2018/19			
	£000	£000	£000	£000	£000	£000	£000
Place Directorate							
Infrastructure and Highways (inc Car Parking)							
Committed Schemes - In Progress	32,630	27,168	1,028	60,826	60,826	60,884	56,961
New Schemes and Option Developments	19,664	(11,574)	320	8,410	8,410	12,604	12,603
Growth and Regeneration							
Committed Schemes - In Progress	14,512	1,085	637	16,234	16,234	27,158	27,944
New Schemes and Option Developments	1,904	647	-	2,551	2,551	1,750	1,750
Rural and Cultural Economy							
Committed Schemes - In Progress	1,843	317	-	2,160	2,159	1,655	103
New Schemes and Option Developments	-	10	-	10	10	90	-
Customer Operations							
Committed Schemes - In Progress	-	87	-	87	87	30	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Client Commissioning - Environmental							
Committed Schemes - In Progress	-	6,707	(91)	6,616	6,616	9,600	50
New Schemes and Option Developments	-	50	-	50	50	-	-
Client Commissioning - Leisure							
Committed Schemes - In Progress	-	1,193	(1)	1,192	1,194	5,774	2,092
New Schemes and Option Developments	-	4,117	-	4,117	4,117	-	-
Total Place Directorate	70,553	29,807	1,893	102,253	102,254	119,545	101,503
Total Committed Schemes - In Progress	48,985	36,557	1,573	87,115	87,116	105,101	87,150
Total New Schemes and Option Developments	21,568	(6,750)	320	15,138	15,138	14,444	14,353
Total Place Directorate	70,553	29,807	1,893	102,253	102,254	119,545	101,503

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Original	Virements	Virements	In-Year	2018/19	2019/20	2020/21 and Future Years
	Budget	Reductions	Reductions	Budget			
	2018/19	2018/19	2018/19	2018/19			
	£000	£000	£000	£000	£000	£000	£000
Corporate Directorate							
Customer Operations							
Committed Schemes - In Progress	30	(30)	-	-	-	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Finance and Performance							
Committed Schemes - In Progress	2,383	(1,506)	-	877	877	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
ICT							
Committed Schemes - In Progress	11,835	6,447	-	18,282	18,282	4,308	-
New Schemes and Option Developments	1,771	42	-	1,813	1,813	-	-
Client Commissioning - Environmental							
Committed Schemes - In Progress	3,710	(3,710)	-	-	-	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Original	Virements	Virements	In-Year			
	Budget	Reductions	Reductions	Budget	2018/19	2019/20	2020/21 and
	2018/19	2018/19	2018/19	2018/19	2018/19	2019/20	Future Years
	£000	£000	£000	£000	£000	£000	£000
Client Commissioning - Leisure							
Committed Schemes - In Progress	6,000	(6,000)	-	-	-	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Total Corporate Directorate	25,729	(4,757)	-	20,972	20,972	4,308	-
Total Committed Schemes - In Progress	23,958	(4,799)	-	19,159	19,159	4,308	-
Total New Schemes and Option Developments	1,771	42	-	1,813	1,813	-	-
Total Corporate Directorate	25,729	(4,757)	-	20,972	20,972	4,308	-
Total Capital Programme							
Committed Schemes - In Progress	95,133	23,028	1,488	119,649	119,650	122,516	89,222
New Schemes and Option Developments	31,966	(14,598)	103	17,471	17,471	22,223	14,551
Total Net Position	127,099	8,430	1,591	137,120	137,121	144,739	103,773

Funding Sources	2018/19	2019/20	2020/21 and
	£000	£000	Future Years
Grants	57,666	103,009	21,363
External Contributions	11,961	2,308	33,034
Cheshire East Council Resources	67,494	39,422	49,376
Total	137,121	144,739	103,773

