

Corporate Policy Committee

Agenda

Date: Thursday, 14th July, 2022
Time: 10.00 am
Venue: Committee Suite 1, 2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

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

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

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

3. **Public Speaking/Open Session**

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

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

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

To approve as a correct record the minutes of the meeting held on 9th June 2022.

Contact: Paul Mountford, Democratic Services
Tel: 01270 686472
E-Mail: paul.mountford@cheshireeast.gov.uk

5. **Performance Outturn 2021/22** (Pages 11 - 62)

To provide an account of performance in 2021/22 against the priorities in the Council's Corporate Plan 2021-25.

6. **Strategic Risk Register Assurance Report** (Pages 63 - 98)

To consider a report which provides an overview of the Council's Strategic Risk Register for 2021/22 and sets out the planned approach to reporting on the Strategic Risk Register for 2022/23.

7. **Approach to Consultation and Engagement** (Pages 99 - 116)

To outline a coordinated and collaborative approach to consultation and engagement.

8. **Communications Strategy for Residents 2022-25** (Pages 117 - 144)

To consider a draft communications strategy which sets out the vision, aims, principles and priorities for the Council's communication with residents.

9. **UK Shared Prosperity Fund - Cheshire East Allocation** (Pages 145 - 158)

To inform the Committee of the new UK Shared Prosperity Fund and the process required to secure the funding allocation for Cheshire East.

10. **Update on Shared Services Joint Committee and Best for Business** (Pages 159 - 178)

To inform the Corporate Policy Committee of the recent work of the Shared Services Joint Committee and allow the opportunity for Member oversight and scrutiny.

11. **Review of Appointments to Outside Organisations** (Pages 179 - 190)

To establish a mechanism to review the Council's outside organisation arrangements.

12. **Work Programme** (Pages 191 - 200)

To consider the work programme and determine any required amendments.

13. **Minutes of Sub-Committees** (Pages 201 - 206)

To receive the minutes of the meeting of the Finance Sub-Committee on 1st June 2022.

14. **Reporting of Urgent Decisions**

To note any urgent decisions taken on behalf of the Committee.

THERE ARE NO PART 2 ITEMS

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

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Policy Committee**
held on Thursday, 9th June, 2022 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

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

Councillors C Browne, J Clowes, J P Findlow, K Flavell, S Gardiner,
N Mannion, A Martin, J Rhodes, J Buckley (for Cllr Williams), S Pochin (for Cllr
Warren) and J Saunders (for Cllr Parkinson)

Other Members present

Councillor P Redstone

Officers in attendance

Lorraine O'Donnell, Chief Executive
Jane Burns, Executive Director of Corporate Services
David Brown, Director of Governance and Compliance
Alex Thompson, Director of Finance and Customer Services
Sara Barker, Head of HR
Josie Griffiths, Head of Audit and Risk
Brian Reed, Head of Democratic Services and Governance
Paul Mountford, Democratic Services

Apologies

Councillors K Parkinson, M Warren and P Williams

The Chair announced that Councillor Phil Williams had been appointed to the Committee in place of Councillor Rod Fletcher who had been appointed Deputy Mayor at the Annual Council meeting.

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

3 MINUTES OF PREVIOUS MEETING**RESOLVED**

That the minutes of the meeting held on 14th April 2022 be approved as a correct record.

4 COVID-19 UPDATE

The Committee considered an update report on recent Covid developments, including the Government's 'Living with COVID-19' approach.

In response to questions by members, officers advised as follows:

- There had been full transparency on Delta returns to Government. It was not certain at this stage whether there would be any legacy costs for the Council arising from the pandemic; officers would continue to liaise with the Government to assess the impact.
- The Council had carried forward some business grant funding into the current financial year.
- The level of fraud in relation to the total amount of financial assistance provided on behalf of the Government, through the Council during the pandemic had been remarkably low; any steps taken to address fraud would need to be proportionate so as to ensure value for money.
- There was a live campaign to encourage take-up from people willing to help with fostering and adoption.
- With regard to the backlog of planning applications, the outcome of the deep dive review would be reported to the next meeting of the Environment and Communities Committee.
- With regard to equality implications it was confirmed that staff had been encouraged to undertake individual risk assessments with their line managers. Additional information was provided for BAME staff Members asked if other ethnic groups and those with other protected characteristics had been included among those communities targeted for access to vaccines. Officers undertook to provide a written response.
- It was confirmed that statutory discretion for the Household Support Fund had to be exercised in a defensible manner.
- With regard to asset rationalisation arising from changing work practices, officers advised that work was being undertaken to determine future asset requirements, following which a report would be submitted to the Economy and Growth Committee.

RESOLVED

That the ongoing implications of Covid-19 and Cheshire East Council's response be noted.

5 CORPORATE SERVICES BUDGETS 2022/23

The Committee considered a report on the allocation of the approved budgets for 2022/23 to the Corporate Policy Committee.

The Finance Sub-Committee at its meeting on 2nd March 2022 had approved the allocation of the approved capital and revenue budgets,

related policy proposals and earmarked reserves to each of the service committees.

Councillor P Redstone spoke as a visiting member in relation to the B4B Programme and raised issues relating to complaints in some schools about payroll and pensions. Officers were aware of the issues which were being addressed.

RESOLVED

That the Committee

1. notes the decision of the Finance Sub-Committee to allocate the approved capital and revenue budgets, related policy proposals and earmarked reserves to the Corporate Policy Committee, as set out in Appendix A to the report;
2. notes the supplementary estimates already approved as set out in Appendix B, Tables A, B and C;
3. approves the supplementary revenue estimates set out in Appendix B, Table D;
4. recommends to Council to approve the supplementary revenue estimates set out in Appendix B, Table E;
5. approves the supplementary capital revenue estimates set out in Appendix B, Table F;
6. approves the capital budget virement set out in Appendix B, Table G; and
7. notes the financial reporting timetable as set out in Appendix C.

6 APPOINTMENTS TO SUB-COMMITTEES, WORKING GROUPS, JOINT COMMITTEES AND BOARDS

The Committee considered a report on the appointment of members to sub-committees, working groups, joint committees and boards for the 2022-23 municipal year.

RESOLVED

That appointments be made to the following bodies on the basis indicated, and where appropriate, nominations be submitted to the Head of Democratic Services and Governance:

Constitution Working Group

The Working Group to comprise 6 members with the following composition: 2 Conservative: 2 Labour: 2 Independent Group.

Community Governance Review Sub-Committee

The Sub-Committee to comprise 7 voting members with the following composition: 3 Conservative: 2 Labour: 2 Independent Group. In addition, 1 member of the Liberal Democrat Group and 1 member of the Real Independent Group be invited to attend and participate in meetings of the Sub-Committee in a non-voting capacity.

Staffing Appeals Sub-Committee

3 members be appointed on an ad hoc basis, drawn from a pool of 10 selected on a politically proportionate basis (4 Conservative: 3 Labour: 2 Independent Group: 1 Liberal Democrat).

General Appeals Sub-Committee

5 members be appointed on an ad hoc basis, drawn from a pool of 10 selected on a politically proportionate basis (4 Conservative: 3 Labour: 2 Independent Group: 1 Liberal Democrat).

Shared Services Joint Committee

The Cheshire East Council membership on the Joint Committee comprise 1 Conservative: 1 Labour: 1 Independent Group, the members being:

Councillor J P Findlow
Councillor J Rhodes
Councillor A Stott

With Councillor A Moran as the Independent Group reserve.

Cheshire East Health and Wellbeing Board

Councillor S Corcoran be re-appointed as one of the Council's three voting members on the Board.

Joint Extra Care Housing Management Board

Councillor N Mannion be re-appointed as one of the Council's three members on the Board.

7 WORKFORCE STRATEGY 2021-2025 - PROGRESS REVIEW

The Committee considered a report on progress against the delivery of the Council's Workforce Strategy 2021-2025 up to March 2022.

In response to members' questions, officers commented as follows:

- Apprentices were able to choose from a range of colleges and training establishments at which to undertake their training and development.
- The Council's apprenticeships policies provided apprenticeships for individuals within the Council's existing workforce as well as new recruits.
- There were various mechanisms in place for consulting and engaging with staff, including those who were not members of trade unions.
- Targets for apprenticeships were set nationally and Cheshire East Council compared favourably with neighbouring authorities.

It was agreed that the next Workforce Strategy update should focus particularly on apprenticeships.

RESOLVED

That the Committee

1. notes progress in delivering the Workforce Strategy; and
2. agrees to receive further updates every six months to monitor progress.

8 HEALTH AND SAFETY UPDATE - 2021/22

The Committee considered a summary report of accident and information data for the Council and maintained schools for Quarter 4 2021/22 in total, and comparative data for the same periods in the last two years.

RESOLVED

That the report be noted.

9 WORK PROGRAMME

The Committee considered its work programme for 2022/23.

A report was requested for the July meeting in relation to the B4B HR and payroll system with particular reference to salary payments and pension contributions for schools. Members of the Shared Services Joint Committee were asked to raise the matter at the Committee's forthcoming meeting on 17th June 2022. It was also noted that a Member lessons learned review in relation to B4B was due take place in July/August, the outcomes from which would be reported to the Corporate Policy Committee on 6th October 2022.

In view of the workload for future meetings, and to assist those members in full time employment, members asked for the remaining meetings in the current year to start at 10.00 am.

RESOLVED

That

1. the work programme for 2022/23 be noted, subject to the request for an additional item in July in relation to B4B; and
2. all future scheduled meetings of the Corporate Policy Committee start at 10.00 am.

10 MINUTES OF SUB-COMMITTEES

RESOLVED

That the minutes of the meeting of the General Appeals Sub-Committee on 3rd May 2022 be received.

11 REPORTING OF URGENT DECISIONS

There were no urgent decisions to report.

The meeting commenced at 10.30 am and concluded at 12.14 pm

Councillor S Corcoran (Chair)



Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	Performance Outturn 2021/22
Report of:	Jane Burns, Executive Director Corporate Services
Report Reference No:	CP/8/22-23
Ward(s) Affected:	All

1. Purpose of Report

- 1.1. The purpose of this report is to provide the Committee with an account of performance in 2021/22 against the priorities in the Council's Corporate Plan 2021-25.
- 1.2. Appendix A provides further detail of the priorities and actions that are set to be achieved by 2025, and the progress that has been made against these actions during the last year.

2. Executive Summary

- 2.1 This report gives an update on performance against the priorities in the Council's Corporate Plan. It describes performance over the first year of the Corporate Plan 2021/22. A summary document of performance outturn is provided at Appendix A.
- 2.2 Cheshire East Council is on track to achieve the outcomes set out in the Corporate Plan by 2025. Despite the ongoing challenges of the coronavirus pandemic and having to mobilise new services and support, for example, to Ukrainian refugees, progress has been made against the priorities.
- 2.3 During 2022/23, the performance management framework will continue to be developed. A refreshed approach to consider closer alignment of finance, performance and risk management will be implemented. The Committee will receive the Quarter 1 report for 2022/23 in October 2022.

3. Recommendations

- 3.1. That the Committee note performance against the first year of delivery of the Corporate Plan.
- 3.2. That the Committee consider any additional data and intelligence that could and should be included in future performance reports.

4. Reasons for Recommendations

- 4.1. The Corporate Policy Committee is responsible for reviewing and scrutinising performance against the strategic aims and objectives in the Council's Corporate Plan 2021-25.
- 4.2. The performance management framework is under development and seeks to provide a robust, customer focussed view of performance. Member input into this development is valued to ensure that the performance management reports are of value.

5. Other Options Considered

- 5.1. Not applicable.

6. Background

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

An open and enabling organisation

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

A council which empowers and cares about people

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

A thriving and sustainable place

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

- 6.2.** Cheshire East Council delivers around 500 services to around 398,800 residents. There are 3,562 staff and just over 3,000 staff in Cheshire East maintained schools. The first data from the Census 2021 has been released and the population of Cheshire East has risen by 28,700 since 2011, now standing at 398,800, this is a 7.7% increase. This compares with an increase of 6.3% for England and Wales and a 5.2% increase for the North West. Cheshire East remains the third largest authority in the North West (behind Manchester and Liverpool) and the fifteenth largest in England.
- 6.3.** This report reviews performance against the priorities in the Corporate Plan and aims to develop a “One Council” approach to performance management. This will include a balance of quantitative and qualitative data. For the 2021/22 year, an outturn performance report is at Appendix A. This details progress made against the Corporate Plan during 2021/22.
- 6.4.** Committees received performance information on a regular basis, specific to the subject of the committee. This performance report offers a general review of progress against the corporate plan and should complement the more detailed performance dashboards considered at Committees.
- 6.5.** For the second year of the Corporate Plan 2022/23, the performance management framework will continue to be reviewed and refined. It is planned to report to Corporate Policy Committee quarterly, with a co-ordinated approach across finance, performance and risk. The report on Quarter 1 will be considered in October, Quarter 2 in December and Quarter 3 in March 2023. Alongside this approach, work is being undertaken with Directorate teams to implement a more consistent approach to performance management, with dashboards and performance information to be produced in a more consistent format.

Open – An open and enabling organisation

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

- 6.6.** Under the “Open” aim of the Corporate Plan, a significant milestone was achieved by the delivery and first review of the Committee System, marking achievement of a key Corporate Plan action. A first review of the

Committee system was considered by Corporate Policy Committee and full Council in April 2022:

[First Annual Review of Committee System \(cheshireeast.gov.uk\)](https://cheshireeast.gov.uk)

- 6.7.** The second action in relation to this priority was the implementation of open data actions. The committee has previously received a report in relation to Open Data and the plan to achieve further openness and transparency of information. Progress against this action was reviewed by Corporate Policy Committee in April 2022:

[Open Data Report \(cheshireeast.gov.uk\)](https://cheshireeast.gov.uk)

- 6.8.** The Council continues to exceed the Information Commissioner's expectations of 90% of Freedom of Information Act requests to be responded to within the statutory timescale, achieving 97% for the year. In 2021/22, there were 1,541 requests made under the Freedom of Information Act, this is a decrease compared to the 1,674 requests made during 2019/20 but an increase from the 1,379 requests during 2020/21. Analysis of the requests made show that the most requests are made in relation to Place services (45%), with the least requests made in relation to Adults, Health and Integration (11%). 14% of requests are in relation to Children's Services and 30% in relation to Corporate Services. The outcome of this work should be more information published, resulting in fewer requests under the Freedom of Information Act. Our policy states that requests must be responded to promptly, and no later than 20 working days after receipt. For 2021/22 the percentage of Freedom of Information Act requests completed within the timescales was 97%. This performance has remained consistent over the last 3 years, achieving 96% in 2019/20 and 97% in 2020/21. Performance in this area exceeds the Information Commissioner's expectation of 90% compliance but falls slightly short of the Cheshire East Council aspiration of 100% compliance.
- 6.9.** Good progress has been made in relation to customer experience, with the Customer Experience strategy approved in March 2021, followed by consultation on a new Customer Charter. A new performance measure of "customer effort" has been introduced, with contact centre customers scoring their experience out of 10 in relation to the "effort required to complete their request". During the year this score improved from 5.6/10 to 4.12/10. In 2021/22 customer satisfaction with the corporate contact centre rose to 73%. In 2022/23 work will continue to implement the Customer Experience strategy and to gain performance measures across all customer interactions, not just those through the contact centre.
- 6.10.** The action to work more collaboratively with Town and Parish Councils is ongoing. Discussions have been held with the Cheshire Association of Local Councils about a regular programme of engagement. This is being designed and implemented through a Consultation and Engagement officer working group, which is aiming to complete its work in the second

half of 2022/23. Regular communications are shared with Town and Parish Councils, however there is further work to be undertaken to strengthen the communication and collaboration between Town and Parish Councils and Cheshire East Council.

- 6.11.** Progression of digital transformation, where accessible and appropriate for residents and staff, has continued throughout 2021/22. During the year there were 208,555 online transactions and over 61,000 enquiries were handled by the Chatbot service. Digital accounts with the Council have increased by around 10,000, there were 103,321 online accounts at the end of 2021/22, compared to 93,578 at the end of the previous year. The workforce has also benefited from digital transformation, with new hybrid digital technology installed in council offices in Sandbach, Crewe and Macclesfield.
- 6.12.** The priority to listen, learn and respond to our residents is a key outcome of the cross-council officer Consultation and Engagement officer working group, established in 2022 and due to complete its work during 2022/23. The aim is to achieve a “one council” approach to Consultation and Engagement and ensure that insight and intelligence is shared to improve outcomes.
- 6.13.** A further action under the “listen, learn and respond to our residents” priority was to achieve the Armed Forces Covenant Silver Award and subsequently the Gold Award by 2025. To support this action an Armed Forces Support Officer was recruited in 2021, and the Silver Award was successfully achieved in May 2022. 17 employees have declared that they are veterans or closely involved with the Armed Forces, with 2 being active reservists. Work will continue over the next 2 years to progress towards Gold standard through improving our policies for veterans and reservists.
- 6.14.** Evidence of performance against the priority to support a sustainable financial future for the council is detailed within the financial outturn report and reports in relation to the Medium-Term Financial Strategy. There were 2 key actions outlined in the Corporate Plan against this priority – the Medium-Term Financial Strategy and successful delivery of the Transformation Programme. The Transformation Programme is currently subject to a review and the outcome of this review will be reported to Corporate Policy Committee during the second half of 2022/23.
- 6.15.** The Committee receive six monthly updates on the Workforce Strategy, the most recent of which was on 9 June 2022, ([Report Template v4.0 \(cheshireeast.gov.uk\)](https://www.cheshireeast.gov.uk/reports-and-accounts/2022-23/Workforce-Strategy-Report-Template-v4.0)).

Our workforce data is used to manage performance against the priority to support and develop our workforce to be confident, motivated, innovative, resilient and empowered. The change of system from Oracle to Unit4/ERP has caused a temporary delay in the availability of some information and reports, and there remains challenges in ensuring the data within the new

system is robust and can be reported on. It is envisaged that performance management in this area will be improved during 2022/23 due to improvements with the Unit 4 best for business system. A new performance development review process through the Council's Learning Lounge system has been upgraded.

- 6.16.** The staff turnover rate outturn position for 2021/22 was 9.7%. Overall, staff turnover has decreased since 2021/22 and meets the annual target of less than 12%. The staff turnover percentage has decreased in Corporate Services, Adults, Health and Integration and Place during 2021/22. The staff turnover in Children's services has increased from 10.5% in quarter 1 to 14.8% in quarter 2. An officer working group is being established to review recruitment, retention, reward and recognition to address current staffing challenges.
- 6.17.** The number of agency staff contracted by Cheshire East Council has increased during 2021/22 and has averaged 225 for the year. This is an increase compared to the last 3 years (165 in 18/19, 173 in 19/20 and 177 in 20/21). Levels of agency staff have remained consistent in Corporate Services and Place but have increased in Children's services and particularly in Adults, Health and Integration. Agency staff have been required due to Covid-19 and for other frontline worker roles such as social workers, occupational therapists, support workers and educational psychologists. Total spend on agency staff during 2021/22 was £2,559,211. There has been a significant rise in spend in Place services (from £13,828 in quarter 3 to £128,559 in quarter 4) due to senior appointments in this area. As new Senior staff become more settled in the organisation and implement service restructures it is envisaged that there will be less use of agency staff. The breakdown of agency staff by directorate, over each quarter of 21/22 is as follows:

	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22
Adults, Health and Integration	69	79	83	126
Childrens	35	40	24	36
Corporate	102	113	89	89
Place	3	7	5	6
TOTAL	209	239	201	257

Fair – a Council which empowers and cares about people

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

- 6.18.** During 2021/22 the Council divided the former “People” directorate into a Children and Families directorate and an Adults, Health and Integration directorate, to enable greater focus in each specialist area. During 2021/22 each area has established the key areas for transformation and improvement and these programmes will be implemented over the next years of the Corporate Plan. There will be significant challenges in this area over the coming years to implement transformation programmes including progression of NHS reforms in relation to Integrated Health and Social Care, and progression of outcomes of the Schools White paper and the SEND and alternative provision green paper, both published in at the end of the year, in March 2022.
- 6.19.** 5 of the 8 priorities within the “Fair” aim are performance managed through Children’s Services and 3 through Adults, Health and Integration.
- 6.20.** The Cheshire East Social Action Partnership has established a Voluntary, Community, Faith and Social Enterprise Leaders Group for the sector. This is starting to provide a clearer communications channel between the council and the sector.
- 6.21.** A further success under this priority has been the support provided to individuals brought to the UK under the Afghan Relocation and Assistance Programme (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS). Wrap around support was provided by Cheshire East Council for 263 individuals from 12th August 2021 to 22nd December 2021. 5 families were resettled into permanent accommodation.
- 6.22.** During 2021/22 Cheshire East Council have also supported Ukrainian refugees under the “Homes for Ukraine” scheme. This support includes safety and safeguarding checks on properties and sponsor households, managing payments and supporting school and early year placements.

- 6.23.** In March 2022 the All Age Carers Strategy 2021-25 was approved. A service model for the retendering of the All Age Carers Hub was approved in March 2022. At the end of 2021/22 5,061 carers were registered with the Cheshire East hub. A Live Well for Longer Plan has been co-produced with residents, which includes addressing loneliness and isolation challenges within communities. The next year will focus on implementing the actions set out in these plans.
- 6.24.** During 2021/22, Adults, Health and Integration have continued to progress NHS reforms in relation to Integrated Care Systems. Cheshire East has implemented a Place Partnership Board and a new Place Director was recruited.
- 6.25.** A network of food poverty providers has been developed to support sustainability and coordination of food related activity. During 2022/23 the network will continue to work on supporting residents, particularly with the impact of cost-of-living increases.
- 6.26.** Children's services are continuing to focus on achieving excellence in social work practice and embedding Signs of Safety. A training programme has been implemented in 2021/22 for social work practitioners and managers. Audits are demonstrating that the quality of practice is improving. Work is taking place with the directorate to develop and embed more qualitative measures of performance to complement the existing data.
- 6.27.** In December 2021, Ofsted commented on the improvements to the quality of social work with children and families in Cheshire East. The media article can be accessed via the following link:

[08/12/2021 - Quality of social work with children and families in Cheshire East has improved says Ofsted](#)

Ofsted summarised that since their last inspection in November 2019 the quality of social work with these children and their families has improved and senior leaders are successfully embedding a child-centred culture.

The letter goes on to say that children in Cheshire East benefit from stable and meaningful relationships with their social workers and they have frequent opportunities to express their wishes and feelings. Social workers also feel supported by managers and leaders, they have a comprehensive training plan, and enjoy working in Cheshire East.

The council's '@ct team' who provide support for children at risk of exploitation or family breakdown were also praised for the positive impact they have on these children to ensure that they remain with their families when possible and when it is appropriate.

- 6.28.** In July 2021 a new Neglect Strategy was launched, which was co-produced with children, young people and partners. A Multi Agency Complex Safeguarding Forum has been established to discuss cases of exploitation and risk management.
- 6.29.** In September 2021 the Council created a new role to coordinate employment support for Care Leavers. The Local Offer for care leavers includes support to apply for apprenticeships, training and funding.
- 6.30.** The take up of the offer for 2,3- and 4-year-olds remains consistently high, ensuring that children are receiving support at the earliest opportunity. The table below shows the take up data:

	Percentage of eligible children taking up 2 year old offer (termly figures)	Percentage of eligible children taking up 3-4 year old offer (termly figures)
Q1	71	93
Q2	71	93
Q3	73	95

- 6.31.** Child health hubs were launched in partnership with the NHS, enabling children to access healthcare within their communities rather than needing to attend hospital. Over the remaining period of the Corporate Plan, work will be progressed to develop the model for Family Hubs within communities.
- 6.32.** The SEND revisit took place in May 2021, conducted by Ofsted and the Care Quality Commission. This visit found that sufficient progress had been made in addressing the two significant areas of weakness that been identified in the previous inspection in 2018. Inspectors found that the timeliness, process and quality of Education, Health and Care Plans had been “transformed”.
- 6.33.** The media reports regarding the SEND inspection are linked below:

[30/06/2021 - Inspection says SEND services have been transformed \(cheshireeast.gov.uk\)](https://www.cheshireeast.gov.uk/news/30/06/2021-inspection-says-send-services-have-been-transformed)

And [Inspectors report services have been transformed \(cheshireeast.gov.uk\)](https://www.cheshireeast.gov.uk/news/inspectors-report-services-have-been-transformed)

Inspectors revisited Cheshire East from 24-27 May 2021, with activities carried out virtually and in person. They spoke with children and young people, parents and carers, as well as council and health professionals. They reviewed performance data and evidence and listened to the views of more than 700 parents and carers, who responded to an online survey.

Inspectors found that, since their last visit, the timeliness, process and quality of EHC plans have been transformed, saying that by early 2020,

almost every needs assessment was completed within the 20-week deadline, compared to less than one in six in 2018.

They also found that from the beginning of the process, professionals worked closely with parents, children and young people to accurately reflect their needs, stating that ‘co-production is at the heart of every EHC needs assessment’. In summary, inspectors heard from parents, carers, children and young people about the positive impact these plans have on their lives.

Regarding support for children and young people with autism, inspectors found that more children are starting nursery and school with their needs understood and met. Families have also been offered support and training, so they can better understand and support their child. In terms of waiting times, in 2018 more than 200 children and young people were waiting more than 12 weeks for their first assessment, but by March 2020, this had reduced to two weeks.

- 6.34.** In December 2021, the SEND toolkit was reviewed and updated, this will be subject to an annual review to ensure that it remains best practice and takes into consideration feedback on the service.
- 6.35.** During 2021/22 6 supported living schemes became operational, providing 55 units of accommodation. These consist of 30 units for people with mental health issues and 25 for people with a learning disability transitioning to adulthood.
- 6.36.** The Council’s Journey First project has increased employment support for people with complex needs. In 2021, 10 new Work Placement Officers were embedded into frontline teams in 2021.
- 6.37.** A further priority within the “Fair” aim is to ensure all children have a high quality, enjoyable education that enables them to achieve their full potential. An indicator for the quality of education is the percentage of schools that have been rated good or outstanding following an OFSTED inspection. The percentage of good or outstanding schools in Cheshire East are as follows:

	Primary schools	Secondary schools	Special schools
Q1	No data	No data	90%
Q2	92%	80%	No data
Q3	91%	79%	88%

- 6.38.** The coronavirus pandemic has impacted on educational attainment, and therefore performance in this area is likely to be affected for some time. There are increased attainment gaps between some pupils. Curriculum recovery work is continuing to be delivered across Cheshire East schools.
- 6.39.** A further priority within the “Fair” aim is that “people are cared for and valued by a professional and caring workforce” and for “Care4ce to become an exemplar, high quality trading company”. Care4ce, along with many Health and Social Care providers, continues to experience challenges with the recruitment and retention of frontline care staff. It is envisaged that these challenges will continue to impact on performance in this area. To mitigate this, Care4ce continues to promote adult social care careers and a project has commenced to explore further recruitment and retention options.
- 6.40.** The ongoing impact of recovery from the pandemic and workforce capacity issues have impacted on the Home First approach and the ability to get more people home from hospital. This will continue to be monitored over 2022/23.
- 6.41.** The Adults Safeguarding Board continues to develop. The number of new safeguarding concerns received by Adults, Health and Integration has remained fairly consistent during 2021/22 (1,330 in Q1, 1,310 in Q2 and 1,211 in Q3). This data relates to the numbers of events and not the numbers of individuals. Increased awareness of safeguarding is resulting in more concerns being raised, which is positive as it ensures that more individuals are appropriately supported.