Appendix 5 Transfers from and to the Capital Addendum

Service	Capital Scheme	Amount Transferred Mid Year £	Reason / Comment
Budgets Transferred from the Addendum to the Main Capital Programme			
People - Education and 14-19 Skills	Park Lane School 1819 (To Expand 'in borough' SEN placement Capacity)	18,000	Approved transfer to main programme
Place - Infrastructure and Highways (inc Car Parking)	Middlewich Eastern Bypass	2,335,000	Approved transfer to main programme
Place - Infrastructure and Highways (inc Car Parking)	Bollington Bridge	160,000	Approved transfer to main programme
Place - Client Commissioning Environmental	Congleton Household Waste Recycling Centre Development	50,000	Approved transfer to main programme at Outturn 2017/18
Place - Client Commissioning Leisure	Macclesfield Leisure Centre Improvements	4,000,000	Approved transfer to main programme
Corporate - ICT	Elections	42,000	Approved transfer to main programme
Total Budgets Transferred to Main Capital Programme		6,605,000	
Capital Budgets transferred from the Main capital Programme to the Addendum			
Place - Infrastructure and Highways (inc Car Parking)	Town Studies	(17,000)	Full amount of the LTP allocation for Town Studies is not required at this point in time so has been deferred and will be spent in future years .
Place - Growth and Regeneration	Volumetric Construction (Redroofs/Hole Farm)	(17,514)	This project is now been put on hold for future consideration.
Total Capital Budget Transferred to the Addendum		(34,514)	
Net Change to the Addendum		6,570,486	

Appendix 6 Approved Supplementary Capital Estimates up to £500,000 and Virements up to £1,000,000

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Supplementary Capital Estimates that have been made up to £500,000			
People - Education and 14-19 Skills	Schools Condition Capital Grant	27,873	} Revenue contributions by schools towards works being undertake to improve school facilities.
People - Education and 14-19 Skills	Healthy Pupils Capital Fund	73,397	
Place - Growth and Regeneration	Disabled Facilities	217,387	To increase the budget to align with the amount of actual Disabled Facilities grant received in 2018/19.
Total Supplementary Capital Estimates Requested		318,657	

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements			
Capital Budget Virements that have been made up to £1,000,000			
People - Education and 14-19 Skills	Schools Condition Capital Grant	104,275	} Contributions by schools, through their Devolved Formula Capital Allocations, towards works being undertake to improve school facilities.
People - Education and 14-19 Skills	Healthy Pupils Capital Fund	17,960	
People - Education and 14-19 Skills	Hungerford Primary School	5,000	Virement from Basic Needs Programme to meet the additional costs related to the expansion of Hungerford Primary School.
People - Education and 14-19 Skills	Schools Condition Capital Grant	9,234	Scheme Completed on the programme for Kitchens block (Gas interlock), surplus funds vired back to Schools Condition Capital Grant for re-allocation.
People - Education and 14-19 Skills	Schools Condition Capital Grant	3,970	Scheme Completed on the programme for Suitability/Minor Works/Accessibility Block Provision surplus funds vired back to Schools Condition Capital Grant for re-allocation.
People - Education and 14-19 Skills	Schools Condition Capital Grant	2,115	Scheme Completed on the programme for Universal free school meals, surplus funds vired back to Schools Condition Capital Grant for re-allocation.
People - Education and 14-19 Skills	Schools Condition Capital Grant	32,887	Scheme Completed for works at Poynton High School, surplus funds vired back to Schools Condition Capital Grant for re-allocation.
People - Education and 14-19 Skills	Monks Coppenhall Primary School - Basic Needs	175,000	Virement from the Basic Needs Programme to meet the additional costs related to the expansion of Monks Coppenhall Primary School.
People - Education and 14-19 Skills	Disley Primary School (Basic Needs)	393,000	Virement of budget from the Basic Needs and Schools Condition programmes to support Phase 2 of the Basic Need expansion at Disley Primary School. This virement is fully grant funded, received from the Department of Education.
Place - Growth and Regeneration	Schools Capital Maintenance	420,000	Virement of the funding for the Condition block to be managed by Facilities Management for ring fenced use on Schools and Children's Centres.
Total Capital Budget Virements Approved		1,163,441	
Total Supplementary Capital Estimates and Virements		1,482,098	

Appendix 7

Request for Supplementary Capital Estimates above £500,000 and Virements above £1,000,000