Green – A thriving and sustainable place

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

- 6.42.** There are 6 priorities under the “Green” aim for a thriving and sustainable place. These priorities are mainly led by the Place Directorate.
- 6.43.** The first action in this area of the Corporate Plan is to enable access to well designed, affordable and safe homes for all residents. During 2021/22 a revised structure has been implemented to enhance capacity in the Housing Standards and Adaptations service. The Economic and Growth

Committee has approved two key strategies in this area, a revised Homelessness and Rough Sleeping Strategy in September 2021, and a revised Housing Enforcement Policy in October 2021.

- 6.44.** There have been 684,574 visitors to Cheshire East libraries during 2021/22. Library visitors have not yet returned to pre pandemic levels. In 2021/22 1,528,857 books were borrowed, 782,115 by adults and 735,395 by children. 91,506 e-books, 59,877 e-audio titles and 44,645 magazines were downloaded. Library staff have reported increased numbers of people in crisis requiring low levels of support who are attending at libraries. This will be researched further to gain more specific evidence and will be considered in developing strategy in this area.
- 6.45.** There have been 2,082,213 visitors to leisure centres during 2021/22. Everybody Sport and Recreation (to be renamed Everybody Health and Leisure) are reporting an encouraging position in terms of recovery of memberships. Learn to Swim participation has exceeded pre-pandemic levels and there are 8,884 people currently on the programme. Nantwich swimming pool has been refurbished and renamed Nantwich Leisure Centre. Work has commenced on the refurbishment and new pool at Congleton Leisure Centre, which is due for completion during 2022/23.
- 6.46.** At the beginning of 2021/22 (19 April 2021), full Council approved for submission part 2 of the Local Plan, the revised Publication Draft Site Allocations and Development Policies Document. Work on the Local Plan has continued through the year and the Minerals and Waste Development Plan, part 3 of the Local Plan has been produced in draft.
- 6.47.** A further action under the “Fair” aim and “great place” priority is for “new development to be appropriately controlled to protect and support our borough”. The Planning Service has faced significant challenges over 2021/22. A deep dive review into planning commenced during 2021/22 and continues to develop solutions to improve performance and address the challenges of the service.
- 6.48.** There has been success in preventing 717 residents from becoming homeless and 400 residents have been supported out of homelessness (1,117 in total). In 2021/22 597 new affordable homes have been developed through our Registered Housing provider.
- 6.49.** Funding of £4,853,676 has been secured to improve the energy efficiency of homes and home adaptations have been provided for 362 people with disabilities to support their independence.
- 6.50.** The Cheshire East Visitor economy is starting to recover from the pandemic. The Tatton Park business plan is being delivered. Tatton Park also successfully received its 9th consecutive “Sandford Award” for excellence in heritage education in 2021. Capital projects that support cultural development are being progressed including Lyceum Square in Crewe and commissions in Macclesfield.

6.51. The Cultural Economy Team Commissioned a mural of one of Macclesfield's finest musicians now has pride of place in the town centre, which was completed in March 2022. The mural of Ian Curtis, the frontman of Joy Division, was a fully funded Cheshire East Council project and was painted by well-known street artist 'Akse'. It adorns a building on Mill Street, across from the bus station. As well as attracting a lot of attention in the town itself, it generated media coverage and positive social media for Macclesfield and Cheshire East.

6.52. Progress has been made against the "welcoming, safe and clean neighbourhoods priority". New enforcement policies for Community Enforcement, Anti-Social behaviour and body worn cameras were approved by the Environment and Communities committee in July 2021. The Community Enforcement team has seen an increase in reports of fly tipping over 2021/22, with 4,428 reports cleared during the year. The Cleaner Crewe project, a pilot scheme to make the streets and alleyways in central Crewe cleaner and tidier, has seen several alleyways being cleaned and further enhanced with plants and artwork. Engagement with local residents combined with enforcement when necessary has led to a 49% reduction in fly-tipping. Lessons from the project are now to be shared with other areas with a view to replicating the successful model.

6.53. In 2021 the Home Office awarded a top British standard accreditation to Cheshire East Council's CCTV team. The British Standard 7958 means that the service has been independently audited by the Home Office.

The accreditation states the data collected in the form of video images, are gathered '...in the most professional, proportionate and ethical manner.'

It goes on to applaud the service for:

- Its high standard of training and development of staff;
- Operational procedures which are established and followed;
- Camera operations which are all necessary for reducing crime; and
- Making it safe 'for citizens to go about their lawful business'.

6.54. Several park improvements projects were completed during the year, including Rotherhead Drive, Macclesfield, South Park, Macclesfield, Lansdowne Road, Crewe and Queens Park, Crewe. Recycling bins have been installed in key parks across the borough alongside existing litter provision. There are approximately 100 volunteers supporting litter picking across the borough. During 2021/22 52 events were attended by community litter picker volunteers.

- 6.55.** In terms of residual household waste collected per household, the outturn figure for 2021/22 was an estimated 477kg. The percentage of all waste collected sent for recycling and reuse was 57.2% (estimated figure). The pandemic has impacted on waste collection in terms of crew shortages and increased tonnages. Ansa is striving to return to normal levels of services to lessen instances of missed bins and rounds not completed. Our recycling levels remain high, and Cheshire East remains the top unitary authority in the northwest and in the top ten nationally.
- 6.56.** In relation to the priority to be carbon neutral by 2025, a progress report was presented to the Environment and Communities Committee in January 2022. The Carbon Neutral Action Plan set a carbon reduction target of 46% and an inseting target of 60% by 2025 from 2019 baseline levels.
- 6.57.** The Council has continued its tree planting as part of its commitment to be carbon neutral by 2025 with 22 hectares of trees now planted since 2019. This includes the seven-hectare tree planting site (equivalent to around 10 football pitches) at Leighton Grange, Crewe delivered in partnership with the Mersey Forest a charity that uses nature-based therapy to help veterans struggling with their mental health into work, helped to plant the large site over five days in March 2022. Planning permission has also been secured to install a large-scale solar farm on the same site.
- 6.58.** As of January 2022, the Council has achieved carbon reduction of 5% and delivered 28% of its inseting target. The January 2022 progress update confirmed that the Council is on track to deliver carbon neutrality by 2025. The progress report is available at [Carbon Neutral Programme Update \(cheshireeast.gov.uk\)](https://cheshireeast.gov.uk/carbon-neutral-programme-update)
- 6.59.** The Council continues to work with Network rail and government to seek necessary investments in Crewe and Macclesfield stations. During 2021/22 the Council expressed an interest in Crewe to be the national headquarters of Great British Railways. The GBR transition team are in the process of assessing the Expressions of Interest to form the shortlist, which is expected to be announced in Summer 2022.
- 6.60.** Work is continuing on the £53 million Poynton Relief Road. In March 2022 a major milestone in the scheme was achieved, with the final five bridge beams being lifted into place for the new Chester Road bridge. The road is due to open to traffic at the end of 2022.
- 6.61.** The Highways Service is implementing a customer satisfaction improvement plan. The “Fix my Street” app went live during 2021/22, offering customers an easy way to report issues and offering improved tracking of defects. Work to stabilise 750 metres of carriageway on the A51 Nantwich Road was completed after a 16-week closure.

- 6.62.** Electric vehicle charging points have been installed in 2021, available in four car parks (Princess Street, Congleton, South Drive, Wilmslow, Love Lane, Nantwich and Civic Centre/ Library, Crewe). Additionally, there are charging points at Macclesfield Town Hall, Westfields, Sandbach and Delamere House, Crewe for council staff and vehicle use.
- 6.63.** Local transport delivery plans were produced in February 2022. Parking services introduced a new pay-by-phone service across the Council's car parks.
- 6.64.** To promote the uptake of cycling, cycling infrastructure schemes are being implemented in accordance with the Local Cycling and Walking Improvement Plans. A new and improved walking and cycle route between Alderley Park and Wilmslow railway station was completed within twelve weeks. This work has improved access to the town centre, railway station, employment and education sites for pedestrians and cyclists, whilst also boosting opportunities for greener and more active travel across the borough and supporting Cheshire East Council's goal of becoming carbon neutral by 2025.
- 6.65.** The Cheshire East Bus Service Improvement Plan was published in October 2021. The Department of Transport unfortunately announced that Cheshire East would not receive Bus Service Improvement Plan funding and therefore the Enhanced Partnership Scheme document produced as part of the plan had to be scaled back to represent what could be achieved without government funding. Consultation on the document is live until 11 July 2022. There has been initial success in relation to a three-year pilot scheme that started in October 2021. The "Go Too" on demand bus service undertook more than 3,500 passenger journeys between October 2021 and March 2022. The two buses operate Monday-Saturday from 7am until 9pm. The pilot is funded via the government's rural mobility fund.
- 6.66.** 2021/22 saw continuation of the Crewe regeneration programme, successfully obtaining Future High Streets Funding (£14.1m) and Towns Fund funding (£22.9m). The bid was overseen by Crewe Town Board. A package of projects is now being progressed focusing on town centre regeneration, culture and heritage, community spaces and connected places. "Ly2" is a transformational improvement scheme which will focus on Lyceum Square and its adjoining areas in Crewe's town centre. The £750,000 funding for the scheme was received as a grant from the Accelerated Towns Fund and is in addition to the package of projects being progressed through the Towns Fund. In May 2021 Crewe Market Hall reopened following a £3m programme of refurbishment. The Market Hall includes 17 permanent stalls, event space and toilet facilities.
- 6.67.** A strategic regeneration framework for Macclesfield was developed in 2019. This was complemented by the Macclesfield Town Centre Recovery Plan which was published in February 2021. In June 2021, a Levelling Up bid was submitted for £14.5 m to redevelop the market hall and other

improvements, however this bid was unsuccessful after the first round. The Castle Street regeneration works were delivered on time and on budget in 2021.

- 6.68.** In 2021/22 work has continued in relation to High-Speed 2 (HS2), the government's proposed new high-speed rail line. Cheshire East is directly impacted by Phase 2a and Phase 2b, with both sections of the route passing through the borough. The council is supportive of the principles of HS2, however his support is dependent on securing key investment for the Crewe Hub station and appropriate mitigation and compensation being provided for negative impacts on environment, landscape, ecology and highway network. The Council's petition against the HS2 Phase 2a Bill (Birmingham to Crewe route) secured a number of assurances, including funding to provide additional environmental and ecological mitigations. In January 2022 the HS2 Phase 2b (Crewe to Manchester) Hybrid Bill was deposited. In February 2022, Cheshire East Full Council passed a resolution to petition against the Phase 2b Hybrid Bill. The petitioning period runs until 4 August 2022. HS2 will remain a key strategic programme for Cheshire East Council over the remainder of the period of the Corporate Plan.
- 6.69.** In conclusion, Cheshire East Council has made good progress against implementation of the Corporate Plan during 2021/22. Despite the ongoing challenges of the coronavirus pandemic and new, emerging challenges, such as supporting Ukrainian refugees, progress has been made in all three areas towards achieving our vision of an Open, Fair and Green Cheshire East.

7. Consultation and Engagement

Not applicable.

8. Implications

8.1. Legal

There are no legal implications arising from this report.

8.2. Finance

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

8.3. Policy

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

8.4. Equality

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

8.5. Human Resources

The Council's staff have continued to respond to the challenges created by the Coronavirus Pandemic, at the same time as delivering vital services to Cheshire East residents. The staff turnover rate outturn position for 2021/22 was 9.7%. This is covered in more detail in paragraph 6.16. An officer working group is being established to review recruitment, retention, reward and recognition to address current staffing challenges.

The number of agency staff contracted by Cheshire East Council has increased during 2021/22 and has averaged 225 for the year. This is an increase compared to the last 3 years (165 in 18/19, 173 in 19/20 and 177 in 20/21). Total spend on agency staff during 2021/22 was £2,559,211. This is covered in more detail in paragraph 6.17.

8.6 Risk Management

Performance and risk are intrinsically linked. Where risks are identified, performance data can evidence the likelihood of the risk and can also show if a risk materialises. The performance report identifies areas where performance is strong and areas for development and improvement. This supports the risk management process by providing the opportunity to review progress and identify areas for improvement and any necessary mitigating actions.

8.7 Rural Communities

There are no implications to rural communities arising from this report. Progression of the Corporate Plan will support rural communities.

8.8 Children and Young People/Cared for Children

Performance management of the priorities relating to children and young people and cared for children, ensure that there is a focus on children receiving the best start in life and that we deliver on our commitments to children and young people in Cheshire East.


8.9 Public Health

This report supports our Public Health priorities utilising the Joint Strategic Needs Assessment and Tartan rug to ensure that we work with partners to address issues of poor housing, poverty, employment and education across urban and rural communities.

8.10 Climate Change

Performance against the Corporate Plan contributes to several of the strategic goals set out in the Council's Environment Strategy, including:

- Cheshire East Council will be carbon neutral by 2025
- Reduce waste
- Improve Air Quality
- Ensure that new development is sustainable
- Protect and enhance our natural environment

Access to Information	
Contact Officer:	Sarah Bullock, Director of Policy and Change Sarah.bullock@cheshireeast.gov.uk
Appendices:	Appendix A – Performance Outturn 2021/22  APP 1 Corporate Plan Performance 2021/22
Background Papers:	None

Cheshire East Council

Corporate Plan 2021-2025

Performance Outturn 2021/22



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Open

Fair

Green

An open and enabling organisation

By 2025 we want:	Performance 2021/2022
Priority: Ensure that there is transparency in all aspects of council decision making	
<p>The council to be seen as being a fair open and transparent organisation and able to demonstrate it.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Implement a new committee system • Demonstrate commitment to open data 	<ul style="list-style-type: none"> • Committee system implemented and first annual review undertaken. • Corporate Policy Committee received an update in relation to open data in April 22. The Insight Cheshire East website continues to be developed in line with the programme. • In 2021/22 97% of Freedom of Information Act requests were completed within the statutory timescales. This performance exceeds the Information Commissioners expectations of 90% compliance. • 287 media releases were issued during 2021/22.
<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Working with town and parish councils • Virtual meetings 	<ul style="list-style-type: none"> • Discussion held with Cheshire Association of Local Councils about a regular programme of engagement with Town and Parish Councils. • Regular communications are shared with Town and Parish Councils. • Community Governance Review recommendations were approved by full Council in April 2022. • An officer working group has been established in relation to Consultation and Engagement and will report findings to Corporate Policy Committee. • 169 formal virtual meetings were held (during the period April 2020-May 2021 when permitted)

<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Enhanced emergency preparedness in communities 	<ul style="list-style-type: none"> The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support. 14 volunteer coordination points are mobilised across the borough that can support communities to respond to an emergency or emerging issues.
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Consultation on key plans and strategies 	<ul style="list-style-type: none"> Consultation has taken place on a wide range of key plans and strategies. Customer Experience strategy approved in March 2021 and is being implemented. In April 2022 the Council consulted residents on a new customer service charter. A cross organisational Consultation and Engagement working group has been established and is planning to implement a new toolkit during 2022/23.
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Review where and how technology can assist and enable 	<ul style="list-style-type: none"> In 2021/22 there were 208,555 online transactions received. Over 61,000 enquiries have been handled by the Cheshire East Council Chatbot service. Digital accounts have increased by c10,000 – there were 103,321 online accounts at the end of 2021/22, compared to 93,578 at the end of 2020/21. New Contact Centre technology is being implemented which will further enhance support to customers.
<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Award of silver standard prior to award of gold standard 	<ul style="list-style-type: none"> Member Armed Forces champion role established. Cheshire East Council achieved the MoD Employer Recognition Silver Award in May 2022. During 2021/22, 17 employees identified themselves as having links to the armed forces, 2 of which are active reservists. Work is progressing to support the MoD Employer Recognition Gold Award.

A financially sustainable council which has increased levels of reserves.

Key actions:

- Develop a 4-year MTFS
- Develop a sustainable reserves strategy
- Successful delivery of savings programme

- Financial plans for 2021/22 delivered
- 2021/22 Outturn detailed in Corporate Policy Committee report July 2022.
- Balanced 4-year Medium Term Financial Strategy 2022-2026 approved by Council in February 2022.
- External auditors will assure the Annual Governance Statement and Statement of Accounts. These are produced annually and explain how the Council operates its corporate governance arrangements, makes decisions, manages its resources, and promotes values and high standards of conduct and behaviour.

Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council.

Key actions:

- Complete programme of reviews of ASDVs

- The ANSA review programme has continued during 2021/22.
- A working group was established by the Finance Sub-Committee to review Company business plans. Standardised contract and performance management templates have been developed by the working group and will be adopted by all commissioners and contracts.

A committed and motivated workforce. Cheshire East Council seen as an employer of choice.

Key actions:

- Undertake staff surveys and act on the results
- Implement Best4Business Unit 4 ERP system

- In November 2021 an updated Workforce Strategy 2021-25 was approved by Corporate Policy Committee.
- The staff turnover rate outturn position for 2021/22 was 9.7%.
- Number of agency staff contracted by Cheshire East Council averaged 225 for the year.
- Regular staff surveys continue to be undertaken.
- In February 2021 a new financial and business IT system (Unit 4 ERP) went live to support more effective financial management and control. In November 2021, the new HR and Payroll system went live, and work is continuing to maximise the benefits of the new system.
- A Pulse Survey on workforce culture was undertaken in April 2022 to provide a baseline for 2022/23. 76% of respondents reported that they enjoyed their job and 76% describe their wellbeing as good (there were a total of 1,679 responses, 47% of employees).

A workforce that can work remotely and flexibly using the latest technology.

Key actions:

- Clear guidance and support to staff and managers.
- Accelerate roll-out of mobile working

- In 2021/22 the Agile working policy was refreshed.
- New digital hybrid meeting technology has been installed in Council offices in Sandbach, Crewe and Macclesfield.
- New practices implemented during the pandemic, for example, golden practices and virtual support calls have continued during 2021/22.
- The online training and development system, Learning Lounge, has been upgraded.
- Culture change remains a key workstream of the Council's transformation programme and is supported by an active network of Brighter Future Champions.

Residents and staff to be aware of the council and the services we provide.

Key actions:

- Review communications plans and style

- During 2021/22 the Council website was redesigned enabling customers to more easily and efficiently use online services and access information.
- A Customer Service Charter has been consulted on to clearly establish the standards that residents can expect from the Council.
- A draft Communications Strategy has been developed and will be implemented during 2022/23.

Resident satisfaction with the council to be in line with similar councils.

Key actions:

- Undertake regular communications with residents
- Develop new Customer Experience strategy

- The Customer Experience workstream of the transformation programme continues to be implemented, including training, toolkits, service redesigns, proactive communications and increased performance monitoring.
- In 2021/22 customer satisfaction with the corporate contact centre rose to 73%.
- In 2021/22 a new performance measure for satisfaction was introduced. Customers score their experience out of 10 in relation to the "effort required to complete their request". During 2021/22 this score dropped from 5.6/10 to 4.12/10 (lower the score, the better the performance).

The council to be regarded as a good partner.

- In 2021/ 22 the Council continued to receive positive feedback on their Covid-19 response, through the Strategic Recovery Co-ordination Group.
- The Council continues to be a key partner in relation to integrated health and social care.
- The Council hosts a regular Cheshire East Leaders Board for key stakeholders.
- A review of key partnerships across the Council is being undertaken during 2022/23, following completion of mapping of partnerships as part of the business planning process.

A council which empowers and cares about people

By 2025 we want:	Performance 2021/22
Priority: Work together with our residents and our partners to support people and communities to be strong and resilient	
<p>All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Embed our vision for children and young people, and working together • Work with residents to understand the continuing impact of Covid 	<ul style="list-style-type: none"> • Our expectation is that all services should work together with families and residents as this is how we will achieve the best outcomes. We are continuing to embed a culture of co-production. • During 2021/22 the Council divided the former “Peoples” directorate into a Childrens and Families directorate and an Adults, Health and Integration directorate to allow greater focus in each specialism. During 2021/22 each area has established the key areas for transformation and improvement to enable and support residents and communities.
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a strong, local, social impact structure • Develop a locality model of working 	<ul style="list-style-type: none"> • The Cheshire East Social Action Partnership (CESAP) has established a Voluntary, Community, Faith and Social Enterprise (VCFSE) Leaders Group, to lead on local issues for the sector. • All Age Carers Strategy 2021-2025 was approved by the Adults and Health Committee in March 2022. • An options appraisal for locality working will be brought forward in 2022/23.

By 2025 we want:	Performance 2021/22
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Identify a suitable location within the borough and develop a traveller transit site • Increase collaboration with marginalised groups • Secure social value benefits 	<ul style="list-style-type: none"> • A location for a Traveller transit site has been agreed and planning permission has been granted. • Regular engagement sessions with marginalised groups, such as the Gypsy, Roma and Traveller community, and refugee and asylum seeker communities have taken place during 2021/22, led by the Communities team. • A dedicated officer to support veterans and the armed forces community started in post in 2021/22. This has enabled new links with the armed forces to be created and support groups and hubs. • The Social Value Policy continues to be embedded. • Cheshire East Council has led the development of the Social Value Award (quality mark) across Cheshire and Merseyside.
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • Cheshire East Council agreed to support individuals brought to the UK under the Afghan Relocation and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS). Wrap around support was provided by Cheshire East Council and partner agencies for 263 individuals from 12th August 2021 to 22nd December 2021. 5 families were resettled into permanent accommodation in Cheshire East. • During 2021/22, Cheshire East Council have also supported Ukrainian refugees under the Homes for Ukraine scheme. This support includes safety and safeguarding checks on properties and sponsor households, managing payments and supporting school and early year placements. • The co-produced “Live Well for Longer” plan has been agreed, which includes addressing loneliness and isolation.

By 2025 we want:	Performance 2021/22
Priority: Reduce health inequalities across the borough	
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Implement the Cheshire East Partnership Five Year Plan • Promote regular screening and take up of preventative health opportunities • Improve the mental health of all people working and living in Cheshire East • To continue to support a zero-suicide approach 	<ul style="list-style-type: none"> • During 2021/22 Cheshire East Council have continued to implement the government reforms of the NHS including the introduction of the Integrated Care System. Cheshire East has continued to develop a Place Partnership Board to allow for local decision making over health-related functions. • Cheshire and Merseyside have been awarded the Suicide-Safer Community status by Living Works. • A network of food poverty providers has been developed and aims to support the sustainability and coordination of activity. During 2022/23, the network will also consider the impact of the cost-of-living crisis on residents. • A mobile health and wellbeing vehicle has been developed and has been piloted for use. The vehicle will support residents by offering blood pressure checks, weight management advice and general health and wellbeing advice and support.

By 2025 we want:	Performance 2021/22
Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation	
<p>Children receive the right support, by the right people, at the right time, so they are effectively protected from harm, and are supported to stay within their families and communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Continued investment in Early Help and Prevention services Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> Childrens services are continuing to focus on achieving excellence in social work practice and embedding Signs of Safety. A training programme has been implemented during 2021/22 for social work practitioners and managers. Audits are demonstrating that the quality of practice is improving. A new Neglect Strategy was launched in July 2021, which was co-produced with children, young people and partners.
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Prevent harm and reduce the risk of abuse and 	<ul style="list-style-type: none"> During 2021/22, work has continued to raise awareness about abuse, neglect and exploitation. A Multi Agency Complex Safeguarding Forum has been established to discuss cases of exploitation and risk management. The Chanel Panel meets monthly to support and divert vulnerable children and adults from being drawn into terrorism or being groomed into radicalisation. My CWA (previously My Cheshire Without Abuse), our commissioned domestic abuse service, are working in partnership with strategic housing and existing forums to enhance housing provision in Cheshire East for domestic abuse victims.

By 2025 we want:	Performance 2021/22
<p>neglect to adults with care and support needs</p> <ul style="list-style-type: none"> • Safeguard adults at risk • To address causes of abuse, neglect or exploitation • To ensure that officers are adhering to legislation and promoting best practice 	
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to cared for children and young people, and those who are cared experienced, that we will:</p> <ul style="list-style-type: none"> • Be a good corporate parent • Improve education, training and employment outcomes • Work to achieve permanence and keep children safe • Improve health and wellbeing outcomes • Prepare young people for adulthood 	<ul style="list-style-type: none"> • During 2021/22, cared for children and care leavers have been consulted on what is important to them, and their responses have informed the development of a refreshed Corporate Parenting Strategy • In September 2021, the Council created a new post to coordinate employment support for Care Leavers. Our local offer for care leavers includes support to apply for apprenticeships, training and funding.

By 2025 we want:	Performance 2021/22
Priority: Support all children to have the best start in life	
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Maintain high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families 	<ul style="list-style-type: none"> • The take up of the 2, 3 and 4 year old offer remains consistently high, ensuring that children are receiving support at the earliest opportunity. For the 2 year old offer the percentage take up was 71% during the first time of 2021/22, increasing to 73% for term two. For the 3 and 4 year old the figure was 93% take up for the first term, increasing to 95% for the second term. • Child Health hubs were launched in partnership with the NHS, enabling children to access healthcare within their communities rather than needing to attend hospital. • The model for Family hubs is under development.

By 2025 we want:	Performance 2021/22
Priority: Increase opportunities for children, young adults and adults with additional needs	
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from Ofsted inspections have been addressed and improvements are embedded in practice. • Focus on further improving communication across the SEND partnership • Review the pathways for transition to adulthood 	<ul style="list-style-type: none"> • The SEND revisit took place in May 2021, conducted by Ofsted and the Care Quality Commission. This visit found that sufficient progress had been made in addressing the two areas of significant weakness identified in the previous inspection in 2018. Inspectors found that the timeliness, process and quality of Education, Health and Care Plans had been "transformed". • In December 2021 the Cheshire East SEND toolkit was reviewed and updated. This will be reviewed and updated annually.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> Expand the local provision of SEND places to enable more children to attend a school 	
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults Promote citizen engagement and participation 	<ul style="list-style-type: none"> During 2021/22 6 supported living schemes became operational providing 55 units of accommodation. These consist of 30 units for people with mental health issues and 25 for people with a learning disability. One scheme is exclusively for young people with a learning disability transitioning to adulthood. These schemes are supporting achievement of our aim to support people to live independently within their local communities. The Council's Journey First project has increased employment support for people with complex needs. 10 new Work Placement Officers were embedded into frontline teams in 2021. The Cheshire East Council led Welfare to Work partnership continues to coordinate employment support to vulnerable groups, including joint working on employer engagement, transition support, the promotion and roll out of Kick Start and the creation of a directory of all available services. The new approach to Consultation and Engagement, which commenced at the end of 2021/22, aims to coordinate all engagement and participation activity, which will offer greater insight and intelligence to develop and improve services.