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to approve the Supplementary Capital Estimates and Virements			
Supplementary Capital Estimates above £500,000 up to and including £1,000,000			
Total Supplementary Capital Estimates Requested		-	
Capital Budget Virements above £1,000,000 up to and including £5,000,000			
Total Capital Budget Virements Requested		-	
Total Supplementary Capital Estimates and Virements		-	

Appendix 8 Request for Supplementary Capital Estimates above £1,000,000 and Virements above £5,000,000

Service	Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to request Council to approve the Capital Virements and SCEs			
Supplementary Capital Estimates over £1,000,000			
Place - Infrastructure and Highways (inc Car Parking)	Highway Investment Programme	1,081,305	To increase the budget to include the full amount of the Pothole Action Fund received from the Department for Transport for 2018/19.
Place - Infrastructure and Highways (inc Car Parking)	Sustainable Travel (Active Travel)	1,600,000	To include in the capital programme a new LEP funded scheme for Sustainable Active Travel.
Total Supplementary Capital Estimates Requested		2,681,305	
Capital Budget Virements over £5,000,000			
Total Capital Budget Virements Requested		-	
Total Supplementary Capital Estimates and Virements		2,681,305	

Appendix 9 Capital Budget Reductions

Service	Capital Scheme	Approved Budget £	Revised Approval £	Reduction Reason and Funding Source £
Cabinet are asked to note the reductions in Approved Budgets				
Place - Infrastructure and Highways (inc Car Parking)	Digital Solutions - Parking	200,000	140,061	(59,939) The original proposal for this budget included costs which are not of a capital nature and will subsequently be funded by revenue budgets.
Place - Client Commissioning Environmental	Stapeley Play Area Improvement	15,000	9,905	(5,095) Project complete
Place - Client Commissioning Environmental	King George V Pavilion Project	497,480	484,161	(13,319) Project complete
Place - Client Commissioning Environmental	West Congleton Parks	108,302	90,779	(17,523) Project complete
Place - Client Commissioning Environmental	Over Peover Play Area	45,397	26,986	(18,411) Project complete
Place - Client Commissioning Environmental	Bosley Village Play Area Improvements	35,000	28,353	(6,647) Project complete
Place - Client Commissioning Environmental	Weston Community Centre Play Area	29,404	25,200	(4,204) Project complete
Place - Client Commissioning Environmental	Outdoor Gym at Meriton Road Park, Handforth	45,810	24,594	(21,216) Project complete
Place - Client Commissioning Environmental	Play Equipment Rookery Close	29,238	26,941	(2,297) Project complete
Place - Client Commissioning Leisure	Sandbach Utd Football Club	2,294,538	2,293,322	(1,216) Project complete
Total Capital Budget Reductions		3,300,169	3,150,302	(149,867)

Appendix 10 Treasury Management

Counterparty Limits and Investment Strategy

1. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment. Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund with a limit of 50% of total investments per fund. There is also a maximum that can be invested in all Money Market Funds at any one time of £50m. Due to their smaller size, unrated Building Societies have a limit of £1m each.
2. The limits in the Treasury Management strategy also apply to investments in foreign banks with a limit of £12m per country. There were no foreign investments held at 31st July 2018.
3. Due to reduced cash resources and the primary focus now on borrowing, investments now remaining are either strategic due to their high interest earning capability, or just to provide liquidity.
4. Shorter term temporary borrowing is currently much cheaper than long term borrowing. All borrowings have been sourced from other Local Authorities. New borrowings have generally been taken on a month to month basis but with some extending into 2019/20. The cost (including fees) to 31st July 2018 is around 0.68%.
5. The borrowing requirement is expected to continue throughout 2018/19 and beyond. Some borrowing has been fixed through to 2019/20 to provide some certainty and hedge against any further rate increases in 2018/19. The market is expecting a further base rate increase later in 2018 or early 2019.
6. **Chart 1** shows an analysis of the investments by counterparty type. A full analysis of the types of investment and current interest rates achieved is given in **Table 1** with the maturity profile in **Chart 2** which also shows the value of investments potentially subject to bail-in in the event of counterparty failure and those which are exempt from bail in requirements. A full list of current temporary borrowings is shown in **Table 2**.