By 2025 we want:	Performance 2021/22
Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population. • Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities. • Provide support and challenge where children are not attending school or receiving an appropriate education. • Support children to catch up on the learning they lost during Covid 	<ul style="list-style-type: none"> • The pandemic has impacted on educational attainment, which is contributing to increased attainment gaps between some pupils. Curriculum recovery work continues to be delivered. • Attendance at Cheshire east schools has been good and higher than national levels. A range of support is in place to ensure that all children and young people receive an appropriate education. Education Family Support workers continue to offer transition support plans for vulnerable children to transition back to education following prolonged periods out. • Our priority is to ensure that all children have a high quality, enjoyable education that enables them to achieve their full potential. During 2021/22. 91% of primary schools have been rated good or outstanding, 79% of secondary schools and 88% of special schools.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> Support children and young people's mental health and wellbeing to resolve problems as early as possible 	
Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services	
<p>Vulnerable and older people live safely and maintain independence within community settings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Work with partners to develop appropriate accommodation and extra care housing models 	<ul style="list-style-type: none"> Extra Care housing supports people aged 55 and over who may require 24 hour support to live independently in their own home. Schemes consist of individual apartments, most provide communal facilities and regular social activities There are currently 5 extra care schemes in Cheshire East run by Housing associations, and other schemes that are managed privately. Work is continuing to ensure that there is appropriate accommodation models to meet demand.
<p>People are cared for and valued by a professional and caring workforce.</p> <p>Care4ce to become an exemplar high quality trading company.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Develop a quality trading company 	<ul style="list-style-type: none"> Care4CE, along with many Health and Social Care providers, continues to experience challenges with the recruitment and retention of frontline care staff. Care4CE continues to promote adult social care careers and a project has commenced to explore further recruitment and retention options. Community reablement support completed with no ongoing package of care, continues to demonstrate the success of early support in preventing the need for long term care and support.

By 2025 we want:	Performance 2021/22
<ul style="list-style-type: none"> • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<ul style="list-style-type: none"> • The ongoing impact of recovery from the pandemic and workforce capacity issues have impacted on the Home First approach and the ability to support more people to get home from hospital. • Adult social care locality teams are linked with Primary Care networks. Teams work well virtually, and multi-disciplinary team meetings take place regularly, where learning is shared. • In September 2021, Cheshire East Councils adults and health committee agreed to implement standardised charging for assistive technology. The charging policy ensures that all service users are treated in a consistent way, with a £5 per week charge. Anyone who cannot afford this has the opportunity to request a financial assessment. • A new All Age Carers Strategy 2021-2025 was agreed in March 2022. • A service model for the retendering of the All-Age Carers Hub was approved in March 2022. At the end of 2021/22, 5,061 carers were registered with the Cheshire East Hub.

By 2025 we want:	Performance 2021/22
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • The Adults Safeguarding Board continues to develop. • Adults, health and integration continue to seek to ensure that adults receive quality assessments of need, support planning and good quality services to keep them as safe as they want to be. People are involved with all aspects of their assessment and care planning. • The number of new safeguarding concerns received by Adults, Health and Integration has remained fairly consistent during 2021/22 (1,330 in Q1, 1,310 in Q2 and 1,211 in Q3). This data relates to the numbers of events and not the numbers of individuals. Increased awareness of safeguarding is resulting in more concerns being raised, which is positive as it ensures that more individuals are appropriately supported.

A thriving and sustainable place

By 2025 we want:	Performance 2021/22
Priority: A great place for people to live, work and visit	
<p>Enable access to well designed, affordable and safe homes for all our residents.</p> <p>Key actions:</p> <ul style="list-style-type: none">• Deliver housing to meet the needs of all residents including vulnerable and older people in the borough• Review and evaluate the need for a private rented sector licensing scheme• Ensure affordable homes are “tenure blind” and focussed on quality	<ul style="list-style-type: none">• A revised Housing Enforcement Policy was approved by the Economy and Growth Committee in October 2021• A revised Homelessness and Rough Sleeping Strategy was adopted by the Economy and Growth Committee in September 2021• During 2021/22 a revised structure has been implemented to enhance capacity in the Housing standards and Adaptations service.

By 2025 we want:	Performance 2021/22
<p>A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve and adapt our libraries to meet any changing needs which offer value for money <ul style="list-style-type: none"> • Update and refresh the Library Strategy 	<ul style="list-style-type: none"> • There have been 684,574 visitors to Cheshire East libraries during 2021/22 • Library visitors have not yet returned to pre pandemic levels. However, library staff are reporting increased numbers of people in crisis requiring low levels of support attending libraries. • In 2021/22 1,528,857 books were borrowed- 782,115 by adults and 735, 395 by children • 91,506 e-books, 59,877 e-audio titles and 44,645 e-magazines were downloaded
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve our leisure centres • Provide walking and cycling recreational routes and outdoor recreational space 	<ul style="list-style-type: none"> • There have been 2,082,213 visitors to leisure centres during 2021/22 • Everybody Sport and Recreation (soon to be renamed Everybody Health and Leisure) are reporting an encouraging position in terms of recovery of memberships. • Learn to Swim participation is currently at 8,884, which has exceeded pre pandemic levels • Nantwich swimming pool has been refurbished and renamed Nantwich Leisure Centre • Work has commenced on the refurbishment and new pool at Congleton Leisure Centre, which is due for completion during 2022/23.

By 2025 we want:	Performance 2021/22
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Establish baseline and review current strategy and policies 	<ul style="list-style-type: none"> • Empty homes activity was incorporated into new Assistant Housing Standards Role to increase resources during 2021/22. A strategic approach will be developed during 2022/23.
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • To keep the Local Plan Strategy under review • Provide an effective Planning Service with capacity to efficiently determine planning applications • Robust and effective planning enforcement • Implementation and maintenance of additional supplementary policy documents • Effective and competitive Building Control Service • Continued application of CEC Design Guide principles and focus on Place 	<ul style="list-style-type: none"> • The revised Publication Draft Site Allocations and Development Policies Document (SADPD), part 2 of the Local Plan, was approved for submission for examination at full council on 19 April 2021. • The Minerals and Waste Development Plan document, part 3 of the Local Plan, has been produced in draft. • The Planning Service has faced significant challenges over 2021/22. There is a reduction in the % of applications determined within the agreed time. A deep dive review into planning commenced during 2021/22 and continues to develop solutions to address the challenges of the service. <ul style="list-style-type: none"> • Successful in securing £4,853,676 of funding to improve the energy efficiency of homes. • Provided home adaptations for 362 people with disabilities to support their independence • Prevented 717 residents from becoming homeless and relieved the homelessness of 400 residents (1,117). • Seconded 3 officers into specialist roles to assist other service areas including Children's services and Domestic Abuse. • Supported the development of 597 new affordable homes through our Registered Housing Providers. • Established our own Housing Development Framework to enable us to contribute towards the development of new homes. • Worked in partnership with our Registered Housing Provider to secure accommodation to enable us to offer a home to 5 Afghan families. • Reviewed the Cheshire East Allocations Policy to incorporate the new requirements under the Domestic Abuse Act • Developed and published the new Homelessness and Rough Sleeping Strategy

By 2025 we want:	Performance 2021/22
<p>To make best use of our surplus buildings and assets to support the borough and our partners.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review the community asset transfer policy 	<ul style="list-style-type: none"> • A new Asset Transfer Policy was agreed at the Economy and Growth Committee in July 2021. • The Estates Service has given land and property acquisition support to several major schemes that are progressing in the borough.
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver Cultural Strategy and Place Marketing Action Plan • Deliver Tatton Park business plan 	<ul style="list-style-type: none"> • The Cheshire East Visitor economy is starting to recover from the pandemic. • The Tatton Park business plan is being delivered. Tatton Park also successfully received its 9th consecutive “Sandford Award” for excellence in heritage education in 2021. • Capital projects that support cultural development are being progressed including Lyceum Square in Crewe and commissions in Macclesfield. • Tatton Park and Brereton Heath Local Nature Reserve retained their coveted Green Flags and Tatton Park also retained its Green Heritage Site award. This added to Tatton’s other awards which included the Marketing Cheshire Tourism award for its ‘Percy the park keeper’ visitor trails marketing campaign and its 9th consecutive ‘Sandford Award’ for excellence in heritage education. • The Cultural Economy Team Commissioned a mural of one of Macclesfield’s finest musicians now has pride of place in the town centre, which was completed in March 2022. The mural of Ian Curtis, the iconic frontman of Joy Division, is a fully funded Cheshire East Council project and has been painted by well-known street artist ‘Akse’. It adorns a building on Mill Street, just across from the bus station. As well as attracting a lot of attention in the town itself, it generated TV coverage and a huge amount of positive social media for Macclesfield and Cheshire East

By 2025 we want:	Performance 2021/22
Priority: Welcoming, safe and clean neighbourhoods	
<p>Crime and anti-social activity and anti-social behaviour to be reduced.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Use our full range of education, engagement and enforcement tools to protect our communities. • Take formal enforcement action as appropriate • Clear and integrated enforcement approach with relevant fit for purpose policies • Investment in technology to enhance CCTV delivery 	<ul style="list-style-type: none"> • New enforcement policies for Community Enforcement, Anti-Social behaviour and body worn cameras were approved by the Environment and Communities committee in July 2021 • The Community Enforcement team has seen an increase in reports of fly tipping over 2021/22, with 4,428 reports cleared during the year • The Cleaner Crewe project, a pilot scheme to make the streets and alleyways in central Crewe cleaner and tidier, has seen several alleyways being cleaned and further enhanced with plants and artwork. Engagement with local residents combined with enforcement when necessary has led to a 49% reduction in fly-tipping.

By 2025 we want:	Performance 2021/22
<p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with the police and partners to share intelligence and problem solve local issues • Refresh the Safer Cheshire East Partnership Plan for 2020-23 • Raise awareness around safeguarding <p>Raise awareness around safeguarding and community safety issues</p>	<ul style="list-style-type: none"> • The Safer Cheshire East Partnership has a dedicated subgroup focussed on cyber-crime working in partnership with Trading Standards. • Support for victims of “scams” is in place via Age UK. • The SWAN campaign has been launched to raise awareness about the safety of women at night.

By 2025 we want:	Performance 2021/22
<p>To protect residents and improve our environment.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality • Air Quality Management Areas have an action plan outlining planned measures to improve quality • A regulatory service that balances advice and education • Provide a robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles • Proactive inspection and surveillance programmes 	<ul style="list-style-type: none"> • The Cleaner Crewe pilot has been successful, with alleyways cleaned and enhanced with plants, artwork and new signs. It has achieved a 49% reduction in fly tipping. The Town Council agreed to fund an extra Community Enforcement Officer due to the outcomes of the Cleaner Crewe pilot. • Projects within the Air Quality Action Plan are ongoing. • Proactive inspection work across Regulatory Services is ongoing focussing on high-risk activities and in line with national requirements.

By 2025 we want:	Performance 2021/22
<p>Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review and improve our play areas and parks • Work with partners to provide a more welcoming environment • Secure funding for additional recreation provision along with improvements to the current provision • Increase the number of rewilded areas within our parks and open spaces 	<ul style="list-style-type: none"> • There are approximately 100 volunteers supporting litter picking across the borough. During 2021/22 52 events were attended by community litter picker volunteers • Recycling bins are now provided in key parks across the borough alongside existing litter provision. • Several Park improvement projects were completed during the year including: <ul style="list-style-type: none"> • Rotherhead Drive, Macclesfield - Work completed on a full replacement of the play area and new connecting footpath to make the equipment more accessible. • South Park, Macclesfield - the installation of new wheelchair accessible equipment at South Park funded by Macclesfield Town Council. • Lansdowne Road, Crewe - Crewe Town Council have provided funding to upgrade play equipment. • Queens Park, Crewe – works completed to update and refresh the play area following a grant awarded by the FCC Communities Foundation.
Priority: To reduce our impact on our environment	
<p>To have minimised overall waste generated in the borough and maximised our levels of recycling.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Introduction of the Municipal Waste Strategy • To review and consult on the household waste recycling provision 	<ul style="list-style-type: none"> • In terms of residual household waste collected per household, the outturn figure for 2021/22 was an estimated 477 kilogrammes. • The percentage of all waste collected sent for recycling and reuse was 57.2% (estimated figure). • The pandemic has impacted on waste collection in terms of crew shortages and increased tonnages. Ansa is striving to return to normal levels of services to lessen instances of missed bins and rounds not completed. • Our recycling levels remain high, and Cheshire East remains the top unitary authority in the North West and in the top 10 nationally

By 2025 we want:	Performance 2021/22
<p>To improve bio diversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Increased rewilding • Embed biodiversity, including off-setting, across Cheshire East Council estate • Deliver the tree planting programme 	<ul style="list-style-type: none"> • A Planting scheme has been implemented during 2021/22 across parks, open spaces and countryside sites. • The Council are working in partnership with Cheshire Wildlife Trust and Mersey Forest to improve tree planting and biodiversity on other land. • Work has progressed to restore peatland at Pastures Wood in Rodeheath. • The Council has continued its tree planting as part of its commitment to be carbon neutral by 2025 with 22 hectares of trees now planted since 2019. This includes the seven-hectare tree planting site (equivalent to around 10 football pitches) at Leighton Grange, Crewe delivered in partnership with the Mersey Forest a charity that uses nature-based therapy to help veterans struggling with their mental health into work, helped to plant the large site over five days in March 2022. Planning permission has also been secured to install a large-scale solar farm on the same site.
Priority: A transport network that is safe and promotes active travel	
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Delivery of major infrastructure programmes 	<ul style="list-style-type: none"> • The Council continues to work with Network Rail and Government to seek necessary investments in Crewe and Macclesfield stations. • During 2021/22 the Council expressed an interest in Crewe to be the national headquarters of Great British Railways. The GBR Transition team are in the process of assessing the Expressions of Interest to form the shortlist, which is expected to be announced in Summer 2022. • Work is continuing on the £53 million Poynton Relief Road. In March 2022 a major milestone in the scheme was achieved, with the final five bridge beams being lifted into place for the new Chester Road bridge. The road is due to open to traffic at the end of 2022.

By 2025 we want:	Performance 2021/22
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	<ul style="list-style-type: none"> • The Highways Service is implementing a customer satisfaction improvement plan, which was developed in conjunction with the Customer Experience workstream of the transformation programme. • The “Fix My Street” app went live during 2021/22, which should enhance the quality of customer service and improved tracking of reports of defects. • Work to stabilise 750 metres of carriageway on the A51 Nantwich Road was completed after a 16-week closure. • Poynton Relief Road – Good progress has been maintained on the 3.5km project. • The final beams have been lifted into place for the Chester Road Bridge, work has been completed on the Bonis Hall Lane junction improvements and is now underway on the Adlington Crossroads improvements. Work remains on track for a road opening later in 2022. • North West Crewe Highway Package – Work continued throughout the year ready for a site start in May 2022. The main works consist of a 2.6km new single carriageway and 7 new roundabouts with existing junction improvements on A530 Middlewich Road and Minshull New Road.
<p>Investment in electric vehicle infrastructure in our key service centres</p>	<ul style="list-style-type: none"> • Four car parks have public electric vehicle charging points (Princess Street, Congleton, South Drive, Wilmslow, Love Lane, Nantwich and Civic Centre/ Library, Crewe) • There are also charging points at Macclesfield Town Hall, Westfields, Sandbach and Delamere House, Crewe for council staff and vehicle use.
<p>To increase parking provision close to local transport hubs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Complete Local Transport Plan parking reviews 	<ul style="list-style-type: none"> • Local Transport Delivery Plans were produced in February 2022. • Parking Services has introduced a new pay-by-phone service across the Council’s car parks. The new provider – Pay by Phone – offers an easy-to-use App alongside better value-for-money for both the driver and the Council.

By 2025 we want:	Performance 2021/22
<p>To promote uptake of cycling in our local service centres.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Installation of cycle storage facilities in Cheshire East car parks • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes 	<ul style="list-style-type: none"> • Cycling infrastructure schemes are being implemented in accordance with the Council's adopted Local Cycling and Walking Improvement Plans. • A new and improved walking and cycle route between Alderley Park and Wilmslow railway station was completed within twelve weeks. This work has improved access to the town centre, railway station, employment and education sites for pedestrians and cyclists, whilst also boosting opportunities for greener and more active travel across the borough and supporting Cheshire East Council's goal of becoming carbon neutral by 2025.
<p>To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.</p> <ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment sites 	<ul style="list-style-type: none"> • The Cheshire East Bus Improvement Plan was published on 31 October 2021. • The Department for Transport unfortunately announced that Cheshire East would not receive Bus Service Improvement Plan funding and therefore the Enhanced Partnership Scheme document was scaled back to represent what could be achieved without additional government funding. • Consultation on the scheme document and additional schemes is live from 13 June 2022 until 11 July 2022.
<p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Develop quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • The "Go Too" on demand bus service undertook more than 3,500 passenger journeys between October 2021 and March 2022. The two buses operate Monday – Saturday 7am-9pm. The "Go Too" service is a three-year trial, funded via the government's rural mobility fund.

By 2025 we want:	Performance 2021/22
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	<ul style="list-style-type: none"> • The Cheshire East Bus Improvement Plan and Enhanced Partnership Scheme document have been shared with local bus operators. • The plan sets out how service can be improved with better vehicles, improved tickets and fares, clearer timetable information for users and greater levels of bus priority to improve punctuality. We are currently consulting on plans for a new Partnership Agreement with the industry to deliver these improvements for passengers. • Consultation on the Partnership Agreement is live until 11 July 2022.
<p>More residents to use walking routes.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres 	<ul style="list-style-type: none"> • Walking infrastructure schemes are being implemented in accordance with the Council's adopted Local Cycling and Walking Improvement Plans. • A new and improved walking and cycle route between Alderley Park and Wilmslow railway station was completed within twelve weeks.

By 2025 we want:	Performance 2021/22
Priority: Thriving urban and rural economies with opportunities for all	
<p>Delivery of a strategic regeneration plan for Crewe.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programmes 	<ul style="list-style-type: none"> • The Economic Development Service's development and regeneration team have successfully obtained Future High Streets Funding (£14.1m) and Town Investment Fund (£22.9 m) to revitalise the town centre. • Full details of the regeneration programme for Crewe are on the Council's website.
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programme for Macclesfield 	<ul style="list-style-type: none"> • A strategic regeneration framework for Macclesfield was developed in 2019. • In June 2021 a Levelling Up Fund bid was submitted for £14.5 m to redevelop the market hall and other improvements. The bid was unsuccessful under the first round. • The Castle Street regeneration works were delivered on time and on budget in 2021. This was a £1.6 m investment in the public realm.
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns 	<ul style="list-style-type: none"> • Town Vitality Plans have been produced for all nine key service centres.

By 2025 we want:	Performance 2021/22
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Council is represented on the Local Enterprise Partnership Growth Corridors Board, providing oversight of the development of HS2 and associated programmes. • The HS2 Phase 2b Hybrid Bill seeks the powers to construct and operate Phase 2b of HS2 (Crewe to Manchester)- expected to open between 2035 and 2040. It had its Second Reading in the House of Commons on 20 June 2022. In 2021/22, work continued to progress to prepare the petition against this Bill in order to mitigate negative effects on the environment, landscape, ecology and local transport network and to gain compensation for those impacted by the HS2 line between Crewe and Manchester.
<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> - Deliver the Rural action plan 	<ul style="list-style-type: none"> • Following a decision by the Economy and Growth committee in September 2021, arrangements are in place to update and refresh the Rural Action Plan for the period 2022-25.

By 2025 we want:	Performance 2021/22
Priority: To be carbon neutral by 2025	
<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<ul style="list-style-type: none"> • A progress report in relation to the priority to be carbon neutral by 2025 was presented to the Environment and Communities Committee in January 2022. • The Carbon neutral action plan set a carbon reduction target of 46% and an inseting target of 60% by 2025, from 2019 baseline levels. As of January 2022 the Council has achieved carbon reduction of 5% and delivered 28% of its inseting target. • The January 2022 progress update confirmed that the Council is on track to deliver carbon neutrality by 2025. • The council was also able to draw on the public sector decarbonisation fund to help finance the project to make the build eco-efficient and sustainable, with energy-saving solar panels on the roof and smart control technology throughout the building as part of the council's drive to be a carbon neutral council by 2025, with the redeveloped facility rated 'Good' through the Breeam certification scheme. • As well as developing a sub-regional Natural Capital Plan, the Council has continued its programme of tree planting and peatland restoration as part of its Carbon Action Plan commitments to help be carbon neutral by 2025. Since 2019, 22 hectares of trees have planted and one peatland near Gawsorth restored.

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Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 th July 2022
Report Title:	Strategic Risk Register Assurance Report
Report of:	Jane Burns, Executive Director, Corporate Services or David Brown, Director of Governance and Compliance
Report Reference No:	CP/7/22-23
Ward(s) Affected:	All Wards

1. Purpose of Report

- 1.1. One of the responsibilities of the Corporate Policy Committee is to have a co-ordinating role across all other committees and exercising a corporate view of outcomes, performance, budget monitoring and risk management.
- 1.2. This report provides an overview of the Council's Strategic Risk Register for 2021/22 and sets out the planned approach to reporting on the Strategic Risk Register for 2022/23.
- 1.3. Reporting on the Strategic Risk Register supports effective risk management, is central to good governance and supports the efficient delivery of the Council's corporate plan objectives.

2. Executive Summary

- 2.1. This report provides the Corporate Policy Committee with an overview of the activity of the Strategic Risk Register during 2021/22, with the Strategic Risk Register set out in further detail in the report appendices.

3. Recommendations

- 3.1. To note the position of the Strategic Risk Register 2021/22 and the planned approach to reporting for 2022/23, including the alignment of strategic risks to service committees as shown in Table 5.

4. Reasons for Recommendations

- 4.1. Risk management is central to facilitating good governance and the achievement of corporate objectives. As a publicly accountable body, the Council must demonstrate effective identification and management of the risks that threaten the achievement of its corporate objectives and the effectiveness of its operations.

5. Other Options Considered

- 5.1. No alternative options considered; this is an update report to support the Committee in meeting its responsibilities under its Terms of Reference.

6. Background

- 6.1. Risks included on the Strategic Risk Register are those which materially threaten the organisation's ability to achieve its strategic goals, in this case our corporate objectives. This could be in the form of an individual threat to a specific objective, or the compound effect of a threat across several areas. Items on the Strategic Risk Register are "owned" by members of the Corporate Leadership Team and are reviewed on a quarterly basis.
- 6.2. Co-ordination and administration of the Strategic Risk Register and the Risk Management Framework is undertaken by the Head of Audit and Risk Management.

Strategic Risk Register 2021/22

- 6.3. In November 2021, strategic risks were reviewed and refreshed in terms of description, scores and management activity, to ensure they reflected current threats and challenges. Since this refresh, no further items have been escalated or introduced to the strategic risk register, and no risks have been removed to be recorded on the operational level registers.
- 6.4. The Strategic Risk Register is shown in further detail in the Appendices.
- 6.5. Appendix A provides detail of the Strategic Risk Register in terms of risk description, risk owner, alignment with corporate objectives and the lead service committee for this strategic risk. This appendix also includes details the risk scoring criteria for likelihood and impact.
- 6.6. Appendix B provides details of the strategic risk register from the gross/unmanaged score, existing risk mitigation activity and the current net score as at Q4. Previous quarter net scores are also included.
- 6.7. Appendix C sets out the Strategic Risk Register from the net score to the target score, future planned mitigation activity and commentaries for the Q4 period.

- 6.8. Table 1, below, is a summary of the Strategic Risk Register items, with the net scores at each quarter of 2021/22.

Ref	Risk	Q1	Q2	Q3	Q4	Direction of Travel
SR 1A	Increased Demand for Adult's Services	16	16	16	16	↔
SR 1C	Increased Demand for Children's Services	16	16	12	9	↓
SR 2	NHS Funding and Integrated Care System	16	16	16	16	↔
SR 3	Financial Management and Control	9	9	9	9	↔
SR 4	Information Security and Cyber Threat	12	12	12	12	↔
SR 5	Business Continuity	9	9	9	9	↔
SR 6	Organisational Capacity and Demand	12	12	12	12	↔
SR 7	Council Funding	16	16	12	12	↔
SR 8A	Governance and Decision Making	9	9	9	9	↔
SR 8B	Political Uncertainty	8	8	8	12	↑
SR 9	Capital Projects	12	12	6	6	↔
SR 10	Infrastructure Investment (O)	12	12	12	12	↔
SR 11	Pandemic Virus	12	12	12	9	↓
SR 12	Fragility and failure in the Social Care Market	16	16	16	16	↔
SR 13	Reputation	9	9	9	9	↔
SR 14	Climate Change (Carbon Neutral 2025)	9	9	6	6	↔
SR 15	Economy Risk	9	9	9	9	↔

- 6.9. The majority of risks on the strategic risk register have remained static in terms of risk scores during 2021/22. Continuing and additional interventions in the management of strategic risks may still result in static risk scores, as shown in the majority of the risks during 2021/22.
- 6.10. By their complex nature, strategic risks will take time to respond to risk treatments and may require continual risk management activity, just to maintain the net score. The time it can take to mitigate a strategic risk to an acceptable level of net risk is likely to be considerable, particularly where the potential to manage the risk sits further outside the control of the Council.
- 6.11. During Quarter 4 2021/22 two risks on the Strategic Risk Register have decreased both gross and net scores: SR1C – Increased Demand for Children's Services, and SR11 Pandemic Virus. One score, SR8b- Political Uncertainty has an increased net score.

- 6.12. The scoring for SR1C – Increased Demand for Children’s Services has changed from a gross score in Q3 of 16 to a gross score of 12 in Q4. For the net score, this has changed from 12 to 9 in Q4.
- 6.13. These changes reflect adjustments to the likelihood of the gross and the net aspect of the scoring, because of the impact of risk mitigation activities in place:
- delivering partnership strategies to ensure early support to families providing the right support at the right time,
 - working together with families so we achieve the best outcomes for children and young and prevent children and young people from experiencing greater intervention in their lives.
 - developing a new partnership strategy for Early Help and Prevention to continue to improve our support to children and families.
- 6.14. The scoring for SR11 – Pandemic Virus has changed from a gross score in Q3 of 16 to a gross score of 12 in Q4. For the net score, this has changed from 12 to 9 in Q4.
- 6.15. Again, these are reductions in the likelihood aspect of scoring, due to the rates of Covid-19 decreasing across the UK, and the impact of national vaccination programmes, the success of local partnership working, and the continuation of local track and trace support.
- 6.16. The potential for further disruption from outbreaks, or further variants of Covid-19, or a new virus altogether remains, however, the global and local ability to respond to, and manage the impact of such an event is significantly improved. The ask upon local authorities to continue to both support recovery from the pandemic, and to support again in the event of further outbreak is also recognised in SR6 Organisational Capacity and Demand.
- 6.17. The net score for SR8b – Political Uncertainty has increased from 8 to 12, as an increase to the likelihood aspect of the risk scoring. Whilst there remain several nationally directed policies and programmes, such as integrated care systems, the levelling up agenda, and devolution, which are already recognised for their potential impact on the direction of the Council’s own objectives, other factors are emerging.
- 6.18. The continuing conflict in Ukraine, and the impact this has on both the political environment and consequential inflationary issues in the economy increases the likelihood of the Council needing to revisit priorities and deliverability.

Role of the Audit and Governance Committee in Risk Management

- 6.19. The Council’s Audit and Governance Committee receives regular reports on risk management as part of its remit in considering the effectiveness of the system of risk management arrangements. This has included updates on

the Strategic Risk Register, progress against the Risk Strategy 2020/22, as part of the Risk Management Framework, and on the organisation's business continuity arrangements.