Chart 1 – Current Investments by Counterparty Type

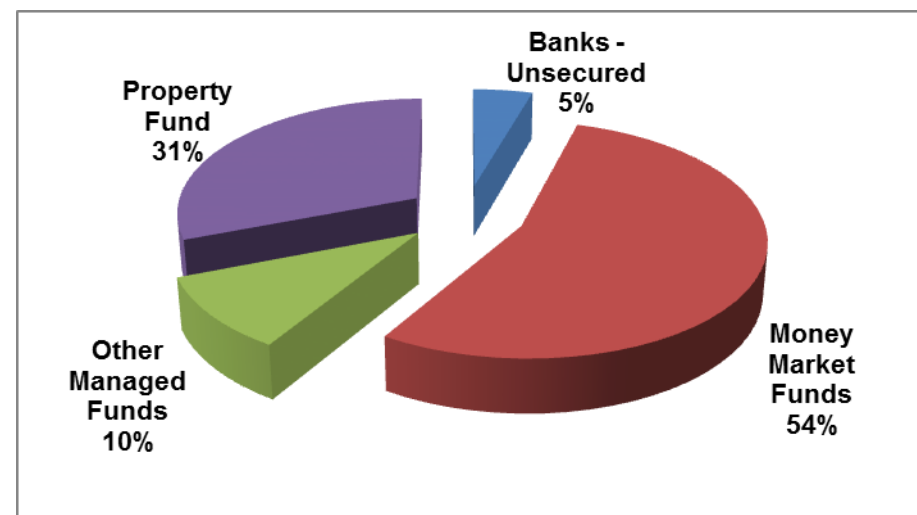
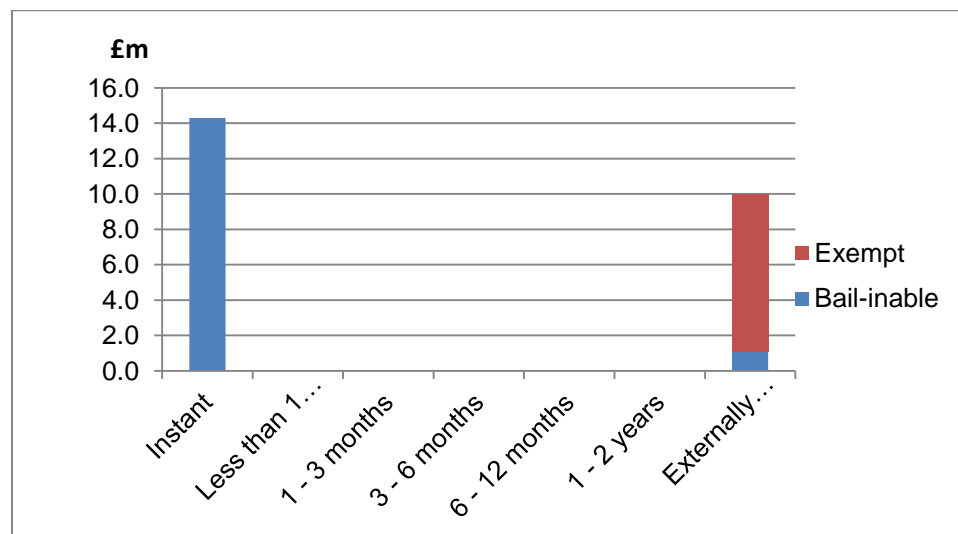


Table 1 – Types of Investments and Current Interest Rates

Instant Access Accounts	Average Rate %	£m
Instant Access Accounts	0.25	1.1
Money Market Funds	0.56	13.2
Externally Managed Funds		£m
Property Fund		7.5
Enhanced Cash Plus Fund		2.5
Summary of Current Investments		£m
TOTAL		24.3

Chart 2 – Maturity Profile of Investments**Table 2 – Current Temporary Borrowing**