- 6.20. This committee received a detailed report in November 2021 following a number of changes to the strategic risk register, a quarter 3 update in March 2022 and received an annual risk management update to the May 2022 meeting.
- 6.21. The Risk Management Framework will be updated during 2022, to reflect the needs of risk management and risk reporting in the context of the Committee system, and to support greater cohesion in reporting risk alongside performance management and financial performance. The updated will include an assessment of the organisation's risk maturity and risk management guidance and training materials will be updated as part of this. The revised Risk Management Framework will be considered by the Audit and Governance Committee and be recommended to the Corporate Policy Committee for adoption.

Horizon Scanning 2022/23

- 6.22. Recently published predictions from a range of industry bodies have identified risks and challenges which the organisation has either already recognised on its Strategic Risk Register or will need to include proactively consider.
- 6.23. These risks and challenges cover both direct impact on the organisation's achievement of objectives and operational service delivery, as well as the indirect impact on communities which will increase demand for support.
- 6.24. Table 2 shows the predictions from Aon's "2021 Global Risk Management Survey" for the top ten risks facing organisations in 2024. This survey included private and public sector respondents.

Table 1

Predicted top ten risks in 2024		Current CEC Strategic Risk Register
1	Cyber-attacks/Data Breach	SR4 Information Security and Cyber Threat
2	Economic slowdown/slow recovery	SR15 Economy Risk
3	Commodity price risk/scarcity of materials	SR9 Capital Projects SR7 Council Funding SR3 Financial Management and Control
4	Business interruption	SR5 Business Continuity
5	Accelerated rates of change in market factors	Pace of change and demand features across <u>all</u> strategic risks
6	Increasing competition	SR7 Council Funding
7	Failure to innovate/meet customer needs	SR6 Organisational Capacity and Demand
8	Regulatory/legislative changes	SR8B Political Uncertainty

		Impact of regulatory and legislative changes will impact across <u>all</u> strategic risks
9	Pandemic risk/health crisis	SR11 Pandemic Virus
10	Cash flow/liquidity risk	SR7 Council Funding SR3 Financial Management and Control

- 6.25. The Institute of Internal Audit “Risk in Focus 2022” survey also identified the top 5 risks for organisations presently, and the top 5 risks for organisations in three years’ time. Tables 3 and 4 shows these top 5 risks compared to the Council’s current risk register. Again, the respondents to this survey were across the private and public sector.

Table 2

	Top 5 Risks currently faced by the organisation	Current CEC Strategic Risk Register
1	Cyber security and data security	SR4 Information Security and Cyber Threat
2	Changes in laws and regulations	SR8B Political Uncertainty Impact of regulatory and legislative changes will impact across <u>all</u> strategic risks
3	Digital disruption, new technology and AI	SR6 Organisational Capacity and Demand
4	Human capital, diversity and talent management	SR6 Organisational Capacity and Demand
5	Business continuity, crisis management and disaster response	SR5 Business Continuity

Table 3

	Top 5 Risks facing the organisation in 2025	Current CEC Strategic Risk Register
1	Cyber security and data security	SR4 Information Security and Cyber Threat
2	Digital disruption, new technology and AI	SR6 Organisational Capacity and Demand
3	Changes in laws and regulations	SR8B Political Uncertainty Impact of regulatory and legislative changes will impact across <u>all</u> strategic risks
4	Human capital, diversity and talent management	SR6 Organisational Capacity and Demand
5	Climate change and environmental sustainability	SR14 Climate Change (Carbon Neutral 2025)

- 6.26. As demonstrated in the table above, all these predicted challenges from global risk trend forecasts already feature directly or indirectly within the current Strategic Risk Register, and it is positive that the organisation has already identified these as the key threats to the achievement of its objectives. As the nature of the challenges develops and changes, the

organisation needs to ensure it understand these changes and can respond to manage them effectively.

- 6.27. The focus of review by the Corporate Leadership Team in reviewing the strategic risks during Quarter 1 of 2022/23 will be on the impact of matters such as the ongoing situation in Ukraine and cost of living pressures.
2022/23 Reporting Approach
- 6.28. The Corporate Policy Committee will receive regular updates on the Strategic Risk Register during 2022/23; these will provide the committee with details of any amendments to the content and coverage of the strategic risk register following the regular reviews by Corporate Leadership Team members. This will include the individual risk items which may be added to the strategic risk register or de-escalated for monitoring at an operational level.
- 6.29. The updates will include changes to the gross, net or target scores for each risk, an updated position on the risk management activity in place, and further commentary from the risk owner if relevant.
- 6.30. The Audit and Governance Committee will receive also receive updates on the Strategic Risk Register as part of their assurance role. As part of these reports, this committee will also receive assurance on the effectiveness of the risk management framework as it operates at other levels in the organisation, following the completion of risk registers as part of service plans for 2022/23.
- 6.31. As indicated earlier in this report, as part of revising the Risk Management Framework, work is planned to align the rhythm and content of risk reporting with reports on performance and financial management. This supports the Corporate Policy Committee's roles in exercising a corporate view of outcomes, performance, budget monitoring and risk management.
- 6.32. More focused information on the risks owned by, and relevant to the Corporate Directorate as part of the Committee's role in the oversight and scrutiny of Corporate Directorate will also be developed through 2022/23. Similarly, risk management content will be developed as part of the performance management and budget monitoring reports provided to other service committees.
- 6.33. Based on the current content of the strategic risk register, Table 5 below details how these strategic risks are proposed to be aligned to each service committee. Strategic Risks on Capital Projects and the opportunity risk for Infrastructure Investment are likely to be of interest to Environment and Communities, Economy and Growth and Highways and Transport; Members may wish to nominate a lead committee for these in due course.

Table 5

Ref	Risk	Service Committee
SR 1A	Increased Demand for Adult's Services	Adults and Health
SR 1C	Increased Demand for Children's Services	Children and Families
SR 2	NHS Funding and Integrated Care System	Adults and Health
SR 3	Financial Management and Control	Corporate Policy Committee
SR 4	Information Security and Cyber Threat	Corporate Policy Committee
SR 5	Business Continuity	Corporate Policy Committee
SR 6	Organisational Capacity and Demand	Corporate Policy Committee
SR 7	Council Funding	Corporate Policy Committee
SR 8A	Governance and Decision Making	Corporate Policy Committee
SR 8B	Political Uncertainty	Corporate Policy Committee
SR 9	Capital Projects	Environment and Communities Economy and Growth Highways and Transport
SR 10 (O)	Infrastructure Investment (Opportunity)	Environment and Communities Economy and Growth Highways and Transport
SR 11	Pandemic Virus	Adults and Health
SR 12	Fragility and failure in the Social Care Market	Adults and Health
SR 13	Reputation	Corporate Policy Committee
SR 14	Climate Change (Carbon Neutral 2025)	Environment and Communities
SR 15	Economy Risk	Economy and Growth

7. Implications

7.1. Legal

- 7.1.1. There are no direct legal implications arising from the recommendations of this report. This report provides assurance that the Council achieves its strategic aims and operates its business, under general principles of good governance, that it identifies risks which

threaten its ability to be legally compliant and operates within the confines of the legislative framework.

7.2. Finance

- 7.2.1. There is no direct impact upon the MTFS from the recommendations of this update report. Costs relating to implementing risk treatment plans are included within service budgets. The need to provide financial security against the impact of risks is considered on a case-by-case basis and either included within specific budgets within the MTFS or considered under the overall assessment of the required level of General Reserves as part of the Reserves Strategy.

7.3. Policy

- 7.3.1. Cheshire East Council has adopted the Risk Management Framework approved by Cabinet in June 2020. Risk management is integral to the overall management of the authority and, therefore, considerations regarding key policy implications and their effective implementation are considered within departmental risk registers and as part of the risk management framework.
- 7.3.2. The Risk Management Framework and is being updated and will be reviewed by the Audit and Governance Committee to be recommended for adoption by the Corporate Policy Committee.

7.4. Equality

- 7.4.1. There are no direct implications arising from the recommendations of this update report.

7.5. Human Resources

- 7.5.1. There are no direct implications arising from the recommendations of this update report

7.6. Risk Management

- 7.6.1. This report relates to overall risk management and provides the Corporate Policy Committee with awareness of the most significant risks facing the Council, where strategic risks are emerging and assuring the Committee on how these are being managed.

7.7. Rural Communities

- 7.7.1. There are no direct implications arising from the recommendations of this update report.

7.8. Children and Young People/Cared for Children

- 7.8.1. There are no direct implications arising from the recommendations of this update report.

7.9. Public Health

7.9.1. There are no direct implications arising from the recommendations of this update report.

7.10. Climate Change

7.10.1. There are no direct implications arising from the recommendations of this update report.

Access to Information	
Contact Officer:	Josie Griffiths Head of Audit and Risk Management Email: Josie.Griffiths@cheshireeast.gov.uk
Appendices:	Strategic Risk Register – Appendix A, B and C
Background Papers:	Risk Management Framework 2020-22 Risk Management Updates to Audit and Governance Committee 2021/22

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
1A	<p><u>Increased demand for Adult Services</u></p> <p>That Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for adult services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ increased market failure pertaining to a range of service providers, unmet need, potential safeguarding issues, and difficulty in achieving the Council's desired outcomes - that people live well and for longer</p>	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation • Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services 	<ul style="list-style-type: none"> • Adults and Health Committee
1C	<p><u>Increased demand for Children's Services</u></p> <p>Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for children's social care services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ increased market failure pertaining to a range of service providers, unmet need, potential safeguarding issues, and difficulty in achieving the Council's desired outcomes - that children have the life skills and education they need to thrive.</p>	Executive Director - Children's Services	<ul style="list-style-type: none"> • Work together with our residents and our partners to support people and communities to be strong and resilient • Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation • Be the best Corporate Parents to our children in care • Support all children to have the best start in life • Increase the opportunities for children, young adults and adults with additional needs • Ensure all children to have a high quality, enjoyable education that 	<ul style="list-style-type: none"> • Children and Families

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
			enables them to achieve their full potential	
2	<u>NHS Funding and Integrated Care System</u> Risk that due to the increasing financial deficit in the NHS, the five-year plan to reshape the delivery of NHS services across the wider region, may cause a reduction in Cheshire East Council shared service delivery and NHS service delivery, shifting costs and demand which places additional strain on Council resources resulting in unmet need and potential difficulty in achieving the Council's outcomes that people live well and for longer and local communities being strong and supportive.	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Work together with our residents and our partners to support people and communities to be strong and resilient • Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services 	<ul style="list-style-type: none"> • Adults and Health
3	<u>Financial Management and Control</u> Ineffective financial management controls and failure to effectively manage change, limits the Council's financial resilience and lead to the Council failing to deliver the MTFS, undermine the Council's reserves strategy and results in pressure on ability to deliver services to residents.	Director of Finance and Customer Services	<ul style="list-style-type: none"> • Ensure that there is transparency in all aspects of council decision making • Support a sustainable financial future for the council, through service development, improvement and transformation 	<ul style="list-style-type: none"> • Corporate Policy Committee
4	<u>Information Security and Cyber Threat:</u> As the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals. This could result in many negative impacts, such as distress to individuals, legal, financial, and reputational damage to the Council, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.	Executive Director - Corporate Services	<ul style="list-style-type: none"> • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
5	<u>Business Continuity</u> Risk that an internal or external incident occurs which renders the Council unable to utilise part or all of its infrastructure and resources (such as buildings, IT systems, and staff etc.) such that the Council is unable to deliver some, or in extreme cases all of its services and putting residents at risk for a period of time and resulting in a reduced achievement of Corporate Plan outcomes over the longer period.	Executive Director - Corporate Services	<ul style="list-style-type: none"> Relates to the overall achievement of Corporate Objectives 	<ul style="list-style-type: none"> Corporate Policy Committee
6	<u>Organisational Capacity and Demand</u> Local demographic and external factors (including COVID and EU Exit) lead to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, result in insufficient capacity and an inability to retain or attract staff. This results in a detrimental impact upon physical, emotional and mental wellbeing of staff, and impact negatively on the Council's ability to deliver all of its intended objectives and outcomes.	Executive Director - Corporate Services	<ul style="list-style-type: none"> Support and develop our workforce to be confident, motivated, innovative, resilient and empowered Relates to the overall achievement of Corporate Objectives 	<ul style="list-style-type: none"> Corporate Policy Committee
7	<u>Council Funding</u> Significant detriment to the Council's funding streams as a result of changes to grant funding, reductions in the collection of council tax, business rates or fees and charges and changes in the local economic circumstances increase pressure on the Council's financial position and ability to deliver corporate priorities within the planned medium term financial strategy.	Director of Finance and Customer Services	<ul style="list-style-type: none"> Ensure that there is transparency in all aspects of council decision making Support a sustainable financial future for the council, through service development, improvement and transformation 	<ul style="list-style-type: none"> Corporate Policy Committee
8a	<u>Governance and Decision Making</u> Failure to maintain effective corporate governance could result in poor decision-making, non-compliance and breach of legislation, leading to regulatory intervention and significant	Executive Director - Corporate Services	<ul style="list-style-type: none"> Ensure that there is transparency in all aspects of council decision making 	<ul style="list-style-type: none"> Corporate Policy Committee

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
	cost in financial terms and to the reputation of the Council, and failure to take decisions which deliver the objectives of the Corporate Plan.			
8b	<u>Political Uncertainty</u> Uncertainty around future local and national political policy and administration could result in challenges to, or failure to take the decisions required to facilitate delivery of the Council's Corporate Plan, leading to unnecessary increases in resources used in the decision-making process and dissatisfaction from residents.	Corporate Leadership Team	<ul style="list-style-type: none"> • <i>Relates to the overall achievement of Corporate Objectives</i> 	<ul style="list-style-type: none"> • Corporate Policy Committee
9	<u>Capital projects</u> Risk that the Council's major capital projects are insufficiently managed to ensure that they are delivered on time, on budget and at the required quality level.	Executive Director - Place	<ul style="list-style-type: none"> • A great place for people to live, work and visit • A transport network that is safe and promotes active travel • Thriving urban and rural economies with opportunities for all 	<ul style="list-style-type: none"> • Environment and Communities • Economy and Growth • Highways and Transport
10	<u>Infrastructure Investment (opportunity)</u> Securing the required investment to support our major infrastructure and development priorities in Place, particularly in relation to HS2 and delivery of the Crewe Hub and noting the inflationary pressures across all aspects of project delivery.	Executive Director - Place	<ul style="list-style-type: none"> • A great place for people to live, work and visit • Thriving urban and rural economies with opportunities for all 	<ul style="list-style-type: none"> • Environment and Communities • Economy and Growth • Highways and Transport
11	<u>Pandemic Virus</u> Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for	Executive Director -	<ul style="list-style-type: none"> • Work together with our residents and partners to support people 	<ul style="list-style-type: none"> • Adults and Health

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
	which no preventative treatment is available. In addition to the human health risks pandemic flu poses a risk to healthcare capacity and CEC business continuity.	Adults, Health and Integration	and communities to be strong and resilient <ul style="list-style-type: none"> • Reduce health inequalities across the borough 	
12	<u>Fragility and failure in the social care market</u> Increased pressure within the social care market, rising costs, increasing complex needs and funding pressures, which have been exasperated by Covid 19 increases the likelihood of multiple provider failure and market collapse.	Executive Director - Adults, Health and Integration	<ul style="list-style-type: none"> • Vulnerable and older people live safely and maintain independence within community settings • To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice 	<ul style="list-style-type: none"> • Adults and Health
13	<u>Reputation</u> That consideration is not given, and management action is not taken, to effectively manage the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities.	Chief Executive	<ul style="list-style-type: none"> • Listen, learn and respond to our residents, promoting opportunities for a two-way conversation • Promote and develop the services of the council through regular communication and engagement with all residents 	<ul style="list-style-type: none"> • Corporate Policy Committee

Risk Ref	Risk Description	Risk owner (CLT member)	Corporate Plan Objectives	Service Committee
14	<u>Climate Change (2025)</u> Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions, will result in non-delivery of a key priority in the Council's Corporate Plan. It will also contribute to climate change temperature rise and severe weather events which could have an impact on public health and safety. It could also have financial implications with increased need for adaptation of key infrastructure for severe weather events across the borough.	Executive Director - Place	<ul style="list-style-type: none"> To be carbon neutral by 2025 	<ul style="list-style-type: none"> Environment and Communities
15	<u>Economy Risk</u> The combined external national economic shocks of EU transition and COVID -19 will have a severe detrimental impact on Cheshire East economy resulting in a protracted reduction in economic growth. This recession is expected to increase the number of local business failures resulting in a loss of business, employment and consumer confidence in Cheshire East; and severe impacts on the Councils income and exert pressure on its revenue and capital programmes.	Executive Director - Place	<ul style="list-style-type: none"> Support a sustainable financial future for the council, through service development, improvement and transformation Look at opportunities to bring more income into the borough A great place for people to live, work and visit 	<ul style="list-style-type: none"> Economy and Growth

Scoring Chart for IMPACT					
	Factor	Score	Effect on Service/Project	Embarrassment/Reputation	Personal Safety Financial Implications
THREATS	Major	4	Service - Major loss of several important areas. Disruption 5+ days Project - Complete failure or extreme delay (3 months or more)	Adverse and persistent national media coverage. Adverse central government response	Death >£1m or >£5m for strategic risks
	Serious	3	Service - Complete loss of an important area. Major effect to service in one or more areas for a period of weeks. Disruption 3-5 days. Project - Significant impact on project or expected benefits fail/major delay (2-3 months)	Adverse local publicity of a major and persistent nature. Adverse publicity in professional/municipal press arena	Major injury Between £1m and £500,000
	Significant	2	Service - Major effect to an important area or adverse effect in one or more areas for a period of weeks. Disruption 2-3 days. Project - Adverse effect on project/significant slippage (3 weeks - 2 months)	Adverse local publicity/local public opinion aware	Severe injury Between £500,000 and £100,000
	Minor	1	Service - Brief disruption of important area. Significant effect to non crucial area. Disruption 1 day. Project - minimal impact to project/slight delay less than 2 weeks.	Complaint from individual/small group	Minor injury or discomfort Less than £100,000
OPORTUNITIES	Exceptional	4	Major improvements to services, generally or across a broad range	Positive national press. National award or recognition by national government	Major improvement in health, welfare and safety Producing more than £50,000
	Significant	3	Major improvement to service or significant improvement to critical service area.	Recognition of successful initiative. Sustained recognition and support from national press.	Significant improvement in health, welfare and safety Producing up to £50,000

Scoring Chart for LIKELIHOOD					
Factor	Score	THREATS - Description	Indicators	OPPORTUNITIES (Favourable Outcome) description	Indicators
Very likely	4	>75% chance of occurrence	Regular occurrence. Frequently encountered - daily/weekly/monthly	>75% chance of occurrence or achieved in one year	Clear opportunity can be relied on with reasonable certainty to be achieved in the short term.
Likely	3	40%-75% chance of occurrence	Within next 1-2 years. Occasionally encountered (few times a year)	40% to 75% chance of occurrence. Reasonable prospects of favourable results in one year.	May be achievable but requires careful management. Opportunities that arise over and above the plan.
Unlikely	2	10%-40% chance of occurrence	Only likely to happen once in 3 or more years	<40% chance of occurrence or some chance of favourable outcome in the medium term.	Possible opportunity which has yet to be fully investigated by management
Very unlikely	1	<10% chance of occurrence	Rarely/never before	<10% chance of occurrence.	Has happened rarely/never before

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Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
1A	<p>Increased demand for Adult Services</p> <p>That Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for adult services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ increased market failure pertaining to a range of service providers, unmet need, potential safeguarding issues, and difficulty in achieving the Council's desired outcomes - that people live well and for longer</p>	Executive Director - Adults, Health and Integration	4	4	16	<ul style="list-style-type: none"> • Adult Social Care (ASC)/Commissioning and Communities is engaged in the facilitation and forward planning of market engagement events, so to keep providers / people informed of preventative change as we progress with our People Live Well, for Longer Transformation Programme of Work. • ASC/Commissioning have in place a robust Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure. • ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board. • ASC/Commissioning hold a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight. • ASC/Commissioning care sourcing/brokerage team support service and a local area co-ordination service- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate. • ASC/Commissioning finance and planning resource allocation system to promote and engage more people to take direct payments and will enable people to identify against changing needs – an indicative robust budget thus reducing people reliance on traditional models of care. • ASC/Commissioning preventative policy framework that standardise of approach to prevention across adult social care “front door – whereby people will be directed away from traditional services towards a more empowering community solution, those accessing services will be fully assured working with providers – what our clear aim, vision and intentions are over the next three years. • ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. • ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress to respond to demand and growth in the sector. Services operate regular staff conferences to address service specific developments and challenges. • ASC/Commissioning are involved in the North West regional and local programme of work pertaining to health and care staff recruitment, retention, and selection – resulting in a robust career path being developed with key partners and in being clear pertaining to local strategy. • ASC/Commissioning influencing and working with Cheshire CCG pertaining to development of ICS and ICP plans • ASC/Commissioning/communities have developed a robust and responsive policy 	4	4	16

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
						framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care. <ul style="list-style-type: none"> To continue to develop with Children/families services joint commissioning and cross department work with adults – whereby risks can be better reduced together through a new joint commissioning management monthly working group. ASC/Commissioning monitor performance and demand against capacity to ensure service meets demand where possible, developing robust action plans for service/market failure. ASC performance monitoring reported on regular basis to CLT and Adult and Health Committee Additional risks escalated as appropriate. 			
1C	Increased demand for Children's Services Cheshire East's local social, economic and demographic factors lead to an increase in the level of need and increased demand for children's social care services, resulting in the capacity of the Council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented, resulting in a possible lack of continuity of social workers/ increased market failure pertaining to a range of service providers, unmet need, potential safeguarding issues, and difficulty in achieving the Council's desired outcomes - that children have the life skills and education they need to thrive.	Executive Director - Children's Services	3	4	12	<ul style="list-style-type: none"> In 2021/22, the council committed to growth bids for Children's Social Care, and for increased capacity in the SEND service to meet the continuing demands of the service. Additional business cases have been included in the consultation on the Medium-Term Financial Strategy (MTFS) for further funding from 2022 onwards in these two areas to continue to meet the rising demand. We are closely monitoring the demand to services and the reasons that are driving demand so that we can be responsive and mitigate any risks to service delivery. Performance is monitored on a monthly basis by services. The Children and Families quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review meeting attended by the Chief Executive and Lead Member for Children and Families. The Safeguarding Review meeting includes discussion of workforce pressures and risks. The Early Help Brokerage Service was established in October 2015 to ensure demand for low level cases are appropriately allocated, reducing the demand on the Children's Social Care team in the front door. We have a range of support available to families through early help and prevention services, including council, partner, voluntary, community, faith sector and commissioned services. These services support families and help prevent needs from escalating and requiring higher level intervention. We are continuing to develop our service offer through developing our partnership working and joint commissioning. The Cheshire East Safeguarding Children's Partnership and the 0-25 SEND Partnership Board meet on a regular basis and is sighted on changes to demand for services so there can be a partnership approach to meeting children and young people's needs. A strategy is in place to ensure only the right children come into care; this approach will reduce demand to Children's Social Care services. Our partnership Neglect Strategy was launched in July 2021 to ensure children at risk of neglect are identified early, which will reduce higher cost demand at a later stage. A strategy is in place to manage increasing demand and reinforce SEN Support in settings through our 'Access to SEND Services' strategy. A robust governance structure is established for SEND. A new SEND strategy has been developed which will drive the continued improvement of support to children and young people with special educational needs and disabilities. We have supported children and young people who were most vulnerable through the pandemic through the Covid Grant Scheme/ Household Support Fund and the Holiday 	3	3	9

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (L+I)		L	I	Total (L+I)
						Activity Fund. • We are developing our in-house placement options through our Bespoke Children's Homes and Mockingbird fostering model.			
2	<u>NHS Funding and Integrated Care System</u> Risk that due to the increasing financial deficit in the NHS, the five-year plan to reshape the delivery of NHS services across the wider region, may cause a reduction in Cheshire East Council shared service delivery and NHS service delivery, shifting costs and demand which places additional strain on Council resources resulting in unmet need and potential difficulty in achieving the Council's outcomes that people live well and for longer and local communities being strong and supportive.	Executive Director - Adults, Health and Integration	4	4	16	A Health and Wellbeing Board is established with representation from Clinical Commissioning Groups and the Council, which provides a forum for these challenges to be addressed at a strategic level. In addition, a Cheshire East Partnership Board has been created where system leaders are looking at integration and how to make the system more financially sustainable to achieve better outcomes for the residents of the Borough. Contract clauses are in place to address cessation of service and performance management arrangements should any failing performance materialise. Partnership working is in place and commissioning is informed through the JSNA. The H&WB is working with Cheshire Fire and Rescue, NHS and other partners on various schemes of intervention and prevention which are intended to decrease demand. The Adults, Health and Community Directorate has introduced a new model for helping people to retain control and maintain their independence and reduce additional strain on services. The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system. Progress on the ICP is reported to the Health and Wellbeing Board.	4	4	16
3	<u>Financial Management and Control</u> Ineffective financial management controls and failure to effectively manage change, limits the Council's financial resilience and lead to the Council failing to deliver the MTFS, undermine the Council's reserves strategy and results in pressure on ability to deliver services to residents.	Director of Finance and Customer Services	4	4	16	Financial planning arrangements include preparation by the finance team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice. Balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves MTFS sets out how the Council will deliver the Council's corporate plan including identification of budget gaps Use of a report format and report clearance process which ensures provision of relevant information on financial impact and risk exposure to the decision makers. Clear and effective communication of changes or updates to Finance and Contract Procedure Rules Sources of specialist advice and guidance Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to service committees. Risk-based approach to the use of reserves, identifying appropriate reserve levels and ensuring that reserves are not depleted without first identifying a strategy to restore them to risk-assessed levels during the MTFS period. Where a residual deficit is forecast, a number of actions will be explored including:- • use of any service or non-specific underspends to offset pressures elsewhere within the budget • accessing external funding ensuring compliance with any funding conditions • use of reserves • use of general balances Treasury management strategy to manage the council's cash flows, including an	3	3	9