Lender	Start	Maturity	Rate %	£m
Hastings	19/07/18	20/08/18	0.40	2.0
Manchester City	19/07/18	20/08/18	0.45	5.0
Manchester City	23/07/17	23/08/18	0.45	1.0
Greater Manchester Combined Authority	26/07/17	24/08/18	0.45	8.0
Lincolnshire	20/02/18	08/04/19	0.85	5.0
NE Derbyshire	31/01/18	10/04/19	0.80	1.0
Wychavon DC	25/01/18	12/04/19	0.80	3.0
Renfrewshire	25/01/18	26/04/19	0.77	5.0
Portsmouth	19/02/18	20/05/19	0.84	5.0
TOTAL				35.0

Appendix 11 Requests for Allocation of Additional Grant

Funding and Transfers

Service	Type of Grant	£000	Details
People – Children & Families	Extended Rights to Free Transport (Home to School Transport) (General Purpose)	132	The Department for Education provides additional transport funding to local authorities to support children from low-income families to be able to attend schools further from home than the statutory walking distances. The funding is paid as a non-ring-fenced grant paid via the Department for Communities and Local Government under the Local Services Support Grant (section 31 of the Local Government Act 2003).
People – Children & Families	Extended Rights to Free Transport (Home to School Transport) – Additional Grant (General Purpose)	33	An additional grant has been received from the Department for Education in respect of funding to local authorities to support children from low-income families to be able to attend schools further from home than the statutory walking distances.
People – Children & Families	Extension of the role of Virtual School Heads (General Purpose)	38	<p>The Children and Social Work Act 2017 amended the Children Act 1989 to introduce a new duty on local authorities to promote the education of certain previously looked-after children, including appointing an officer (commonly known as a Virtual School Head) to discharge this duty through the provision of information and advice to relevant parties supporting the education of those children. This duty comes into force on 1st September 2018.</p> <p>The purpose of this grant is to provide support to local authorities in England, to help them meet their duty to appoint a Virtual School Head for previously looked-after children and make information and advice available.</p>

Service	Type of Grant	£000	Details
People – Children & Families	Extended Personal Adviser Duty Implementation (General Purpose)	14	<p>Purpose of the grant - the Children and Social Work Act 2017 introduced a new duty on local authorities, requiring them to offer Personal Adviser support to all care leavers up to age 25. This duty comes into force on 1st April 2018.</p> <p>The purpose of this grant is to provide support to local authorities in England, to help them to meet the requirements of this duty, in response to young people that may request such support from the local authority after the age of 21 and up to their 25th birthday.</p>
People – Children & Families	Staying Put Implementation (General Purpose)	115	<p>The purpose of the grant is to provide support for local authorities in England for expenditure lawfully incurred or to be incurred by them, in respect of a young person aged 18 and their former foster carer, who wish to continue living together in a 'Staying Put' arrangement. For the purposes of this grant 'young person' means a former relevant child who was looked after immediately prior to their 18th birthday. This supported arrangement can continue until the young person's 21st birthday.</p>
People – Children & Families	Tackling Troubled Families Grant (General Purpose)	177	<p>In April 2012, the Government launched the Troubled Families Programme, a £448m scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. This programme worked with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.</p> <p>In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme. This increased investment is testament to the Government's ongoing commitment to improve the lives of troubled families and as this work is taken to a significantly greater scale, to transform local public services and reduce costs for the long-term.</p>

Service	Type of Grant	£000	Details
People – Adult Social Care & Independent Living	Controlling Migration Fund (General Purpose)	75	Funding has been granted to provide new ESOL (English for Speakers of Other Languages) classes in 4 primary schools for migrant parents, recruitment of 5 part time bi-lingual Community liaison officers to work within schools and help the local community access services, establish homework clubs in 4 primary schools to help mitigate poor performance, and for 1,000 Information Packs to be printed and disseminated to the schools in Crewe as a resource for parents.
People – Adult Social Care & Independent Living	Local Reform and Community Voices (General Purpose)	6	Originally budgeted at £198,321 (2018/19). Final allocations for 2018/19 have come in at £204,186. Local authorities have a duty under the Local Government and Public Involvement in Health Act 2007 (as amended by the Health and Social Care Act 2012) to ensure that an effective local Healthwatch is operating in their area, delivering the activities set out in the legislation. The Local Reform and Community Voices grant provides one element of the non-ring fenced funding provided for local Healthwatch, with the larger proportion having been rolled into the local government settlement in 2011/12.
People – Adult Social Care & Independent Living	War Pension Scheme Disregard (General Purpose)	59	The Department of Health consulted in November 2016 about the allocation of £14m new funding to disregard (for the purposes of social care charging) all payments made under the War Pension Scheme with the exception of Constant Attendance Allowance. The consultation response was published in February 2017.
Place – Neighbourhood Planning	Neighbourhood Planning Grant for Local Planning Authorities (General Purpose)	40	The conditions of grant mean that this funding could be used across the wider Spatial Planning area. This level of funding would be intended to support a number of Community Neighbourhood Plans across the borough.