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
						investment strategy focused on the security of principal sums and a borrowing strategy to manage interest payable and other charges A capital strategy that prioritises capital investment programmes, identifies the financial impact of investment in schemes and limits the amount of unsupported borrowing to be taken.			
4	Information Security and Cyber Threat: As the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals. This could result in many negative impacts, such as distress to individuals, legal, financial, and reputational damage to the Council, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.	Executive Director - Corporate Services	4	4	16	The Chief Information Officer is an advocate of and reports on Information Risk to the Corporate Leadership Team and the Audit and Governance Committee and makes the Annual Statement of Internal Control of Information Risk. The Council has several Information and Data Security policies which are published on the Centranet and help to protect from the Council from inappropriate and unauthorised access and communicates what to do in the case of an incident. Progress on Information Risk and Information Security is monitored through the Strategic Information Governance Group (SIGG), Operational Information Governance Group (IGG) and the Virtual IGG Task and Finish Group. The Council has an Incident Reporting process which has been communicated to staff, all incidents are scored and assessed by IGG to ensure that the breaches are minimised, and future breaches are reduced. The Council complies with the Public Services Network PSN Code of Connection, NHS Data Security and Protection Toolkit, DWP's MOU and NHS Digital controls, work continues with the consolidation and enhancement of elements of the security estate to meet the ever-developing threat profiles. This includes third party IT hardware and software tests undertaken by accredited security vendors, these validate that the network and hardware are secure and robust, if any vulnerabilities are found then a mitigation plan is drawn up and actioned. The Council has an Information Asset Register which is reviewed on an annual basis and has been published on the open data portal. There is also an Information Assurance Data Management (IADM) programme of activity to increase awareness and maturity of information assurance and governance across the Council. The programme is tasked with guiding the organisation to manage its information in a compliant and efficient way. Data Classification has been rolled out to the organisation; this allows the categorisation of information so that appropriate controls can be employed to protect the information. The Council provides security and compliance e-learning courses (which are mandatory for all employees) on the Learning Lounge and Metacompliance portal. This includes several modules of Data handling, Security, and Information Assurance. Controls are in place to restrict access to the data centres and network equipment and risk assessments of existing systems and networks are on-going. The Council has a Data Protection Officer who assists in ensuring compliance with GDPR and to specify the procedures to be adopted. The Council's ICT Services have a strategic direction to move to a "Cloud First" principle, whilst this enables an evergreen environment which is always up to date, additional controls are needed to prevent compromise or inappropriate use and access. This includes contract compliance and monitoring to ensure ongoing protection of information. An assessment was completed using the Council's insurance broker to understand	4	3	12

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
						current and future risks and whether any risks needed treating or could be offset through insurance cover.			
5	<u>Business Continuity</u> Risk that an internal or external incident occurs which renders the Council unable to utilise part or all of its infrastructure and resources (such as buildings, IT systems, and staff etc.) such that the Council is unable to deliver some, or in extreme cases all of its services and putting residents at risk for a period of time and resulting in a reduced achievement of Corporate Plan outcomes over the longer period.	Executive Director - Corporate Services	3	4	12	Implementation of Clearview; Business Continuity Software for business continuity planning; Clearview provides the process in a easily understandable format to identify critical and serious priority activities. Executive Directors, Directors and Heads of Service have received training in developing Business continuity plans Awareness raising campaign by undertaking a Cyber Attack Awareness Exercise and fire in a public building (in addition to emergency planning colleagues and also included a community flooding and a fire scenario which had business continuity implications and the council's response) with colleagues from across various areas of the Council The Clearview system enabled staff to review and revise their BC Plans for both Departmental and Service Level Plans with relevant templates for appendices (in line with the structure formats) All BC plans were uploaded to the system by March 2020 and have been asked to review in light of second wave COVID. High level course on Business Continuity Management has been added to the Council's Learning Lounge. ICT Shared Service also have a Crisis Recovery Plan that has been updated to take account of lessons learned because of ICT outage incidents. This Crisis recovery plan overview contains key information for the ICT Shared Service disaster recovery A corporate business continuity plan has been developed and is contained within Clearview.	3	3	9
6	<u>Organisational Capacity and Demand</u> Local demographic and external factors (including COVID and EU Exit) lead to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, result in insufficient capacity and an inability to retain or attract staff. This results in a detrimental impact upon physical, emotional and mental wellbeing of staff, and impact negatively on the Council's ability to deliver all of its intended objectives and outcomes.	Executive Director - Corporate Services	4	4	16	In terms of the demand, work planning in advance has been improved. Significant increases in work pressures are being raised in advance, so that additional resource can be sourced for commissioned work. Improved HR data is being used to identify potential issues and service workforce plans developed to mitigate. The apprenticeship levy and talent management and succession planning frameworks are under development to help mitigate. Ongoing work to reduce work on reliance on agency staff, for a more stable permanent workforce base and reduced costs. A range of comprehensive measures are in place to support staff wellbeing and resilience. Labour markets are now seeing significant movement due to the impacts of Covid19, including the end of the furlough scheme. Locally, there are particular pressures, for example, on the care sector, with some neighbouring authorities are offering higher salaries which impacts on staff retention. Agency staff are not always available to fill the roles. Additional work programmes and recruitment campaigns are also in place for areas such as Care4CE. Redeployment of staff is being considered where services are stretched and agency staff are not available. The council is moving to agile working as a permanent feature of future ways of working, which may attract a wider pool of candidates. Alongside service workforce plans, a recruitment and retention strategy is under development to ensure the Council addresses identified shortfalls with agreed actions and service specific solutions The Head of HR considers that the measures reduce the likelihood but not the impact.	3	4	12

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (L+I)		L	I	Total (L+I)
7	Council Funding Significant detriment to the Council's funding streams as a result of changes to grant funding, reductions in the collection of council tax, business rates or fees and charges and changes in the local economic circumstances increase pressure on the Council's financial position and ability to deliver corporate priorities within the planned medium term financial strategy.	Director of Finance and Customer Services	4	4	16	Financial planning arrangements include preparation by the finance team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice Balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves Brighter Futures Commercial workstream addressing opportunities to increase income for the Council Monitoring of grant funding formula	3	4	12
8a	Governance and Decision Making Failure to maintain effective corporate governance could result in poor decision-making, non-compliance and breach of legislation, leading to regulatory intervention and significant cost in financial terms and to the reputation of the Council, and failure to take decisions which deliver the objectives of the Corporate Plan.	Executive Director - Corporate Services	4	4	16	Council's Constitution covers decision making processes, including finance and contract procedure rules. Following the change to Committee system, mechanisms are in place to capture learning from the use of the committee system from Members (Constitution Working Group) and Officers (Brighter Futures Transformation Governance Workstream). Constitution is a publicly available document; guidance on the use of the decision-making processes is provided by enabling services including Legal, Finance, Democratic Services, and Audit and Risk. Reports to Committees are developed and reviewed by senior officers and enabler sign off, briefings are arranged with Committee Members to address any further knowledge requirements ahead of the relevant meeting. Schemes of delegation; local and financial are in place to provide clarity on responsibilities ensure separation of duties is in place where required and minimise the risk of management override. Assurance mechanisms on the organisations' compliance with its decision-making processes are provided through the external audit (Statement of Accounts) and the work of the internal audit team. There are other external inspections, such as Ofsted, which may examine elements of our decision-making processes through their work, although this is not usually the primary focus. The organisation publishes an Annual Governance Statement identifying significant governance issues which have occurred, any known areas which may cause issues if not managed effectively and updates on issues previously identified.	3	3	9
8b	Political Uncertainty Uncertainty around future local and national political policy and administration could result in challenges to, or failure to take the decisions required to facilitate delivery of the Council's Corporate Plan, leading to unnecessary increases in resources used in the decision-making process and dissatisfaction from residents.	Corporate Leadership Team	3	4	12	Engagement with political administration of CEC Engagement with group leaders of CEC parties Training and briefing to CEC members	3	4	12

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
9	Capital projects Risk that the Council's major capital projects are insufficiently managed to ensure that they are delivered on time, on budget and at the required quality level.	Executive Director - Place	4	4	16	<ul style="list-style-type: none"> The Capital Strategy and overall Capital Programme is presented annually as part of the Medium-Term Financial Strategy at full Council. New projects and schemes are subject to the approval of detailed business cases in accordance with the Finance Procedure Rules The Assets Board provides strategic oversight of the Council's land and property assets including recommendations and reports on acquisition, disposal and development. The Capital Programme Board undertakes detailed appraisals of projects and business cases; undertakes gateway reviews and risk management reviews of major capital projects; and receives post project completion reports to assess benefit realisation and lessons learnt. Appropriate and proportionate governance has been established to oversee project delivery, including risk registers. This includes project boards to manage individual projects and thematic programme boards to provide additional strategic oversight and manage interdependencies, e.g. Carbon Neutral Programme Board, Leisure Investment programme Board, Place Board. The Place Board provides strategic oversight of all the major Crewe-centric and Macclesfield-centric projects, including HS2 and strategic housing sites, to ensure individual projects are fully aligned to the overarching vision and delivery plan for each town. Financial monitoring undertaken quarterly, with summary data reported to Finance Sub-Committee and appropriate service committee twice a year High level progress updates are reported to the appropriate service committee twice a year. More detailed progress reports on individual projects or programmes are provided on a periodic basis. Regular 121s between Executive Director and Directors which includes updates on major projects 	2	3	6
10	Infrastructure Investment (opportunity) Securing the required investment to support our major infrastructure and development priorities in Place, particularly in relation to HS2 and delivery of the Crewe Hub and noting the inflationary pressures across all aspects of project delivery.	Executive Director - Place	4	4	16	<ul style="list-style-type: none"> This risk will be reviewed by the Place Board (chaired by the Executive Director of Place) and the Business Case and Investment Integration Board (chaired by the Director of Finance) on a monthly basis and the chairs inform CLT accordingly. Day to day management of the actions in place to reduce the risk is a combination of the BCII: Business Case and Investment Integration, the Programme Director and the Programme Manager. The controls above will be used to monitor the risk. There have been no control failures to date. In fact, the controls in place today are probably stronger than at any point in achieving the objective. This is commensurate to the closing window of opportunity and the increase in work required by the Council to turn the outputs of the consultants Business Case work. Future issues may arise if the dedicated resource currently requested is not quickly put in place to release the efficiencies of working a close dedicated team brings. Ultimately, while the Council can control the technical evidence, business case formation and the technical level negotiation with Government Departments, the risk is being impacted on by recent Government administration changes and the resultant changes in Government policy. Value engineering of design and development of projects and Early Contractor Involvement where appropriate. Liaison with the contracting industry to identify the most efficient design solutions. 	3	4	12

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (L+I)		L	I	Total (L+I)
						<ul style="list-style-type: none"> • Constant review and effective management arrangements of capital projects and programme budgets. • Managing outward facing expectations on the scheme • Ongoing cost review based on latest construction inflation forecasts 			
11	Pandemic Virus Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which no preventative treatment is available. In addition to the human health risks pandemic flu poses a risk to healthcare capacity and CEC business continuity.	Executive Director - Adults, Health and Integration	3	4	12	Limited National Government mandatory and advisory measures. National Vaccine roll out Sub-regional collaboration co-ordinated by the CHaMPS Public Health Collaborative Cheshire and Warrington Local Resilience Forum managed partnership working. Cheshire East Emergency Planning activity Advice and guidance to schools, businesses and residents Track and Trace Team activity / Swab Squad/Contract Tracing Team Cheshire East organisational activity Ongoing working from home Local Track and Trace Hub established Delivery of government mandated actions and activity (self-isolation payments, support for care providers etc) Supporting NHS roll out of Covid 19 vaccination programme Initiating flu vaccination programme for all staff and communications supporting public vaccinations	3	3	9
12	Fragility and failure in the social care market Increased pressure within the social care market, rising costs, increasing complex needs and funding pressures, which have been exasperated by Covid 19 increases the likelihood of multiple provider failure and market collapse.	Executive Director - Adults, Health and Integration	4	4	16	<ul style="list-style-type: none"> • ASC/Commissioning comply with the Care Act 2014, in holding a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight. • ASC/Commissioning have in place a robust Care Act compliant – Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure. • ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board. • ASC/Commissioning have a care sourcing/brokerage team support service and a local area co-ordination service- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate utilising People Healing People services • ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. For providers at risk we are offering an open book accounting exercise to ascertain the level of risk within that service. • ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress in order to respond to 	4	4	16

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
						<p>demand and growth in the sector.</p> <ul style="list-style-type: none"> • ASC/Commissioning are influencing and working with Cheshire CCG pertaining to local ICS and ICP plans regarding the overall reduction in demand and systems redesign work supporting an improved community offer and redesigned front door. • ASC/Commissioning with communities are developing a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care. • ASC/Commissioning working with partners across the North west via ADASS to address the future market capacity and workforce issues. • The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge. • As part of the contract management and quality assurance processes we check each provider's Business Continuity plan for robustness and make recommendations for improvement if required. • The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties. 			
13	<p>Reputation</p> <p>That consideration is not given, and management action is not taken, to effectively manage the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities.</p>	Chief Executive	4	4	16	<ul style="list-style-type: none"> • Effective monitoring and reporting of organisational reputation and sentiment. • Weekly reputation reporting to senior managers • Monitoring of social and traditional media • Communications and media function advised at an early stage of all future demand and emerging issues to enable effective planning • Providing a 24/7 emergency communications on call function • Communications strategies for key projects and issues developed agreed and reviewed with senior stakeholders and decision makers • Comms programme planned and reviewed over short-term (daily) and long-term (monthly / annually) • Review communications business continuity, priorities and emergency / crisis comms protocols and plans • Media protocol and approvals process • Media training programme for key spokespersons • Senior member overview of COVID-specific communications activity through Local Outbreak Engagement Board • Weekly COVID-specific comms activity reporting and planning as part of CEMART • Weekly meetings with comms leads from public sector partner organisations to collaborate, share plans and intelligence • Ensure that information about the Council, its services and how to access them is easily available in a range of formats for a wide range of audiences • Ensure that consultation is undertaken when any proposals are still at a formative stage • Consultation must give sufficient reasons for any proposal or change to permit stakeholders to undertake intelligent consideration and response to the options • Ensure consultation and engagement activity informs our evidence-based decision-making approach and that adequate time is given between the end of a consultation to allow for consideration of and where required, a response to, the output of a consultation or engagement • Ensure that Equality Impact Assessments (EIA) are signed off before any consultation 	3	3	9

Risk Ref	Risk Description	Risk owner (CLT member)	Gross (unmanaged) score			Existing risk mitigation activity	Net (current) scores Quarter 4 2021/22		
			L	I	Total (LxI)		L	I	Total (LxI)
						can begin. • When communicating about decisions, make it clear HOW consultation and engagement activity, EIA and other intelligence has been conscientiously taken into account when finalising the decision			
14	<u>Climate Change (2025)</u> Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions, will result in non-delivery of a key priority in the Council's Corporate Plan. It will also contribute to climate change temperature rise and severe weather events which could have an impact on public health and safety. It could also have financial implications with increased need for adaptation of key infrastructure for severe weather events across the borough.	Executive Director - Place	3	4	12	• Risk is reviewed as part of the brighter futures transformation projects board, operational board and member steering group. • Carbon Neutral programme established with Programme Board reviewing progress and risks monthly • Member Advisory group overseeing its delivery • Annual update on progress reported to relevant committee • Climate change is a key consideration as part of our statutory planning duties as an authority and within the development of local planning policy • Planned natural offset set at 10% more than required to reduce risk of non-delivery in any one project area.	3	2	6
15	<u>Economy Risk</u> The combined external national economic shocks of EU transition and COVID - 19 will have a severe detrimental impact on Cheshire East economy resulting in a protracted reduction in economic growth. This recession is expected to increase the number of local business failures resulting in a loss of business, employment and consumer confidence in Cheshire East; and severe impacts on the Councils income and exert pressure on its revenue and capital programmes.	Executive Director - Place	4	4	16	• Business Support and Grants • Economic Recovery • Meet the buyer event for HS2 • Employment support • Business forum to engage and plan future support • Investment plans to support regeneration and development • Place marketing and inward investment	3	3	9

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
SR1A	Increased demand for Adult Services	4	4	16	<ul style="list-style-type: none"> • ASC/ Commissioning and Communities, together with Public Health one Directorate continuing to work jointly to respond to challenges pertaining to prevention, health inequalities and our workforce. • ASC/Commissioning and Communities developed a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control. • Continue to monitor and review preventative and support service activity. • Continue to develop improved monitoring of people's outcomes. • Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans. • Develop engagement with community groups and 3rd sector. • strength liquid logic and controcc solutions to better map trend and demand. • To monitor and review thresholds and gatekeeping processes. • Review and strengthen partnership working with wider agencies. • Restructured teams to ensure better integration with key partners. • Better data intelligence to understand where and what kind of service demand needs are, in order to commission appropriately and effectively. • Continue to engage with leaders across teams – informing and influencing change. • Continue with Connecting Leaders – through strong forward thinking visible leadership. • Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy. • Proactive engagement with the new Integrated Care Partnership (includes health partners). • Ongoing response measures to COVID 19 pandemic (see SR11). • Maintaining Business Continuity across inhouse and external providers. 	3	3	9	No significant change to Q3 comments; we have seen an unprecedented demand on adult social care services. Demand has increased from our local hospitals and individuals needing mental health support. In addition to this the Council has also seen a significant rise in safeguarding concerns. This is coupled with staff absences and huge difficulties in recruiting and retaining staff. Despite the mitigations in place, business continuity plans have been refreshed and support being given to staff to assist in managing the situation.
SR 1C	Increased demand for Children's Services	3	3	9	<p>The Council is considering a further children's social care growth bid for 2022/23.</p> <p>The Council is considering a further growth bid for SEND and Educational Psychology for 2022/23.</p> <p>Continue to deliver our Sustainable Futures Strategy and improve the quality of social work practice.</p> <p>We are exploring expanding our in-house residential provision and fostering sufficiency, learning from North Yorkshire's 'No Wrong Door' model.</p> <p>Continuing to support good quality early help and prevention services.</p> <p>Continuing to support vulnerable children and young people through the Household Support Fund and the Holiday Activity Fund.</p> <p>Deliver the SEND Strategy and Access to SEND Services Strategy to ensure children and young people with SEND get the right support at the right time.</p> <p>Continue to develop Bespoke Children's Homes and Mockingbird fostering model.</p>	3	3	9	Business cases for Children's Social Care and SEND Services were agreed as part of the MTFS for 2022-2026 to ensure services can continue to meet increased activity and demand. We are continuing to deliver our partnership strategies to ensure that we support families early, providing the right support at the right time, and that we work together with families so we achieve the best outcomes for children and young people in order to mitigate this risk and prevent children and young people from experiencing greater intervention in their lives. We are currently developing a new partnership strategy for Early Help and Prevention in order to continue to improve our support to children and families.

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
SR 2	NHS Funding and Integrated Care System.	4	4	16	The Cheshire East Partnership has published a detailed implementation Plan (The Five-Year Plan and Technical Appendix, October 2019) with the intention of accelerating the work to introduce a new model of care and to establish an Integrated Care Partnership. To continue to be a key player in the development of the integrated care system at a regional and local level. Deliver the SEND Strategy and Access to SEND Services Strategy to ensure children and young people with SEND get the right support at the right time. Continue to develop Bespoke Children's Homes and Mockingbird fostering model.	3	4	12	Proposals for a new Governance arrangement and section 75 are being prepared for May 22 Council.
SR 3	Financial Management and Control	3	3	9	Training and briefing to Councillors. Education and training on Finance and Contract Procedure rules for Officers and Councillors. Roll-out of Unit4 self-serve requirements. Action Plan on adherence to FM Code.	2	3	6	MTFS has been subject to external / internal consultation following development via CLT. MTFS and in-year position also subject to oversight and scrutiny via Committees. MTFS balanced for further 4yrs including impact of government spending review. 2021/22 budget close to balanced, with deficit manageable via use of MTFS earmarked reserve in accordance with strategy. FM Code gap analysis completed, CFO governance workstream working on action plan. Unit4 go-live 2 completed. Finance Team completed training and started roll-out of forecasting requirements. Unqualified opinion delayed provided for Statement of Accounts, due to national infrastructure valuation issue, not related to CEC. No material adjustments required in findings to date.
SR 4	Information Security and Cyber Threat	4	3	12	Review policies and guidance materials to strengthen advice to staff on how to manage various information types. Continue with education and communication programme. Update to CLT on cyber security and the recommendation of the insurance assessment. Production of Business Case for Security and Compliance to enhance the security estate to meet new and emerging threats. Production of Business Case for IADM, to increase the maturity of Information Assurance, and to increase the value of the corporate assets. Undertake regular compliance reviews. Simplify and consolidate the ICT infrastructure. Reduction of the information storage, removal of duplicates information and validate that the asset register is being adhered to. Roll-out the revised/ updated e-learning. Enhancement of the Data Classification and technical controls to further protect information. Enable Data Quality consistency across multiple service areas.	4	3	12	NCSC intelligence indicates that the Russian government is exploring options for potential cyber-attacks, this activity may occur as a response to the unprecedented economic costs imposed on Russia as well as material support provided by the UK, allies and partners to Ukraine. They are not aware of any specific, targeted cyber threats to UK organisations or citizens as a result of the Russian invasion of Ukraine but are encouraging organisations & citizens to remain vigilant as this could change at short notice. To this effect the net risk rating remains at 12 due to the major impact on the corporate plan should a vulnerability be exposed.

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
SR 5	Business Continuity	3	3	9	Co-ordinate a refresh of BC plans with specific focus on ICT systems. Review and refresh of the Business Continuity Framework. Development of training materials on Learning Lounge to support staff training and awareness. Introduce moderation of BC plans across a working group for internal challenge and support. Assessment of BC software with ongoing organisational needs. Work with Emergency Planning to hold regular scenario testing.	2	3	6	Oversight and monitoring of business continuity challenges through Q4 was led through CEmart. As the organisation adjusts to "Living with Covid", services will need to reflect on the plans and ensure that hybrid working is reflected in plans.
SR 6	Organisational Capacity and Demand	3	4	12	Revised Council wide Workforce Strategy and Directorate /Service Workforce Plans. Equality, Diversity and Inclusion Strategy.	3	4	12	In November 2021, Corporate Policy Committee agreed a new Workforce Strategy 2021 -2025 which addressed the key workforce priorities for the Council under four strategic themes: -Delivering Our Future; -Living our Values and Delivering our Employee Deal; -Inclusive Workforce – Ensuring Everyone has a Voice -Empowering Our Workforce Service Workforce Plans are being refreshed as part of the business planning process. Recruitment and retention remain a key focus for the forthcoming year across all services. A comprehensive programme of work is being developed to ensure that both strategic and service level activity is progressed to ensure that we maximise all opportunities, mitigate risk and make Cheshire East Council the employer of choice. Hybrid working continues to be embedded across the Council supporting recruitment and retention and making the Council an attractive employer for external candidates, while supporting many of our staff to experience an enhanced work-life balance. The overall net risk rating is 12 and remains high.
SR 7	Council Funding	3	4	12	Engage with consultation on changes to local government financing.	2	3	6	MTFS assumptions reviewed via Finance Sub-Committee. MTFS published following autumn statement, but prior to detailed Local Government Settlement. Assumptions gave limited benefit from settlement, to allow flexibility within the consultation period. Settlement provided only single year clarity, however risk from reduced levels of local taxes reduced as collection rates and levels of government funded reductions have stabilised the forecasts. Implementation of improved Council Tax Support scheme, EA scheme consultation and new business grants will help with impact on collection rates too.
SR 8A	Governance and Decision Making	3	3	9	Further work of the BFT Governance Workstream projects – Decision Making, Governance and Financial Codes and Policy and Performance. Constitution update (April 2022, annual review thereafter). Decision making records. Reports and delegations - reviewed after each Committee cycle.	2	2	4	The change in governance has delivered a legally compliant budget and there have been no challenges to decision making in the first year. The governance Brighter Futures project has concluded and is transitioning to business as usual, and the governance system is moving from major change/implementation to incremental improvement. Further

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
									consideration on operational learning from officers will be incorporated into future improvements. The alignment of governance arrangements to the achievement of the corporate plan is now required; this will be achieved through a program of strategy mapping and alignment against the corporate plan, and reinforced through alignment in the reporting of performance, risk and finance.
SR 8B	Political Uncertainty	3	4	12	System for briefing and information exchange on white papers, levelling up, ICS and regional solutions. Preparation for Elections 2023 and delivery of Corporate Plan Reprioritisation/new plan after elections. Service Committee Support & Briefings.	2	3	6	The delivery of national policies, integrated care systems, levelling up, and devolution remain an unchanged risk. The conflict in Ukraine and impact on political environment and consequential inflationary issues creates a risk of revisiting of political priorities and deliverability. Increased net likelihood score changed due to these factors, and the increased proximity to local elections in 2023.
SR 9	Capital projects	2	3	6	A new module within the Unit4 ERP system will improve financial monitoring to provide more regular information on actual and forecast spend.	2	3	6	<ul style="list-style-type: none"> The existing controls for effective governance and management of major capital projects remain in place. Each major capital scheme has its own project or programme governance in place. Additional governance mechanisms include Assets Board and Place Board providing oversight on thematic programmes.
SR 10	Infrastructure Investment (opportunity)	3	4	12	No further planned mitigation activity.	4	4	16	Q3 Comments still apply The Council continues to work collaboratively with stakeholders and partners to manage the above risks. The Council will explore Government funding opportunities to bring forward key interventions (such as the LUF) and utilizing work to date. Recent engagements with Government ministers have been positive and an opportunity to work with Infrastructure and Projects Authority to move the work forward has arisen.
SR 11	Pandemic Virus	3	3	9	Development of regional 'business as usual' approach for Cheshire and Merseyside. Horizon scanning to understand long-term management of Covid-19.	2	3	6	<p>There is at present no means of removing the COVID-19 virus from the population or its associated risks, and changes in national policy have removed most control measures that had previously been in place. Managing the spread and mitigating against the impact is what we must continue to work on in partnership with all those living and working in Cheshire East (in collaboration with partners across the sub-region and Cheshire and Merseyside). To achieve this we will maintain the TTCE Programme until at least October 2022 and support partners across the health economy to deliver both the current vaccination programme and the booster programme to all eligible residents.</p> <p>Rates of Covid-19 are decreasing, but as test and trace functions have been largely de-mobilised, and data sources reduced, the</p>

Risk Ref	Risk Description	Net (current) scores Quarter 4 2021/22			Further planned risk mitigation activity	Target risk score			Q4 Comments
		L	I	Total (LxI)		L	I	Total (LxI)	
									<p>current case rates are not likely to be accurate. Additionally other illnesses such as RSV and TB have been seen to be rising, these rises are due to increased population susceptibility and are likely to put further pressure on primary and secondary care. The control measures for all respiratory and gastrointestinal infections remain the same as those for Covid-19. Local Authorities are being requested to take on more responsibilities and there is a lack of clarity on the role of Local Authorities in managing Covid-19 long-term. There will be additional financial pressures and workload pressures on organisations and staff across health and social care as a result.</p> <p>The core risk from Covid-19 has reduced due to the levels of vaccination, as well as the number of people who have been exposed to the virus. The risk has reduced in terms of deaths and serious illness, however the risk associated with a major disruption to business services remains. If large numbers of people are infected and are ill at the same time business continuity will likely be impacted for some time.</p> <p>There remains a risk from a new Variant. We have seen several Variants over the course of the 2-years of the Pandemic and it is possible that a different virus, whether a Coronavirus or not could emerge. While this is still a significant risk, the mitigation is that the world has learned a great deal about the measures to take and vaccine technology has improved greatly.</p> <p>The vaccination programme continues its roll out across the borough. Cheshire East continues to have the highest overall rates for Cheshire and Merseyside and in the country. The Spring Booster Campaign is underway for people aged over 75 years old and residents of care homes. Uptake is good though outbreaks within the care home sector has delayed the roll out of the programme in some homes. In addition, the primary vaccination programme for children aged 5-11 years old has commenced thereby extending the programme to whole population aged over 5 years old. Whilst it is likely that an Autumn booster programme will be required. Though the NHS will be responsible for the delivery of the programme, the local authority will be asked for its assistance to ensure its success, particularly to enable our most disadvantaged communities.</p> <p>The implications for recovery include a significant impact on mental health for a range of reasons with concurrent needs for increased access to services (including substance misuse</p>

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									<p>services). This will put pressure on teams that were in high demand pre-pandemic. This goes alongside a likely fall in physical health and wellbeing amongst particularly our most deprived populations arising from falls in physical activity and other changes to lifestyles.</p> <p>As highlighted in previous reports the adverse mental health impacts of the Pandemic on many people within our communities has been high. This will place a significant demand on health and social care services. In addition, there is recognition that Long COVID symptoms are also having an adverse effect on a proportion of our residents. Whilst support services are being developed it is likely that the full extent of local need will require review.</p>
SR 12	Fragility and failure in the social care market	4	4	16	<p>Identify short term funding to support care providers to maintain sufficiently qualified workforce to meet need and reduce pressure on hospitals</p> <p>Establish a CEC crisis response team who can be called on at short notice to deliver care</p> <p>Expand the existing British Red Cross service to respond to crisis situations in the community by providing low level support over a 7 day period</p> <p>Undertake a review of care fees for all sectors of the market</p> <p>ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention.</p> <p>ASC/Commissioning and Communities have a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that will test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control.</p> <p>Continue to monitor and review preventative and support service activity.</p> <p>Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans.</p> <p>Develop engagement with community groups and 3rd sector.</p> <p>Liquid logic and controccc solutions to better map trend and demand.</p> <p>To monitor and review thresholds and gatekeeping processes</p> <p>Review and strengthen partnership working with wider agencies.</p> <p>Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively.</p> <p>Continue to engage with leaders across teams – informing and influencing change.</p> <p>Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy</p> <p>Joint working with ‘skills for care’ to encourage individuals to take up employment within the care sector.</p> <p>Ongoing support for care providers to assist in their response to the COVID-19 outbreak</p> <p>‘Hidden Carer’s’ initiative launched through Carer’s Hub to help identify and support carers not known to the system</p>	3	3	9	<p>Still experiencing difficulty with the care at home market – we are still experiencing handing back of packages and have a significant number of people in short term beds and on a waiting list. Health have agreed to assist with a fee increase of 14% to help the Care at home market.</p>

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SR 13	Reputation	3	3	9	Explore development of communication strategies to influence public awareness of and provide quality information about key universal services, inc: planning, highways, waste and recycling Further development of the communications approach to supporting decision making under the CTTE system Align developing communications strategy to customer experience, digital and consultation and engagement strategies Include customer enquiries, MES and MP correspondence in reputation monitoring Undertake a survey of residents to understand how they want to get information about council services, policies etc. To inform communications strategy(ies) and plans	3	3	9	(Q3 comments still apply). Communications survey was in development in Q4 to be sent to representative sample of residents for response in April 2022. This will support development of communications strategy. Communications programme for 2022/23 was also in development in Q4 and into Q1 2022/23. During this period (Q4) we saw particular interest and activity in the following topics: <ul style="list-style-type: none"> • Great British Railway HQ bid • COVID-19 response • Road funding and maintenance (including gritting programme) • Avian influenza • Carbon neutral programme • Community Governance Review • Homes for Ukraine scheme • Budget setting / Council Tax We also held the first virtual 'Conversation with the Leader and Deputy Leader sessions. We have seen consistently high levels of media interest, with around 91% positive and neutral coverage with 9% coverage classed as negative in this period.
SR 14	Climate Change (2025)	3	2	6	Secure capital funding for key infrastructure projects, e.g. fleet EV charging infrastructure, solar farm, included in MTFS Secure land for tree planting and solar farm development; Land use assessment undertaken with recommendation for allocation of land to Economy & Growth Committee; review progress end of Q4 2021/22 Monitoring of emerging technologies; annual report to committee	2	2	4	Cheshire East Council committed itself to becoming carbon neutral for its own operations by 2025 and to using its influence to assist the borough in reducing its carbon impact. To enable this a Carbon Action Plan was produced to detail the measures that would need to be taken in order to achieve this commitment. While the Council is seeking to cover core cost of the program and feasibility though the allocated program budget individual services and directorates may require additional funding to meet high standards such building Bream excellent or equivariant and carbon zero transport commitments. Where possible grant funding will be used, and costs spread over the 4-year life of the program. Any additional funding request will form part of future MTFs business case cycles. Climate change has adversely affected the residents of Cheshire East by the increasing impacts of adverse weather. Adverse

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									weather has been experienced in several ways, most notably the increased frequency and ferocity of flooding experienced in recent years, specifically in Poynton, Bollington, Nantwich and the rural areas to the south of the borough. These flooding events have exposed frailties in the drainage network and identified clear areas of focus with partnering risk management agencies such as the Environment Agency and United Utilities.
SR 15	Economy Risk	3	3	9		2	2	4	<p>No further changes to scoring or commentary from Q3 as both still apply.</p> <p>Due to continued pressure in the wider economy both nationally and internationally, there is no variance to the scoring of risk.</p> <p>There is added risk with significant cost increases in utilities, gas and electric prices, and continued impact of construction inflation, supply chain shortages, and increased interest rates. Covid transmission remains high but self-isolating guidelines have relaxed but residual pressure remains in the market, which is still vulnerable to new variants and market confidence.</p> <p>Economic outlook remains fragile.</p>



Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	Approach to Consultation and Engagement
Report of:	Jane Burns, Executive Director Corporate Services
Report Reference No:	CP/6/22-23
Ward(s) Affected:	All

1. Purpose of Report

- 1.1.** The purpose of this report is to outline a coordinated and collaborative approach to consultation and engagement. The new approach will support all of the aims and objectives in the Council's Corporate Plan 2021-25 but will particularly support two priorities within the "Open" aim, these are: to listen, learn and respond to our residents, promoting opportunities for a two-way conversation and to promote and develop the services of the council through regular communication and engagement with all residents.

2. Executive Summary

- 2.1** This report outlines a new approach to consultation and engagement, which has been developed by a cross council officer working group. The new approach seeks to achieve the aims and objectives within the Corporate Plan by driving greater consistency and information sharing within the council, increasing our external conversations and engagement activity and ultimately increasing participation and improving resident satisfaction.
- 2.2** The new approach will be refined through a refreshed approach to the consultation on the Medium-Term Financial Strategy and will be supported by progression of the draft Communications Strategy and the implementation of the Customer Experience strategy and Live Well for Longer plan.

3. Recommendations

- 3.1.** Approve the new approach to Consultation and Engagement.
- 3.2.** Note progress in developing actions to deliver the new approach and that a further update will be brought to the next meeting.

4. Reasons for Recommendations

- 4.1.** The recommendations have been made to support progress against delivery of the Corporate Plan. This report proposes activities that support implementation of the priorities to listen, learn and respond to our residents, promoting opportunities for a two-way conversation and to promote and develop the services of the council through regular communication and engagement with all residents.
- 4.2.** The recommendations progress a “one council” approach to consultation and engagement, promoting sharing knowledge and resources, and development of a defined and documented approach to support consistency and transparency.

5. Other Options Considered

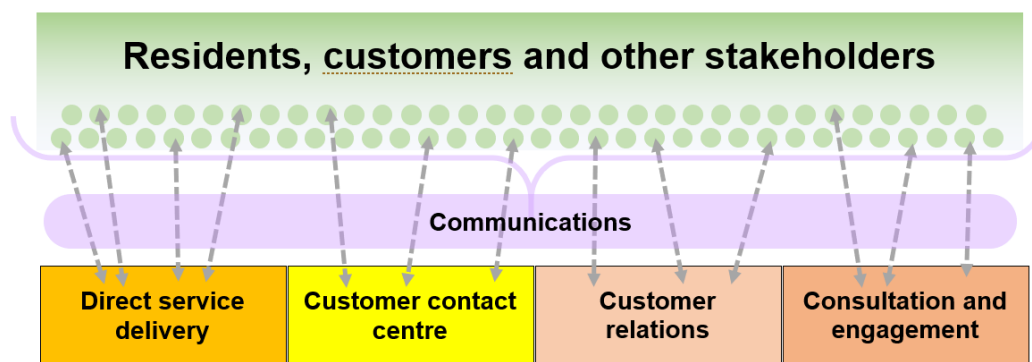
- 5.1.** In terms of the new approach to Consultation and Engagement the committee could agree not to proceed and instead continue the status quo. The risk to this option is of duplication of resources in both resident and officer resource and disparate activity, which may influence the reputation of the council.

6. Background

- 6.1.** In early 2022 a working group of officers was established to review the consultation and activities taking place across the council and to consider how these activities could be better aligned to achieve our corporate plan priorities. The working group is time limited, working on producing the new approach by September 2022. The first session mapped the activities that take place across the council, which include formal digital consultations, surveys, focus groups with businesses and communities and informal conversations with residents and communities. The second session has drafted a route map of activities that the group wish to undertake to achieve our priorities to listen, learn and respond to our residents, promoting opportunities for a two-way conversation and to promote and develop the services of the council through regular communication and engagement with all residents.
- 6.2.** To achieve the Corporate Plan priorities the officer working group have recommended a more collaborative “one council” approach that will reduce duplication, share insight and intelligence and give greater consistency for all audiences in approach, evaluation, monitoring and further improvement. Specific recommended outputs of the officer working group are recommended to be; a Consultation and Engagement toolkit setting out a consistent process for different forms of consultation and engagement, a new

community of practice to share insight and intelligence to inform strategic developments, using the new Cheshire East Council Intelligence Network (CECIN), and a clear programme of consultation and engagement activity to support delivery of the Corporate Plan. It is proposed that these outputs are developed, approved and launched by the end of 2022. The desired outcome of this work is to ensure that the resident voice is considered in all that we do, that residents and other stakeholders feel genuinely listened to, increased participation, to ensure that there is equitable access to consultation and the ability to influence for all and that ultimately resident satisfaction levels with the council are increased.

- 6.3.** The new approach for consultation and engagement is not free-standing, it is part of a wider strategic approach for managing relationships with residents, customers and other stakeholders. The approach therefore will support progression of the Customer Experience strategy and the proposed draft Communications strategy and will support our services across these areas.



- 6.4.** The new approach recommended includes both internal and external focus. Internally, officers want to have clearer guidance for consultation and engagement activity and to be able to share insight and intelligence across the council. Externally, the new approach also focuses on connecting and increasing activity, such as more engagement with Town and Parish councillors and sharing data obtained from stakeholder focus groups, such as the Voluntary and Faith sector networks, the Business Forums and intelligence gained from the Communities team.
- 6.5.** The new approach to consultation and engagement will involve more listening activities and more informal consultation and activities. This will support improving the customer experience and building improved relationships with our residents. Through implementation of the new approach, residents will have further evidence that their views are listened to and considered, which should influence greater participation and involvement in opportunities to influence the policies and practice of the council.
- 6.6.** The Council have already undertaken activities to co-produce plans with residents. A recent example is the "Live Well for Longer Plan 2022-25" which sets as its aim "to work in equal partnership with the residents of Cheshire East to design and deliver meaningful services." This greater degree of

engagement is particularly crucial in adult health and care as the customer base expands over the next year.

- 6.7.** The direction for consultation and engagement is to undertake more participatory activities. This follows the work of Sherry Arnstein, who developed a “ladder of engagement and participation” in 1969, and her model remains widely recognised for understanding different forms and degrees of community involvement. The steps of the ladder are:

Devolving – placing decision making in the hands of the community and individuals,

Collaborating – working in partnership with communities in each aspect of decision-making, including the development of alternatives, and the identification of preferred solutions

Involving – working directly with communities to ensure that concerns and aspirations are consistently understood and considered, for example, through partnership boards and reference groups.

Consulting – Obtaining community and individual feedback on analysis and/or decisions, for example, surveys and focus groups.

Informing – providing communities and individuals with balanced and objective information to assist them in understanding challenges, opportunities and solutions, for example, through websites, newsletters and media releases.

- 6.8.** Our aim is to undertake more participatory activities with a greater degree of coproduction with residents to support improved customer experience.

- 6.9.** The officer working group have produced the following summary of how the new approach may support success against our Corporate Plan priorities:

Success factors	What will be different with the new approach?
Improved resident satisfaction	Increased customer satisfaction Reduced complaints and increased compliments Improved reputation
Increased resident engagement	Residents find it easy and convenient to provide their views Co-production is considered wherever possible Residents feel listened to and can see their influence There are opportunities for all residents to be involved
A successful "One Council" approach	Councillors and officers can explain how resident views were considered for decisions A central repository for consultation findings, with appropriate consent Reduced legal challenges

	<p>A range of data and insight available from Pulse Surveys, Residents Surveys and Communications Survey</p> <p>A consistent "One Council" approach to Consultation and Engagement</p>
Consultation and engagement activity that	<p>Is accessible</p> <p>Is designed in a way that intelligence can be used more than once</p> <p>Balances quantitative and qualitative intelligence</p> <p>Provides a regular programme of activity</p> <p>Evidences increased participation</p> <p>Is locality based, rather than department or directorate focused</p>
Our staff strengths and local assets	<p>Shared objectives and greater insight to our communities</p> <p>Organisational capacity and time to integrate feedback into what we know</p> <p>Utilising cross council skills and knowledge</p> <p>Partner intelligence used to support consultation and engagement</p>
Clear feedback loops	<p>A continued "You said, we did" approach</p> <p>Feedback with explanations if the council cannot implement suggested actions</p>

- 6.10.** A key upcoming opportunity to test the new approach to consultation and engagement is the next iteration of the Medium-Term Financial Strategy in autumn 2023/24. This will inform a revised approach to the next Residents Survey in 2023/24.
- 6.11.** A separate report has been produced in relation to the proposed process for the Medium-Term Financial Strategy consultation which was considered by the Finance Sub Committee on 1 June 2022.
- 6.12.** The last Residents Survey was conducted in 2019. The survey was distributed to a stratified sample of just under 9,000 (8,749) residents. There was a 46% response rate to the survey. 3,989 responses were received (3,216 paper responses and 773 online responses). Residents had lower levels of satisfaction with regards to roads and pavements in relation to their condition and speed of repairs. There were high levels of satisfaction with the range of services provided by the council, waste and refuse services, local parks, open spaces and play facilities, street lighting and the local area as a good place to live.
- 6.13.** Due to the coronavirus pandemic, there has been no further Residents Survey conducted since 2019. Therefore, the council need to prepare for the next Residents Survey and undertake an options appraisal of how this will be structured. The testing of the new approach in relation to the Medium-Term Financial Strategy will inform and support preparation for the next Residents Survey.

- 6.14.** The Local Government Association (LGA) measure resident satisfaction with councils every four months. The LGA polling survey is conducted through telephone interviews. Their latest results are from February 2022, and the report is included within the background papers to this report. 64% of respondents were happy with how their local council runs things, compared to 56% in the last polling round in October 2021. Trust in councils is above the polling average, with just under two-thirds of respondents saying they trust their local council “a great deal” or “a fair amount”. Similarly, trust in local councillors remain high; 74% of respondents selected “local councillors” rather than “members of parliament” or “government ministers” when asked who they most trust to make decisions about local service provision. The new approach to consultation and engagement will continue to measure Cheshire East residents’ level of satisfaction and trust with the council.

7. Consultation and Engagement

- 7.1.** If the decision is to proceed with implementation of the new approach to Consultation and Engagement, Corporate Policy Committee will receive a progress update, together with a programme of planned consultation and engagement activity in October 2022.

8. Implications

8.1. Legal

Councils sometimes have a statutory requirement to consult residents in certain areas, for example for issues such as planning or redevelopment. Statutory consultations are bound by legal requirements. If there is a need to run a statutory consultation in line with legislation, there is a risk of judicial review.

8.2. Finance

The consultation and engagement task and finish group are conducting their activities within existing resource. Any additional financial implications would be subject to production of a business case and would be in line with the Medium-Term Financial strategy.

A budget for a Residents Survey exists and is within the budget of the Research and Consultation team.

8.3. Policy

This report is in line with our Policy objectives as set out in the Council’s Corporate Plan.

8.4. Equality

An aim of this report is to ensure that consultation and engagement activities are inclusive and accessible. If it is decided to implement the recommended new approach to Consultation and Engagement, the programme of planned activities will be informed by an Equality Impact Assessment.

8.5. Human Resources

It is possible that more dedicated consultation and engagement resource may be required to support our Corporate Plan aspirations, this will be considered within the ongoing restructure of Policy and Change. Policy and Change incorporates the corporate services of research, policy, consultation, performance management, business intelligence, equality, diversity and inclusion, transformation, project and programme management and service improvement.

8.6. Risk Management

Consultation and engagement activity can influence reputational risks to the council and the activity proposed is to increase resident satisfaction.

8.7. Rural Communities

If approved, the new approach to Consultation and Engagement will consider how to engage best with rural communities through its Equality Impact Assessment of the proposed programme. A stakeholder list for rural community representatives has been established to support the work of the Task and Finish group.

8.8. Children and Young People/Cared for Children

The new approach to Consultation and Engagement proposed supports a “One Council” approach. This includes the consultation and engagement channels that are led by Children’s services with children, young people and families across the borough.


8.9. Public Health

The new approach supports public health priorities. The new Cheshire East Council Intelligence Network (CECIN) was established and is chaired by public health. Under the new approach it is proposed this will be the internal mechanism through which officers share insight and intelligence. This will ensure that all findings inform our joint strategic needs assessments, where appropriate.

8.10. Climate Change

The new approach will include digital consultation and engagement channels, as preferred first options, to support reduction of our carbon footprint and to achieve environmental sustainability.

Access to Information	
Contact Officer:	Sarah Bullock, Director of Policy and Change Sarah.bullock@cheshireeast.gov.uk

<p>Appendices:</p>	<p>Appendix 1- Summary of new approach to Consultation and Engagement</p>  <p>APP1%20Consultatio n%20&%20Engagem</p>
<p>Background Papers:</p>	<p>Background paper 1- Report to 1 June 2022 Finance Sub Committee on the Review of Medium-Term Financial Strategy Consultation process Review of MTFS Consultation Process (cheshireeast.gov.uk)</p> <p>Background paper 2- LGA Resident Satisfaction Polling- Round 31 February 2022 Resident Satisfaction Polling Round 31 (local.gov.uk)</p>

Consultation and Engagement Task & Finish Group:

Themes from the vision workshop





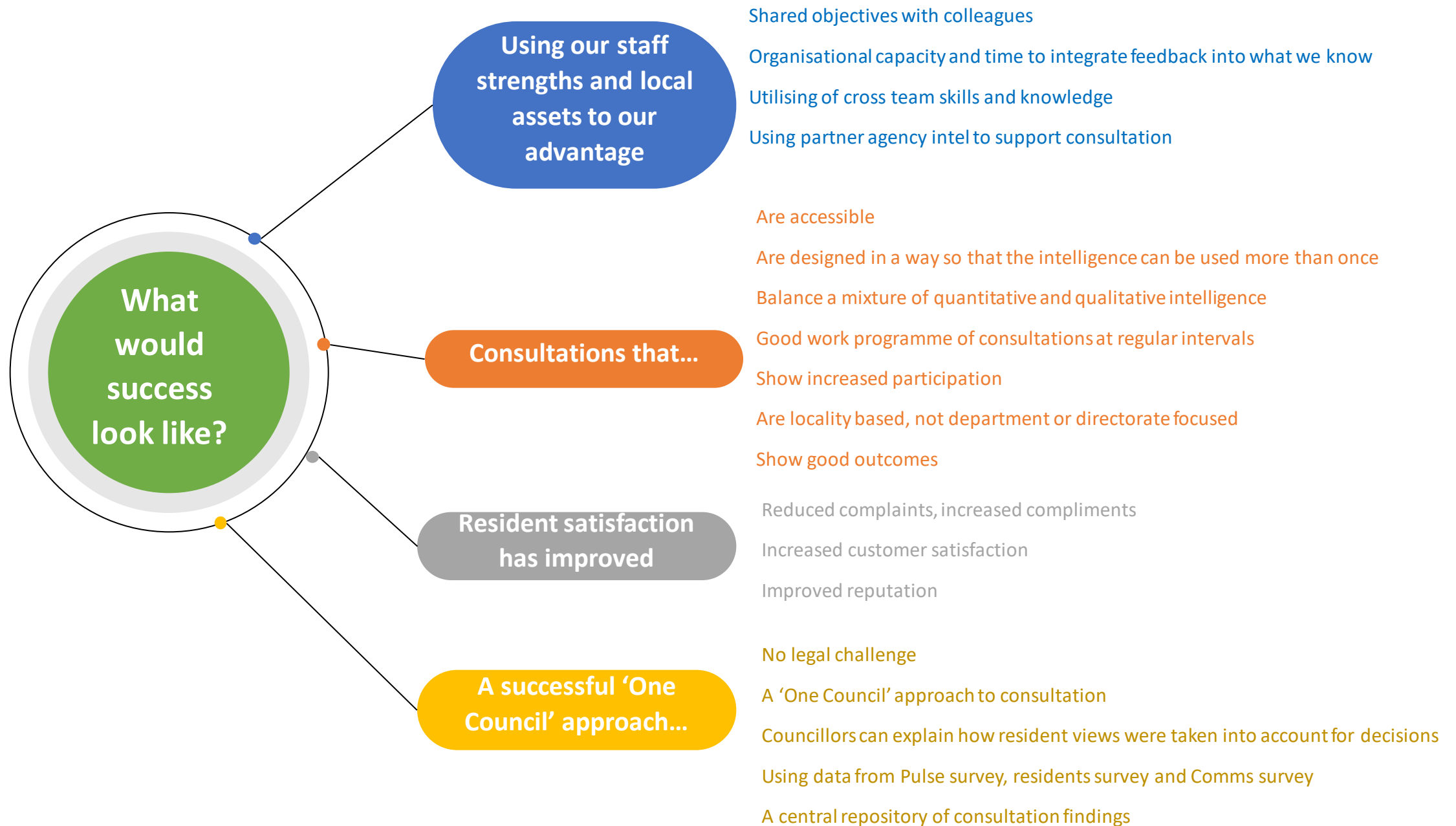
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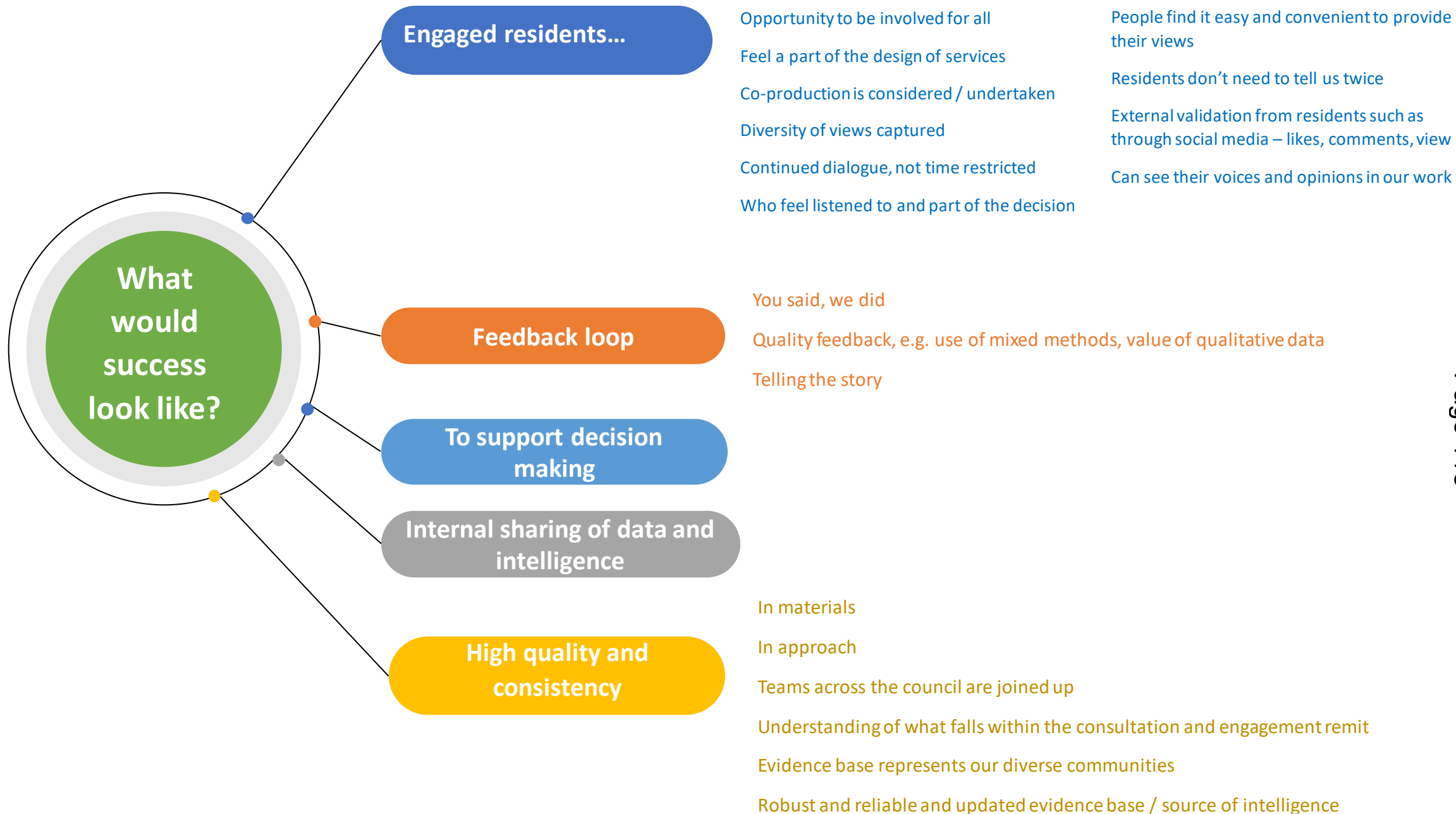
What are we aiming to achieve overall?

Aiming to achieve the Corporate plan	<ul style="list-style-type: none"> • Listen, learn and respond to our residents, promoting opportunities for a two-way conversation • Ensure that there is transparency in all aspects of council decision making
A “One Council” Approach	<ul style="list-style-type: none"> • Consistency for all audiences • Consistency in approach, evaluation, monitoring
A guidance document or toolkit	<ul style="list-style-type: none"> • A circular series of events • What is the plan – why are we undertaking the exercise – what do we want to achieve • Keep consultation simple and engaging • Understand why we need to consult • Meet legal obligations
Collaboration	<ul style="list-style-type: none"> • Internal and external • Share knowledge, resource, skills
Reduce overlap in the organisation	<ul style="list-style-type: none"> • Risks of overlap but sometimes this happens due to mandatory returns • Avoid consultation fatigue • Planned consultations and alignment: clear forward plan of engagement over next 12-24 months.
Clarity and openness on...	<ul style="list-style-type: none"> • what consultations are mandatory or what we have a duty to deliver • how and why you might want to engage with the council • what is co-production and working alongside residents • people’s expectations of how their voice will be heard, and what they can influence and when • our approach to consultations and being open about it
To innovate and test new methods	<ul style="list-style-type: none"> • Various modes of consultation – videos, photos – as and when appropriate • Make strategy consultations interesting • Citizens assemblies for big policy decisions
Engagement	<ul style="list-style-type: none"> • That is meaningful • Use of better engagement methods • Engage and empower communities

What are we aiming to achieve overall?