Service	Type of Grant	£000	Details
Place - Customer Services	Universal Support Grant 2018/19 (General Purpose)	63	The purpose of the Grant is to provide funding to the Recipient for the delivery of Personal Budgeting Support and Assisted Digital Support and in accordance with the terms and conditions set out in this Agreement. The Grant shall not be used for any other purpose without the prior written agreement of the Funder.
Corporate - Chief Officer	Additional Costs of Individual Electoral Registration (General Purpose)	133	The funding is to be used on activities associated with the Individual Electoral Registration (IER) service within the Elections area.
Total Requests for Additional Grant		885	
People – Children & Families	Skills and Lifelong Learning (Specific)	706	Transfer grant budget for Skills and Lifelong Learning from Central Grants to Education and 14-19 Skills service
Virement Transfer from Central Budget to Service		706	
People – Children & Families	Public Health England (PHE) Innovation Fund for Children of Alcohol Dependent Parents	561	The funding will be used to support children of dependent drinkers and alcohol dependent parents. If the bid is successful the grant will be awarded to the Council for the period November 2018 to March 2021.
Additional Grant (subject to successful bid)		561	

Appendix 12 Debt Management

1. The balance of outstanding debt has increased by £1.7m since March 2018 mainly due to the increase in Adults Social Care outstanding debt.
2. Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates).
3. Annually, the Council raises invoices with a total value of over £70m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.
4. The Council's standard collection terms require payment within 28 days of the invoice date, however, services receive immediate credit in their accounts for income due. The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.
5. The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor). In 2017/18 the team collected £3.2m on behalf of services.
6. After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of July 2018 was £7.9m.

7. The total amount of service debt over six months old is £4.8m; provision of £4.8m has been made to cover doubtful debt in the event that it needs to be written off.

DEBT SUMMARY

	Outstanding Debt £000	Over 6 months old £000	Debt Provision £000
People			
Adults, Public Health and Communities	5,013	3,901	3,916
Children's Social Care (Incl. Directorate)	84	45	45
Education and 14-19 Skills	93	-	-
Prevention and Support	32	3	3
Schools	61	31	16
Place			
Planning and Sustainable Development	96	35	35
Infrastructure and Highways (inc Car Parking)	1,135	324	324
Growth and Regeneration	611	213	213
Rural and Cultural Economy	129	3	3
Corporate			
Customer Operations	4	3	3
Legal & Democratic Services	1	-	-
Human Resources	30	7	7
Finance and Performance	17	7	7
Professional Services	125	1	1
ICT	136	1	1
Communications	-	-	-
Client Commissioning - Environmental	341	184	184
Client Commissioning - Leisure	-	-	-
	7,908	4,758	4,758

Appendix 13 Earmarked Reserves

Name of Reserve	Opening Balance 1st April 2018 £000	Forecast Movement in 2018/19 £000	Forecast Closing Balance 31st March 2019 £000	Notes
People				
Adults, Public Health and Communities				
ASC Transition Reserve	1,718	(1,148)	570	To support the service with the ongoing transformation work that was started in 2017/18, and to support delivery of the services savings targets.
PFI Equalisation - Extra Care Housing	2,225	148	2,373	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009.
Public Health	224	430	654	Ring-fenced underspend to be invested in areas to improve performance against key targets. Including the creation of an innovation fund to support partners to deliver initiatives that tackle key health issues.
Communities Investment	369	(279)	90	Amalgamation of promoting local delivery; grant support; new initiatives and additional funding from outturn to support community investment.
Fixed Penalty Notice Enforcement (Kingdom)	179	(98)	81	Surplus Fixed Penalty Notice receipts to be ring-fenced to provide a community fund to address environmental issues.
Transitional Funding - community cohesion	141	(72)	69	Community Cohesion Strategy and Action Plan
Children's Services				
Domestic Abuse Partnership	144	(70)	74	To sustain preventative services to vulnerable people as a result of partnership funding.
Early Intervention and Prevention Investment	511	(380)	131	To continue the planned use of the Early Intervention short term funding allocation agreed for two years from 2016/17.
Adoption Support Fund	197	(197)	0	To assist with placing children with parents who wish to adopt by meeting certain costs such as therapy.
Transitional Funding-Developing the 'Cheshire East Way'	83	(83)	0	Delivering better outcomes for children and young people.
Transitional Funding-Increase in Establishment	145	(145)	0	Child Protection Social Workers
Transitional Funding-Independent Travel Training	150	0	150	Independent Travel Training

Name of Reserve	Opening Balance 1st April 2018 £000	Forecast Movement in 2018/19 £000	Forecast Closing Balance 31st March 2019 £000	Notes
Place				
Investment (Sustainability)	871	(709)	162	To support investment that can increase longer term financial independence and stability of the Council.
Planning and Sustainable Development				
Trading Standards and Regulations	75	(75)	0	Ongoing Trading Standards prosecution case on product safety
Air Quality	80	(39)	41	Provide funding for a temporary Air Quality Officer post for two years.
Strategic Planning	36	600	636	To meet potential costs within the Planning Service and Investment Service Structure.
Transitional Funding- air quality	47	(47)	0	Air Quality Management
Infrastructure and Highways				
Parking - Pay and Display Machines	100	(100)	0	Purchase of Pay and Display Machines.
Highways Procurement	276	(276)	0	To finance the development of the next Highway Service Contract.
Winter Weather	230	(77)	153	To provide for future adverse winter weather expenditure.
Growth and Regeneration				
Royal Arcade Crewe	500	(500)	0	To provide for future costs relating to the Royal Arcade including repairs and maintenance.
Legal Proceedings on land and property matters	127	(127)	0	To enable legal proceedings on land and property matters.
Skills & Growth	336	(168)	168	To achieve skills and employment priorities and outcomes.
Transitional Funding-Low Carbon Heat Growth Programme	51	(20)	31	Low Carbon Heat Growth Programme
Homelessness & Housing Options	174	(174)	0	To prevent homelessness and mitigate against the risk of increased temporary accommodation costs.

Name of Reserve	Opening Balance 1st April 2018 £000	Forecast Movement in 2018/19 £000	Forecast Closing Balance 31st March 2019 £000	Notes
Corporate				
Legal Services				
Insurance (Cheshire East & Cheshire County Funds)	4,215	(17)	4,198	To settle insurance claims and manage excess costs.
Democratic Services				
Elections	134	200	334	To provide funds for Election costs every 4 years.
Finance and Performance				
Collection Fund Management	5,410	1,635	7,045	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	12,737	(1,099)	11,638	To provide for financing of capital schemes, other projects and initiatives.
Enabling Transformation	5,825	(1,554)	4,271	Funding for costs associated with service transformation; particularly in relation to staffing related expenditure.
Transitional Funding-External Funding Officer	181	(60)	121	External Funding Officer
Cross Service				
Trading Reserve	1,729	(219)	1,510	The Authority's share of ASDVs net surplus to be spent in furtherance of the ASDV's objectives.
Service Manager carry forward	2,408	(1,607)	801	Allocations for Cost of Investment or grant funded expenditure.
Revenue Grants - Dedicated Schools Grant	2,304	(2,256)	48	Unspent specific use grant carried forward into 2018/19.
Revenue Grants - Other	3,099	(2,347)	752	Unspent specific use grant carried forward into 2018/19.
TOTAL	47,031	(10,930)	36,101	

Notes:

1. Figures exclude Schools balances.