Shift staff culture to thinking 'Consultation & Engagement' first	<ul style="list-style-type: none">• To bring staff along with us on the journey• Improved awareness of working within the Council, more working across teams• Equitable access to consultation and ability to influence for all
Regular conversations	<ul style="list-style-type: none">• With residents, VCFSE sector, businesses, Town and Parish Councils• Demonstrate that we have listened to and responded to consultation & engagement• Show the residents voice in all we do• Transparency and openness, residents kept well informed• Residents to feel genuinely listened to – their priorities should be our priorities• Equitable access to consultation and ability to influence for all
Evidence based decisions to inform services	<ul style="list-style-type: none">• Outcome: services are relevant and efficient• Data insights that are impactful and useable• Join our current insights and data together, shared intelligence/outputs of engagement activity across the council• Better understanding to result in more tailored planning. Make change effectively• Evidence suggests change needs to happen, develop, consult, show listening through feedback.• Shared opportunities to engage with common audiences on multiple subjects





What will it take for us to get there?

MEASURES

Improvement in LGA indicators: influence, informed and involved

Increased perception of value for money

Achieve corporate plan

Compare our performance on the LGA indicators with other Local Authorities

Increased resident satisfaction with the council

Acknowledging context and variation in measures

Well documented list of stakeholders

BEHAVIOURS

Willingness to tear up the rule book – cultural change to consultation

Being able to respond quickly

Two-way conversations are the norm

Engagement being an ongoing process

We have improved our feedback about decision making

Coordination of teams across the council

Data lake approach – use data and engagement for multiple actions

Clear decision making

Consistent in approach to consultation – styles and language

Healthy challenge – internally

Engage at every stage of process

Feedback

Clear governance and leadership

What will it take for us to get there?

VALUES

Listening Council

Open and transparent

Collaborate and sharing
resource and skills

Innovative methods

OUTPUTS

Good news stories

Increased accessibility through use of other languages and difference formats

Formalised informal feedback

Planning and clarity of events and activities over a strategic time frame

Equity of opportunity and equity of voice

More staff & more capacity

Consultations are written in plain English, not corporate jargon

Contacting our audience in ways they want to engage with us

Central repository to include findings from key consultations – using appropriate technology

Feedback – especially to share that if nothing changed, why not, thank the residents, show that their engagement is valuable and encourage the to do it again

No siloes

GENERAL

Factoring time taken for consultation and engagement into project plans

Organisation-wide Consultation & Engagement programme – a standardised approach

Appropriate level of resources to enable changes to be implemented

Using other consultation methods such as video

Understand our audience for the consultation and engagement

Next steps...

- Report going to CLT on 14th July to outline our Consultation & Engagement approach and seek approval
- Consultation and Engagement action plan will be shared with the task and finish group
- Begin work on priority action, which is to develop a guidance toolkit



Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	Communications Strategy for Residents 2022-25
Report of:	Jane Burns, Executive Director – Corporate Services
Report Reference No:	CP/5/22-23
Ward(s) Affected:	All wards

1. Executive Summary

- 1.1.** This report presents a draft communications strategy which sets out vision, aims, principles and priorities for the council's communication with residents, to help deliver the Council's Corporate Plan priorities.
- 1.2.** Cheshire East Council's Corporate Plan 2021-2025 sets out the organisation's priorities, including being: an open and enabling organisation, that will:
 - Ensure that there is transparency in all aspects of council decision-making;
 - Listen, learn and respond to our residents, promoting opportunities for a two-way conversation; and
 - Promote and develop the services of the council through regular communications and engagement with all residents.
- 1.3.** The Corporate Plan states that, by 2025, we want:
 - Residents and staff to be aware of the council and the services we provide, and
 - Resident satisfaction with the council to be in line with similar councils.
- 1.4.** The Corporate Plan identifies the specific actions of:
 - A communications plan which is targeted at residents (especially those who are hard to reach) to include digital opportunities; and

- Review the style of communications to give a contemporary and effective approach.

2. Recommendations

2.1. It is recommended that Corporate Policy Committee:

- 2.1.1. Approve the draft communications strategy for residents Cheshire East.
- 2.1.2. Agree to a formal consultation on the Draft Digital Strategy.
- 2.1.3. Agree that the final communications strategy for residents be submitted to Corporate Policy Committee post-consultation.

3. Reasons for Recommendations

3.1. A communications strategy for Cheshire East Council will:

- support the strategic aims and objectives in the council's Corporate Plan 2021-25;
- support effective operational delivery of services;
- help people, including those who are under-served, access those services; and
- inform the effective use of council resources.

3.2. A planned, strategic approach for communications, based on sound professional principles that align to the priorities and vision of the organisation, will be more effective than an ad hoc, uncoordinated approach to communicating with residents and customers.

3.3. The views of residents and customers, will be valuable in gaining assurance that the vision, aims and priorities as set out in the strategy are appropriate, and will help positively shape our future communications with residents.

3.4. The Code of Recommended Practice for Local Authority Publicity states that: "Publicity about local authorities and the services they provide should be freely available to anyone who wishes to receive such information in a format readily accessible and understandable by the person making the request or by any particular group for which services are provided."

4. Other Options Considered

4.1. The Council could continue to operate without a defined and documented strategic approach to communications and media activities. However, unplanned, ad hoc, reactive communications activity is rarely effective in the long-term in delivering required outcomes or offering real value for money. A comprehensive communications strategy for residents, based on sound principles, that prioritises activity around the subjects that are most important to residents, customers and to the organisation's aims, will enable us to prioritise resources, simplify, clarify and coordinate our messages, and react more effectively to emerging issues in the context of a wider strategic approach, firmly aligned to the Corporate Plan. Without a strategy

it is more difficult to ensure and evidence effective use of council resources in communicating with the public.

- 4.2.** A strategy could be developed without asking our audiences about their views. However, the audience insight gained from consultation will be crucial in understanding how we can communicate most effectively with our audiences – including those people and communities who may have been under-served by conventional approaches.

5. Background

- 5.1.** In January 2022, Corporate Policy Committee considered a report regarding the development of a new approach for communications with residents. It was resolved that the committee:
- approved the development of a communications strategy for residents, including undertaking a survey of residents and customers to understand their communications preferences and needs; and the results of the survey, together with the draft communications strategy, be brought back to the Committee;
 - approved the principles and approach for communications activity; and
 - noted the planned priorities for the communications programme for 2022-23.
- 5.2.** The importance of effective council communications has been highlighted and reinforced throughout the COVID-19 pandemic. Communications has had, and continues to have, a central role in informing residents, businesses, partners, Members and staff, and enabling emergency response, service delivery and recovery. Beyond the pandemic, communications will continue to be important in enabling residents and customers to understand the Council, its priorities and policies, and to access its services.
- 5.3.** This draft strategy sets out our vision, aims and priorities for the council's news and public relations, and the promotion of key council services, policies, programmes and initiatives to residents.
- 5.4.** Communications activity, as defined above, works as part of a wider range of communications, engagement activity and customer interactions, including:
- Customer services and direct communication to customers and service users, as part of service delivery;
 - Public affairs and stakeholder relationship management; and
 - Consultation and engagement.

In order to present a clear and cohesive customer experience and public profile for the organisation, all these disciplines need to work together. This is particularly relevant to listening, learning and responding to our

residents, promoting opportunities for a two-way conversation, as set out in the Corporate Plan. Therefore, communications activity cannot be planned, considered or undertaken in isolation – relationships between individuals, teams, council services and partnerships are essential.

The ongoing work to develop the Council's approach to consultation and engagement is an example of such an interdependency, and our work to improve communications activity, must complement our approach to consultation and engagement activity, and vice versa.

- 5.5.** Communications activity, as described above is chiefly planned, managed and delivered by the council's communications and media team. However, teams and individuals, and commissioned providers, delivering services in many parts of the council, may deliver some communications and engagement activities directly to residents and customers as part of their work. For example, they may manage and attend engagement events, produce promotional materials, produce social media content or send direct emails to customers and other stakeholders. It is important that this service-led activity is understood and valued as a key part of the council's relationship with its customers and the general public, and as part of the council's wider communications activity.

5.6. Partnerships

External partnerships are also crucial in effective communications about Council services and priorities. Key relationships include:

- Local NHS agencies
- Cheshire Police
- Cheshire Fire and Rescue Service
- Other local authorities, town and parish councils
- Commissioned service providers (which may include wholly-owned companies, private contractors, voluntary, community, faith and social enterprise)
- Local businesses and investors
- Government departments

5.7. Principles

The draft communications strategy for residents makes the commitment that the council's communications will be:

- Accessible
- Inclusive
- Useful, relevant, engaging and timely
- Responsive
- Evidence-based
- Open and transparent
- Value for money
- Green

This complements and builds on the guidance set out in the code of recommended practice for local authority publicity.

5.8. Vision, aims and priorities

The vision for council communications to residents, as set out in the draft strategy is:

“People in Cheshire East are well-informed about their council and council services, and they know how to get involved.

“They are aware of council decisions, how those decisions are made and how to influence them.

“The council is seen as an open and transparent organisation that is working for the benefit of people in Cheshire East.”

The aims of the draft strategy are:

- Aim 1 - Promote council priorities through a coordinated programme of activity
- Aim 2 - Build engaged audiences from Cheshire East's diverse communities
- Aim 3 - Be an effective voice which promotes Cheshire East's priorities, challenges and achievements
- Aim 4 – Build resilience to respond to new circumstances and emergencies

Priorities to deliver these aims are:

- Promote corporate plan projects, programmes and priorities
- Improve understanding of how council tax is spent, council funding and help people have their say in budget setting
- Improve understanding about key universal services
- Support the shift to digital channels
- Improve communication with under-served audiences
- Help people to understand how to influence and get involved with council decision-making
- Positively manage our relationships with local, national and industry media
- Work as an effective partner
- Develop the Cheshire East Council brand
- An employer of choice - supporting the council's workforce strategy
- Maintain emergency preparedness and crisis communications protocols
- Horizon scanning

5.9. Priority subject matter for 2022/23 communications programme

The Council is a complex organisation, delivering many different services, making many decisions, operating within a complex policy framework and delivering a number of strategic objectives. Communications activity can help to people to navigate this complexity, but to do so it must be planned effectively and prioritised.

5.10. The Council's communications requirements come from the following sources – (noting that there is significant overlap between these sources):

- Corporate Plan priorities;
- Service committee work programmes;
- Directorate and service business plans; and
- Priority operational customer service information – informed by customer requests and feedback.

5.11. For 2022/23 it is anticipated that the Council's communications will include the following subjects – reflecting Corporate Plan priorities:

- Key universal services, including development management and building control; waste and recycling and highways maintenance.
- Corporate Plan 2021-2025 – helping people understand the organisation's priorities and our progress to achieve them.
- Helping people understand council funding and how the Council plans and spends public funds.
- Integrated Care System (ICS) – Cheshire East place health and care integration and adult social care recruitment.
- Reducing health inequalities in the borough.
- Fostering, adoption and social worker and adult social care recruitment.
- Special educational needs and disabilities (SEND) strategy.
- Carbon neutral plan and environment strategy.
- Strategic infrastructure programmes, including HS2 hub station; Middlewich Eastern Bypass; Poynton Relief Road.
- Key regeneration programmes.
- Key events, including local elections 2023; Remembrance Sunday; Armed Forces Week; Clean Air Day; Annual Council and Mayor Making.

- Communications activity will support the Equality, Diversity and Inclusion Strategy, and will raise awareness about key issues that align to Council priorities. The Council will support a number of national and international awareness campaigns, including LGBT History Month, Black History Month, International Women's Day; Carers' Week; Mental Health Awareness Week; November Children's Rights Month; Holocaust Memorial Day.

5.12. Audiences

It can be useful to consider our key audiences and stakeholders for general communications activity in groups, including:

- Residents and customers;
- Young people;
- Under-served communities;
- Staff;
- Councillors;
- Community, voluntary and faith sector;
- Key community influencers;
- Businesses (local, regional and national);
- Developer and investor community;
- Service delivery partners;
- Schools, colleges, early years providers;
- Town and parish councils;
- MPs; and
- Local, regional and national public sector agencies.

While the draft strategy presented here is focused specifically on our communications with residents, communications with all our audiences and stakeholders should be coordinated.

Importantly, we should not see 'residents' as a single homogenous group. To be effective, communications activity must be adapted to the needs and preferences of different people.

The approach set out in the draft strategy establishes an aim of "Build engaged audiences from Cheshire East's diverse communities" and a priority of "Improve communication with under-served audiences". We will build on existing audience insight and continue to take into account views shared through consultation, and ongoing work to understand individuals' and groups' communications needs.

6. Consultation and Engagement

- 6.1.** The Council consults residents, customers and service users on a regular basis. Effective communication to promote opportunities to respond to

consultation and to raise awareness of the results and outcomes is important and is considered in this draft strategy.

- 6.2.** Recent feedback from residents shows that the key characteristic in determining preferred media channels is age, with older people less likely to say they prefer digital channels and more likely to use ‘traditional media’, such as newspapers, TV and radio. However, there has been a marked increase in usage of digital channels across all age groups over time.
- 6.3.** It is recommended that a consultation is undertaken to gather views about the draft communications strategy for residents prior to consideration for formal approval and adoption. This will ensure that all residents have the opportunity to make comment on the vision, aims and priorities and their views can be taken into account when finalising the strategy.
- 6.4.** Extensive engagement with senior officers in the council is also required to ensure that communications are aligned to the delivery of key projects and programmes.

7. Implications

7.1. Legal

- 7.1.1.** The communications and engagement activities covered by this report and strategy are subject to the following guidance and legislation:
- Data Protection Act 2018
 - Copyright, Designs and Patents Act 1988
 - Regulation of Investigatory Powers Act 2000
 - Libel and defamation law
 - Code of recommended practice for local authority publicity
 - Advertising Standards Authority’s advertising codes.
 - Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018
 - Civil Contingencies Act 2004

7.2. Finance

- 7.2.1.** The recommendations in this report have been proposed in the context of agreed 2022/23 budget for communications and engagement activity.

7.3. Policy

- 7.3.1.** The communications and media activities of Cheshire East Council are subject to the following policies:
- Media relations protocol
 - Social networking policy
 - Social media abuse policy
 - Visual identity guide
 - Brand protocol
- 7.3.2** There are also important connections to key council strategies, that are being considered by this committee, including:

- Customer Experience Strategy
- Digital Strategy
- Approach to consultation and engagement
- Equality, Diversity and Inclusion (EDI) Strategy

7.4. Equality

- 7.4.1. The strategic principles proposed in this report will ensure that all communications material will consider the needs of the individual it is targeted at, with consideration given to alternative formats and channels where required.
- 7.4.2. The principles set out in paragraph 5.7, state that all communications activity must be inclusive and accessible.
- 7.4.3. An Equality Impact Assessment will be prepared/attached to ensure that individuals and groups with protected characteristics are not directly or indirectly discriminated against as a result of our communications activity and strategy.

7.5. Human Resources

- 7.5.1. There are close connections with the council's human resources service in respect of delivering internal communications and employee engagement, and workforce strategy.

7.6. Risk Management

- 7.6.1. An effective communications strategy will support the organisation to ensure that it is represented fairly, that it is transparently and clearly accountable and accredited for its decisions and actions, reducing the risk of reputational damage through misrepresentation, misinformation and/or disinformation.
- 7.6.2. The principles set out here support management of the Strategic Risk Register SR13 – Reputation.

7.7. Rural Communities

- 7.7.1. Effective and planned communications activity and communications strategy are necessary tools to ensure that the council's communications resources are well-managed, and that engagement activity and opportunities are available across a range of channels, reaching individuals and communities in all geographies across Cheshire East, including rural areas. The draft strategy includes the aim: "Build engaged audiences from Cheshire East's diverse communities that seek to improve levels of engagement" and the priority to "Improve communication with under-served audiences". This includes rural communities, where there are obstacles to effective communication.

7.8. Children and Young People/Cared for Children

- 7.8.1. Children and young people are an important audience for the council. The draft strategy includes the aim: “Build engaged audiences from Cheshire East’s diverse communities that seek to improve levels of engagement” and the priority to “Improve communication with under-served audiences”. This includes children and young people, and we will work to ensure that their voices are heard and have the opportunity to influence decision making.

7.9. Public Health

- 7.9.1. Effective and planned communications activity and communications strategy are necessary tools is a necessary tool to ensure that the council’s communications resources are well managed and that engagement activity around Public Health priorities can be prioritised appropriately. Communications activity will support positive behaviour change to influence and support an improvement in population and individual health and wellbeing.
- 7.9.2. Communications has played a key role in the Council’s response to the Coronavirus pandemic.

7.10. Climate Change

- 7.10.1. Communications and media activity will be central to the Council’s work to address the climate change emergency and deliver the ambitions of the council’s Environmental Strategy. The communications strategy is a necessary tool to ensure that the council’s communications resources are well managed and that engagement activity around climate change and environmental strategy can be prioritised appropriately.
- 7.10.2. Our communications approach recognises the opportunities that the accelerating shift towards increasingly digital channels of engagement offers. While not all engagement activity can, or should, be undertaken through digital channels, they are now established as the default for a significant proportion of the population and are, in general, a ‘greener’ alternative to, for example, print.

Access to Information	
Contact Officer:	Michael Moore, head of communications Michael.moore@cheshireeast.gov.uk 01270 686581
Appendices:	Draft Cheshire East Council Communications Strategy for residents 2022-25
Background Papers:	<ol style="list-style-type: none"> 1. <u>Local Government Association’s regular national polling of resident satisfaction</u> 2. <u>Cheshire East Council Customer Experience Strategy</u>

	<ol style="list-style-type: none">3. <u>Cheshire East Council Media Relations Protocol</u>4. <u>Cheshire East Council Equality, Diversity and Inclusion Strategy</u>5. <u>Code of recommended practice on local authority publicity</u>
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Cheshire East Council
**Communications
Strategy for
Residents**
2022-25

Open

Fair

Green

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1 Context statement / background

1.1 Introduction

Cheshire East Council has committed to “promote the services of the council through regular communication and engagement with all residents” (Cheshire East Council’s Corporate Plan 2020-2024).

It is important that communication between the council and residents, is open, fair, engaging and accessible. The council provides services that directly affect people’s lives and we need people to know how to access services when they need them. It is also important that people understand how decisions are made, how and why priorities are set, how the council’s activities are funded and how well the council

is performing. We also want to provide a clear picture of the challenges the council faces and the wider context in which it operates.

Individual residents need different things from the council – and they may have different preferences about how they get information and news – ‘one-size-does-not-fit-all’ in terms of communications activity. So, it is important that we constantly assess and review the effectiveness of our communications activities to make sure they are accessible, useful and meaningful, and that they provide value for money.

This draft strategy includes a clear vision for the council’s communications with residents. It sets out aims and outlines priorities for communications activity that will support the delivery of the corporate plan. It also sets out the principles we will follow when communicating.

1.2 Have your say

This draft communications strategy is focused on the council’s communications with residents.

We would like to hear from residents and other interested stakeholders and groups.

- What do you think about our vision for communications with residents?
- What do you think about our communications aims?
- How well will the proposed priorities deliver our aims and vision?
- Is there anything else you would like to see us focus on?
- Do you have any other comments or suggestions you would like to make?



1.3 Cheshire East Council

Serving an estimated population of 384,000, Cheshire East Council is the third largest Local Authority in the North West, and the fifteenth largest in the country.



3,170

Planning applications registered.



3.5 million

visits to council-owned
leisure facilities.



1.4 million

visits to libraries.



560,000

telephone calls answered.



14 million

bins emptied per year.



40,000

street lights maintained.



72%

of our social care users are satisfied
with the service we provide
(North West average 68%).



169,000

digital forms completed.



87%

of our secondary schools are
rated as good or outstanding
(North West average 67%).

The council is a unitary council – this means that we provide all the services that a county council and a district or borough council would provide. We provide more than 500 services in support of our communities, economy, health, education and environment.

The council's day-to-day budget for services is around £300 million per year, (excluding schools funding).

In addition, we are investing more than £600 million in major projects such as roads, town centre regeneration, infrastructure and schools.

The council is made up of 82 councillors representing 52 wards. In May 2021, the council moved to a committee system of decision making, with six service committees plus finance sub-committee.

The council employs around 3,500 staff in four directorates – corporate services, place, adults, health and integration, and children and families.

The council works closely with a wide range of other organisations in the public, private and voluntary, community, faith and social enterprise (VCFSE) sectors to deliver its priorities.

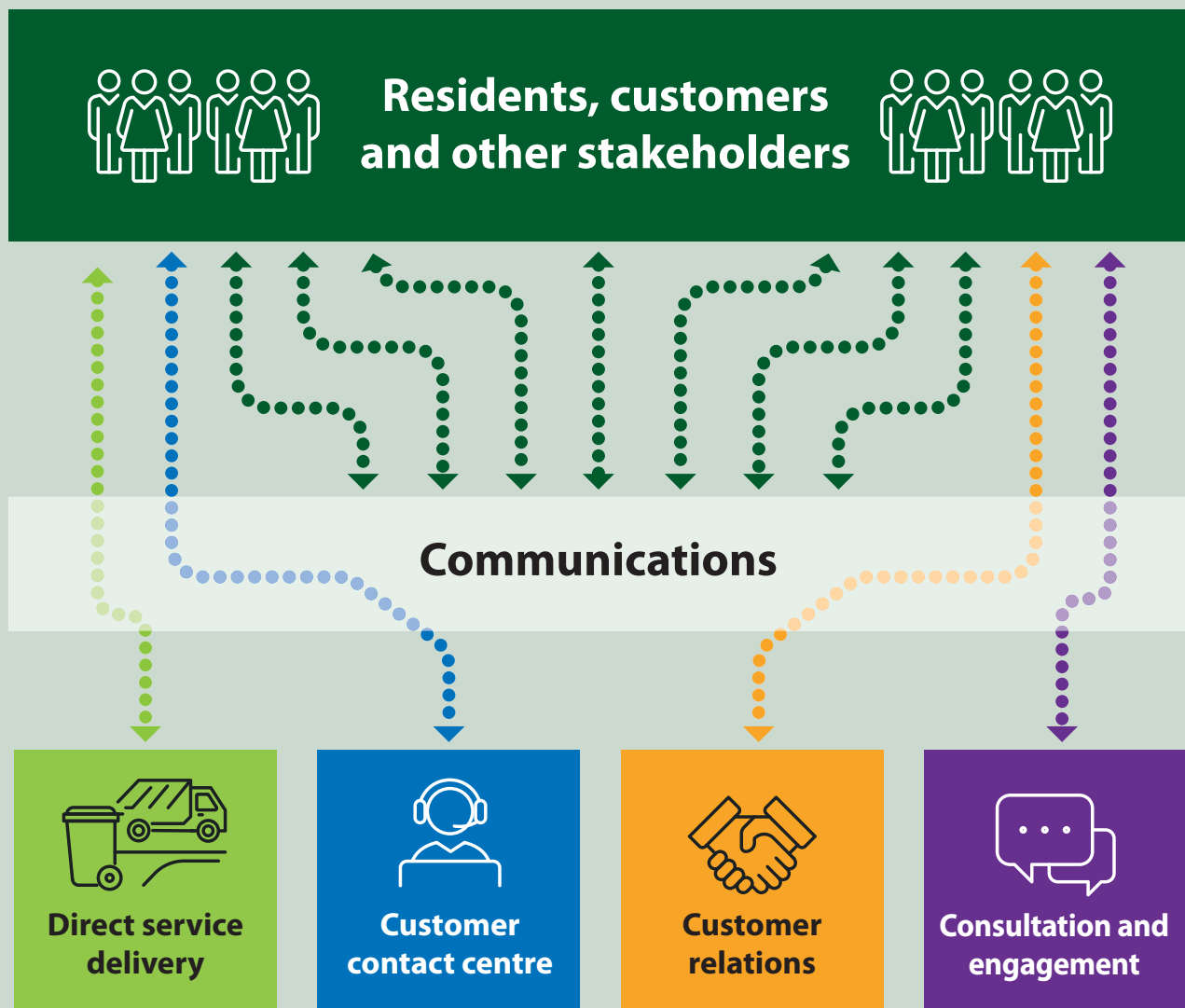
1.4 Scope of the strategy

This strategy sets out our vision, aims and priorities for the council's news and public relations, and the promotion of key council services, policies, programmes and initiatives to residents.

It works alongside other strategies and policies that cover the wider range of interactions between individual residents and the council, its officers and

members. For example, the council's customer experience strategy sets out how we treat customers when they are trying to access our services - to provide the best possible experience for our customers, whoever they are and however they contact us.

This communications strategy for residents, and the activities it covers, while clearly defined, must work as a key part of this wider strategic approach for managing the council's relationships with residents, customers and other stakeholders.



1.5 Cheshire East Council's communications activities

In 2021/22 the council:



Published **287**
media releases



Was included in more than **6,600**
individual media articles and news stories



Responded to more than
700 media enquiries



Had **31,000** followers for the
corporate Twitter account



Had **22,000** followers for the
corporate Facebook account



More than **34,000** subscribers to
e-newsletters about our services

Key subject matter in 2020/21 included:



COVID-19 pandemic
response and recovery



Town centre regeneration,
including Crewe and Macclesfield



Adoption of the committee system
for council decision making



Community Governance Review
of Town and Parish Councils



Council tax and funding for
council services



Council's carbon neutral plan



Highways maintenance
and funding



Major infrastructure
projects, including HS2 and
Congleton Link Road



Support for refugees – including
Homes for Ukraine and Afghan
resettlement scheme



Adult social care funding
and service pressures



Services for children and young people
with special educational needs



Fostering, adoption and
children's social care

2 Vision for Cheshire East Council's communication with residents



"People in Cheshire East are well-informed about their council and council services, and they know how to get involved."

"They are aware of council decisions, how those decisions are made and how to influence them."

"The council is seen as an open and transparent organisation that is working for the benefit of people in Cheshire East."

2.1 Strategic outcomes for communication with residents



3 Aims



Aim 1 – Promote council priorities through a coordinated programme of activity

The council delivers a wide range of services. We have an ambitious programme of activities to deliver our corporate plan. Effective and well-planned communication is essential to deliver these services, programmes and initiatives successfully.

Our residents need to be able to find out about council services and initiatives and understand the policies and vision behind them. We also want them to understand what they can do to help themselves, to reduce dependency on council services and retain independence. We will prioritise our efforts and investment in communications activity to ensure value for money.



Aim 2 - Build engaged audiences from Cheshire East's diverse communities

Cheshire East has a diverse population that lives in a diverse geography. Different individuals and groups have different needs, interests and opportunities to interact with the council.

Some individuals and groups may experience more obstacles to accessing information and news about their council than others. These under-served communities may include:

- people who identify as minority groups in relation to protected characteristics as defined under the Equalities Act 2010,
- people who cannot or choose not to access digital channels of communication,
- people in particular socio-economic circumstances, and
- people who live in different geographical areas.

So, we must work to further understand our residents' varying communications needs and preferences and develop channels and styles of communication that encourage and enable interest and engagement on an equitable basis.



Aim 3 – Be an effective voice which promotes Cheshire East’s priorities, challenges and achievements

Cheshire East Council works alongside many partners, including NHS and other local service providers (such as police and fire and rescue), town and parish councils, VCFSE organisations, commissioned services / private businesses and government departments.

In this increasingly complex environment, it is important that the council is accountable and credited for its work and its impact on individuals, communities, economy and environment. Council taxpayers need to understand what the council does and what local taxation pays for. The council needs to have a clear and consistent brand that is used to identify its services, projects, initiatives etc.

In order to meet the council’s corporate plan priorities, it is also important to further develop the council’s profile nationally, to improve opportunities for funding, innovation and influence.

The council is also a key employer in Cheshire East and is operating in an increasingly competitive recruitment market.

Therefore, we must take steps to ensure that the council has a clear identity and a clear and consistent voice.



Aim 4 – Build resilience to respond to new circumstances and emergencies

The COVID-19 pandemic has demonstrated the importance of effective council communications in the response to the national emergency, giving people the information and guidance required to help them protect themselves, the people around them and the local economy.

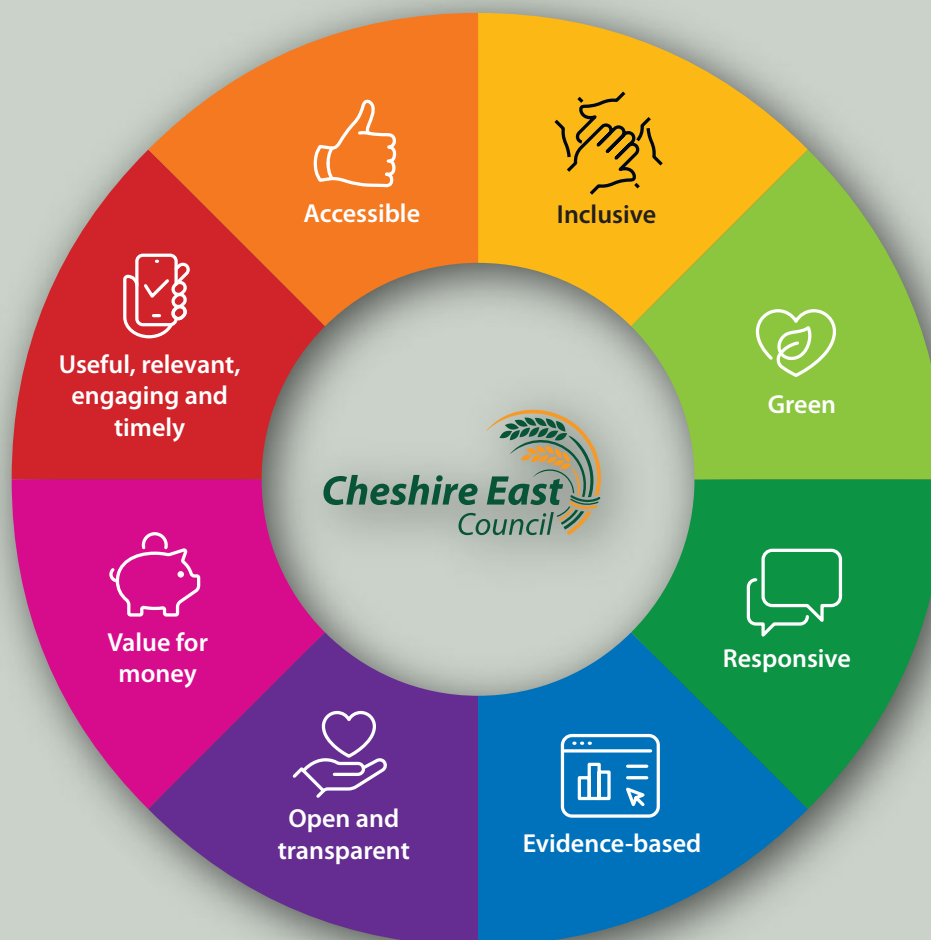
Effective communications are essential in response to major incidents and emergencies. The council has a duty under the Civil Contingencies Act 2004 to “Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.”

The council also has a key role in supporting the local response to national initiatives such as ‘Homes for Ukraine’.

We must also be prepared to respond to unplanned opportunities and threats, alongside delivery of a planned and prioritised communications programme for the council. This can include taking advantage of emerging national trends and initiatives, funding that might support council priorities, or tackling misinformation and dis-information about the council and its services.

This means using intelligence and insight, horizon-scanning, and developing effective protocols, resources and training to be as prepared as we can be.

4 Principles



● Accessible

People have different needs and preferences; we will make every effort to make all communications as accessible as possible to as many as possible.

● Inclusive

Communications will be representative and considerate of Cheshire East's diverse communities and population.

● Useful, relevant, engaging and timely

People are inundated with information, news and opinion from many different and competing sources. We will endeavour not to add to the unwanted 'noise' but will target and adapt messages and ensure that they are timely. We will aim to inspire positive action and support for council priorities.

● Responsive

Responsive to the changing needs of our residents and communities and supporting them to be strong and resilient and successful.

● Evidence-based

We will use insight and intelligence to ensure that our communications will be effective in meeting agreed objectives.

● Open and transparent

Our communications will be honest and factual, we will endeavour to make the council's role, and the impact of its decisions and actions clear in any given circumstance.

● Value for money

We will not spend money on communications activity without being able to demonstrate the value delivered against any spend.

● Green

We will work to reduce the carbon footprint and environmental impact of our communications activity, for example, working to reduce use of plastic in mailings, and considering carbon cost of both digital and printed promotional materials.

5 Audiences and stakeholders

Population of Cheshire East is estimated to grow by **31,000/8%** with the largest increase in over 65 age group



Average age **43.6 years** (2011 Census) - by 2030, average age is expected to be 47 years



We have fewer **working age and under 16s** than North West or national average



17.5% of residents have a long-term health condition or disability



More than **500** cared for children and **360+** care leavers



40,003 residents are 'unpaid carers'



93.6% class themselves as White British



3% of Cheshire East households have members for whom English is not the main language



5.1% were born outside the British Isles, with **2.7%** born outside the EU



Residents' communications preferences

Recent feedback from residents about communications preferences (from a representative sample) includes:

- **88%** of residents use email on a daily basis
- **89%** of residents use the internet daily
- Daily internet use is lower for those aged 75 and over (**68%** use the internet daily)
- It is also lower for those matching the customer experience strategy persona characteristics of 'supported elderly' (**55%** use the internet daily).
- **68%** of people who identified themselves as disabled use the internet daily
- **Older people** are more likely to read a local newspaper.
- Facebook use is relatively high in age groups **16-74** (but particularly 54 years and younger).
- Some **22%** of over 75s use Facebook but use of other social media in this group is negligible.
- **Older people** were more likely to feel well informed about the council and its services than younger people.

6 Priorities - delivering our aims

Aim 1 – Promote council priorities through a coordinated programme of activity

Priority 1 - Promote corporate plan projects, programmes and priorities

For the purposes of this strategy, the priorities listed in the corporate plan are distilled down into the following seven themes:



- Reducing health inequality and long-term reliance on care, and an increasingly pressured health care system
- Climate change, carbon neutral plan
- Good growth, good transport links, town centres, employment – celebrating and promoting Cheshire East as a place
- Protecting the most vulnerable people in our communities
- Digital vision
- Give all children the best start in life to achieve their full potential
- Getting involved with local decisions



Priority 2 - Improve understanding of how council tax is spent, council funding and help people have their say in budget setting

The council collects around £250 million in council tax each year, with around £50 million of income from business rates. It spends this income on providing a wide range of local public services. Of this estimated £300 million spend, just over £50 million is spent on the most visible, universal 'place' services, such as roads maintenance and waste collection, that many residents may first think of when thinking about the council's work. It is important that we help people understand how the council's budget is prioritised and spent, and how they can have their say in the council's spending plans, for example, through the annual budget consultation.



Priority 3 - Improve understanding about key universal services

Improve understanding about key universal services and how to access them, and the standards of service people can expect, supporting the customer experience strategy. For many residents, these are the most visible and/or most frequently experienced council services.

Includes:

- Road maintenance
- Waste and recycling
- Planning and development control

Aim 2 - Build engaged audiences from Cheshire East's diverse communities

Priority 4 - Support the shift to digital channels



We will support the council's digital strategy programme and will develop effective digital communications channels to reach the large majority of residents who prefer digital channels, while providing alternatives for those who cannot or choose not to engage digitally. This will include exploring the full potential of email, social media and other digital platforms, complementing the work of digital and customer experience strategies.



Priority 5 - Improve communication with under-served audiences

Cheshire East has a diverse population that lives in a diverse geography. Different individuals and groups have different needs, interests and opportunities to interact with the council.

Some individuals and groups may experience more obstacles to accessing information and news about their council than others. So, we must work to further understand all our residents' communications needs and preferences and develop channels and styles of communication that encourage and enable interest and engagement on an equitable basis.

Priority 6 - Help people to understand how to influence and get involved with council decision-making



Communications activity can directly support the council's approach to consultation and engagement, and participation in local democracy.

This includes raising awareness of consultation and engagement opportunities and helping people to understand how feedback has influenced decision-making.

Aim 3 – Be an effective voice which promotes Cheshire East's priorities, challenges and achievements

Priority 7 - Positively manage our relationships with local, national and industry media



The media landscape has changed significantly over the last ten years – and continues to do so. However, while the readership of local print newspapers has dropped significantly, readership of journalists' work in other media (online, social, broadcast etc) is thriving. Securing positive coverage about the council's priorities in local, national and industry media is a valuable part of ensuring that people can access information and news about the council and its services.

Priority 8 - Work as an effective partner

Cheshire East Council works alongside many partners, including NHS and other local service providers (such as police and fire and rescue), town and parish councils, VCFSE organisations, commissioned services / private businesses and government departments.

We must work effectively with key partners in health, VCFSE, communities, local public services and government departments to coordinate and maximise the impact of our communications on shared priorities and audiences.



Priority 9 - Develop the Cheshire East Council brand

It is important that the council is accountable and credited for its work and its impact on individuals, communities, economy and environment. Council taxpayers need to understand what the council does and what local taxation pays for.

The code of recommended practice for local authority publicity establishes the principle that publicly funded council communications material must be clearly identifiable as such.

Therefore, we must take steps to ensure that the council has a clear identity and a clear and consistent voice.

Priority 10 - An employer of choice - supporting the council's workforce strategy

The council's corporate plan includes the priority for the council to be an employer of choice.

The council's workforce strategy includes key priorities and challenges that communications activity for residents can support, including:

- Attracting and retaining talent and skills
- Competitive marketplace for people in skill shortage areas
- Challenging financial context

Like many councils and other employers, the council is facing challenges in recruiting to certain key roles and services. It also has a relatively older workforce and needs to ensure appropriate plans are in place to recruit and develop staff to ensure sustainable services and workforce.

In order to deliver against these priorities and meet these challenges, both internal and external communications will be required.

Aim 4 – Build resilience to respond to new circumstances and emergencies

Priority 11 - Maintain emergency preparedness and crisis communications protocols



Effective communications are essential in response to major incidents and emergencies.

The council has a duty under the Civil Contingencies Act 2004 to “Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.”



We must also be prepared to respond to unplanned opportunities and threats, alongside delivery of a planned and prioritised communications programme for the council.

The experiences of delivering communications throughout the COVID-19 pandemic have provided valuable opportunities for learning.



Priority 12 - Horizon scanning

Effective horizon scanning activity will enable more effective communications planning and will help us respond more effectively to emerging trends, opportunities and risks.

There are many external factors that impact on the delivery of council services, priorities and communications activity, including:

- International affairs
- National government decisions and policy
- Partner and other local stakeholder activity
- Local political developments



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Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	UK Shared Prosperity Fund – Cheshire East Allocation
Report of:	Jayne Traverse, Executive Director – Place
Report Reference No:	N/A
Ward(s) Affected:	All wards

1. Purpose of Report

- 1.1.** The purpose of this report is to inform Corporate Policy Committee of the new UK Shared Prosperity Fund (UKSPF) and the process required to secure the funding allocation for Cheshire East.
- 1.2.** The report seeks recommendations to Full Council on 20 July to provide delegated authorities to approve a UKSPF Investment Plan for 2022-25 for submission to Government, accept the Cheshire East UKSPF allocation of up to £13,121,309 and approve any amendments to the Investment Plan as required to deliver the programme.
- 1.3.** The UKSPF, as an external funding resource and part of the government's Levelling Up programme will contribute to the Corporate Plan priority outcomes as defined in the Council's Corporate Plan 2021-2025:
 - 1.3.1. OPEN** – Helping to provide strong community leadership in considering how to make best use of the support available through UKSPF as a major opportunity to bring more income into the Borough.
 - 1.3.2. FAIR** – UKSPF is a component of the Levelling Up agenda so is focussed on levelling up social and health inequalities to support our ambitions to promote fairness and opportunity for all and create inclusive and resilient communities.
 - 1.3.3. GREEN** – Levelling Up initiatives will also support our priorities to protect and enhance our environment, tackle the climate emergency and drive sustainable development.

2. Executive Summary

- 2.1.** Cheshire East has a conditional allocation of £11,585,762 from the core UKSPF plus £1,535,547 for a Multiply (Adult Numeracy Programme) element, both to be spread over the years 2022-23 to 2024-25.
- 2.2.** The funding is non-competitive and does not require any match funding to be provided, but it is conditional on central government approval of Investment Plans (IPs) which the Council must develop internally and submit to government for approval in order to secure the funding.
- 2.3.** The Cheshire East allocation for the Multiply element of the UKSPF is £1,535,547. This is revenue funding to be spent on interventions to improve adult numeracy over the years 2022-23 to 2024-25. An IP has been prepared in consultation with local stakeholders, setting out how this funding would be best used to deliver interventions within Cheshire East. This IP was submitted to the Department of Education (government department responsible for Multiply) for the 30 June 2022 deadline.
- 2.4.** The Cheshire East allocation for the Core SPF element is £11,585,762. This can be made up of a revenue/capital mix of which Cheshire East Council must identify minimum capital spend of 10% in year 1, 13% in year 2 and 20% in year 3.
- 2.5.** Up to £20,000 is available to each eligible local authority area (LA) to support the development of the IP and each LA can spend up to 4% of its total allocation on future management and administration costs.
- 2.6.** There are 3 Investment Priorities within the core UKSPF over which each LA has flexibility to decide its own allocations. However, the Prospectus is clear that People and Skills interventions should not be selected until 2024-25 other than, with the exception of protecting provision currently delivered by voluntary and community organisations at significant risk of ending due to the tail off of EU funds.
- 2.7.** An IP for this part of the funding is being developed in consultation with local stakeholders, setting out the priorities and intended outcomes and interventions for Cheshire East. This IP is due to be submitted to the Department for Levelling Up, Housing and Communities by the deadline of 01 August 2022.
- 2.8.** Subsequently (and subject to approval of the IPs), Cheshire East will have responsibility and act as accountable body for the managing and running of the UKSPF programme, including procurement, contracting, monitoring and making payments; functions which had previously been carried out by government departments for the EU funding programme.
- 2.9.** There is also a requirement for putting in place appropriate governance structures, including working with a diverse range of local and regional stakeholders, and establishing a Local Partnership Group to provide advice on strategic fit and deliverability.

3. Recommendations

3.1. That the Corporate Policy Committee:

- 3.1.1. Notes the Local Investment Plan for the Multiply (Adult Numeracy Programme) element of UK Shared Prosperity Fund allocation for Cheshire East which was submitted to the government Department for Education on 30 June 2022. (Appendix 1 sets out a short summary of the proposed programme)

3.2. That the Corporate Policy Committee recommends to Council that:

- 3.2.1. Authority is delegated to the Executive Director Adults, Health and Integration to:

- 3.2.1.1. Make any amendments to the Local Investment Plan for the Multiply element of the Shared Prosperity allocation for Cheshire East as are required by government in order to release Multiply funding or as required during the plan period to enable the effective management of the fund; and

- 3.2.1.2. Accept the Multiply funding allocation for Cheshire East and approve a Supplementary Revenue Estimate of up to £1,535,547, and to allocate that funding as set out within the Local Investment Plan over the years 2022-23 to 2024-25.

- 3.2.2. Council notes the emerging Local Investment Plan for the core element of the UK Shared Prosperity Fund allocation for Cheshire East. (Appendix 2 sets out the key components of the proposed programme).

- 3.2.3. Council notes that the Chief Executive, S151 Officer and Leader are required to approve the core UKSPF Investment Plan once completed to comply with the requirements of the UKSPF government Prospectus.

- 3.2.4. Authority is delegated to the Executive Director – Place to:

- 3.2.4.1. Submit the approved completed Investment Plan for the core UK Shared Prosperity Fund allocation for Cheshire East to the government Department for Levelling Up, Housing and Communities for the deadline of 01 August 2022;

- 3.2.4.2. Make any amendments to the Investment Plan for the core UK Shared Prosperity allocation for Cheshire East as required by government in order to release the funding or as required during the plan period to enable the effective spend of the fund;

3.2.4.3 Accept the core UK Shared Prosperity Fund allocation for Cheshire East and approve a Supplementary Revenue/Capital Estimate of up to £11,585,762, (split to be confirmed on approval of the Investment Plan) and to allocate the funding as set out within the Local Investment Plan over the years 2022-23 to 2024-25; and

3.2.4.4 Manage the Cheshire East UK Shared Prosperity Fund 2022-25 programme, taking all necessary actions in the interests of maximising the impacts of the fund aligned to the fund parameters and local priorities aligned to the core UK Shared Prosperity Fund Investment Plan.

3.2.5. Notes that the Council will act as accountable body for the Shared Prosperity Fund where funds are allocated to third party organisations, for the duration of the funding.

4 Reasons for Recommendations

- 4.1** This new fund is in effect, succession funding for the EU structural funds. The UKSPF will provide £3 billion of new funding (revenue and capital) for local investment by March 2025, with all areas of the UK receiving a conditional allocation via a funding formula rather than through a competitive bidding process.
- 4.2** With all areas of the UK receiving an allocation from the UKSPF via a funding formula rather than a competition, there is some recognition that even the most affluent parts of the UK contain pockets of deprivation and need support.
- 4.3** UKSPF could support the delivery of a significant number of interventions across the borough, but it is predicated on the submission of IPs setting out how the programme of activity will be delivered which has been developed in conjunction with local stakeholders.
- 4.4** This provides the opportunity to direct funding where it is needed right across the borough. Interventions do not need to be geography-based; for example, supporting disabled people into work is just as important in any location across Cheshire East.
- 4.5** Therefore, this report is seeking recommendations to provide delegated authorities to approve a UKSPF Investment Plan for 2022-25 for submission to Government, accept the Cheshire East UKSPF allocation of up to £13,121,309 and make any amendments to the Investment Plans as required to deliver the programme.

5 Other Options Considered

- 5.1** The UKSPF is intended to fill the gap left as EU funded projects are coming to an end. UKSPF is the government's new route to external funding as set out in the Levelling Up White Paper in February this year. No other funding route for these type of projects is available currently.

Option	Impact	Risk
Not to meet the conditions to accept this funding i.e. submit an Investment Plan to government	Cheshire East may not be able to secure its funding allocation from the UKSPF of £13,121,309	Medium

6 Background

- 6.1** Alongside the publication of the Levelling Up White Paper in February this year, the government also published pre-launch guidance on the UKSPF providing information regarding the aims of the fund and the delivery roles of local partners.
- 6.2** There are 2 elements to UKSPF:
- 6.2.1** SPF Core funding – nationally £2.6bn investment into three priorities of Communities and Place, Supporting Local Business, and People and Skills to be overseen by the Department for Levelling Up, Housing and Communities (DLUHC)
- 6.2.2** SPF Multiply – nationally £559m towards an adult numeracy programme overseen by the Department for Education (DfE)
- 6.3** SPF interventions are to be planned and delivered by LA areas. Each eligible LA (lead LA) will have flexibility over how they deliver the fund, for example they may wish to use a mix of procurement, local competitions or deliver some activity through in-house teams.
- 6.4** To access their allocation, LAs will have to submit an Investment Plan (IP) for each element of the UKSPF, setting out the headline outcomes they are looking to deliver and the interventions they are looking to prioritise and agree with Government. It does not require breakdowns by project, business cases, options appraisals or that level of detail at this stage; this should follow once the IP is agreed and the delivery stage begins.
- 6.5** In completing their IPs, LAs are required to describe how they have engaged with public sector, private sector and civil society organisations, and also to summarise their intended governance structures and partnership groups, including confirmation that all MPs covering the LA area have been invited to join the local partnership group.

- 6.6** UKSPF was first noted by Cheshire East Council's Corporate Leadership Team (CLT) on 16 March and a further update was provided on 01 June once the individual lead Local Authority (LA) allocations of funding were announced. Finance Sub Committee also received a briefing on the UKSPF and the Supplementary Estimates expected to be received over the next 3 years.

7 Consultation and Engagement

- 7.1** LAs are being encouraged to identify a representative cross section of local groups and organisations who can provide insight on local needs and start early conversations on how the SPF can best be implemented locally to support people and businesses taking account of the UKSPF objectives and investment priorities.
- 7.2** The Prospectus is quite prescriptive about the sectors of the community that should be involved and these stakeholders within Cheshire East have been engaged in the development of IPs through a series of workshops and a pro forma on the Cheshire East website which has been designed specifically to capture ideas and suggestions of where support could provide most impact.
- 7.3** Local MPs have also been included in the engagement process, with consideration that their constituencies form different geographies across the borough.

8 Implications

8.1 Legal

- 8.1.1** The decisions associated with the UKSPF are treated as Supplementary Capital and Revenue Estimates as this funding will support an increase in the Council's approved budget. The timescales associated with the IPs are such that the IP for Multiply has been urgently submitted to meet the 30 June deadline. Recommendations will be made to Full Council to enable officers to approve the IP for the core SPF and to further delegate authority to the relevant Officers to make any necessary amendments to the IP and accept the funds once allocated.
- 8.1.2** Where within the IPs the Council allocates funds to third parties, it will act as accountable body. In addition to reporting and monitoring responsibilities, a detailed assessment will need to be made about whether any intended activity constitutes a subsidy to potential recipients of the funding, and any specific measures that will be taken to make sure the subsidy is permitted in accordance with Government guidance on subsidy control.
- 8.1.3** Legal Services will provide support with addressing the above matters and any other issues arising (out of the compilation/amendment of the IPs, the terms and conditions of any onward funding) throughout the project lifetime.

8.2 Finance

- 8.2.1 The funding is not currently reflected in the current Medium Term Financial Strategy 2022-26 (MTFS) and would require Supplementary Revenue and Capital Estimates to incorporate which this paper seeks authority to do.
- 8.2.2 Funding is confirmed for three financial years – 2022-23, 2023-24 and 2024-25 providing a predictable baseline element of funding subject to approval of the Investment Plan by DLUHC. Care should be taken to allocate the funding across the years in a way that is realistic and achievable noting that underspends need to be repaid to government each year and there may not be the same flexibilities and freedoms with this funding as there are with other government funds.
- 8.2.3 The expected split of revenue to capital and the split over the 3 year period will be confirmed once the IPs are agreed with government. The expectation is that a higher % of funding is spent on capital each year and given the extremely tight funding window available there will be a need to ensure projects and schemes identified as suitable for funding are well developed and ready to deliver from the earliest point with a clear plan. Consideration will need to be given for projects that are incomplete when the funding window closes.
- 8.2.4 Consideration will need to be given to capacity within the Council when considering the most appropriate means of delivering the Investment Plan to ensure optimal drawdown and delivery of outcomes within the funding window. Additional roles for the delivery of project outcomes are permissible and would sit outside of the allocation for management of the fund.
- 8.2.5 A proportion of the allocation is by default available to undertake necessary UKSPF administration, such as financial monitoring, procurement support, legal advice, project assessment, contracting and ongoing fund monitoring and evaluation.

8.3 Policy

- 8.3.1 The UKSPF will primarily operate over the strategic geographies of the MCAs and the Greater London Authority, and lower tier or unitary authorities elsewhere. The Prospectus states that delivery responsibility will align with devolution deals and will be reviewed as deals are developed.

8.4 Equality

- 8.4.1 The recommendations do not have an Equality Impact Assessment (EIA) at this stage although engagement with stakeholders that are helping to shape the IP is ongoing .

- 8.4.2 If further EIAs are required, they will be developed alongside any plans to enable the effective spend of the UKSPF fund and to align and support the design of plans to deliver the Multiply funding allocation for Cheshire East.

8.5 Human Resources

- 8.5.1 The work entailed in preparing and then delivering IPs will have human resource implications across the Place and People Services, particularly for the Growth and Enterprise and Commissioning teams.
- 8.5.2 There is an allocation within the fund available to use on our own support and administration of the UKSPF.
- 8.5.3 There will be new roles and opportunities for the staff required to carry out project commissioning, contract management and administration. The UKSPF team within Cheshire East will be working closely with HR on developing the right JDs and contracts so that there will be minimal financial/HR risks.
- 8.5.4 For delivery, the Council will manage the work using existing resources and commission external delivery providers as appropriate.

8.6 Risk Management

- 8.6.1 There is a risk that the IPs do not gain approval from government and are unable to proceed with the plan and accept the funding. This will be mitigated by the Council only putting forward interventions that are supported by a strong evidence base, fit with the corporate plan and are covered by the SPF prospectus.
- 8.6.2 A detailed risk register will be developed and reviewed regularly as a key aspect of governance controls.

8.7 Rural Communities

- 8.7.1 Specific interventions will be confirmed on government approval of the IPs but as actions are not restricted to specific geographies or urban areas there may be scope to support rural communities.

8.8 Children and Young People/Cared for Children

- 8.8.1 Specific interventions will be confirmed on government approval of the IPs but some actions may be able to be directed towards young people and cared for children. Examples of where the programme could support groups of NEETs and care leavers have already been noted.

8.9 Public Health

8.9.1 There are several key Public Health determinants used in the Tartan Rug that cut across all aspects of UKSPF e.g. development of green spaces, physical assets that improve emotional well-being and mental health, programmes that tackle obesity, life-style choices and of course support into employment which increases life expectancy. There are stark comparisons re life-expectancy figures across Cheshire East.

8.9.2 Examples already noted for discussion with stakeholder groups include support for people with Mental Ill Health and also Learning Disabilities. However, we also need to refer to this in all elements of the UKSPF.

8.10 Climate Change

8.10.1 Specific interventions will be confirmed on government approval of the IPs but actions will be able to support the Council's environmental and sustainability priorities. Examples of where the programme could support decarbonisation, active travel and climate change mitigation have already been noted.

8.10.2 These interventions will also support the work of the Sustainable and Inclusive Growth Commission, contributing towards the recommendations coming out of the Commission's report 'Cheshire & Warrington: Transitioning to a sustainable and inclusive economy'.

Access to Information	
Contact Officer:	Carol Young, Policy and Partnerships Officer Carol.young@cheshireeast.gov.uk 07968 217206
Appendices:	Appendix 1 – Summary of the IP or the Multiply element of UK SPF Appendix 2 – Summary of the key components of the IP for the Core UKSPF
Background Papers:	SPF Prospectus and supporting documents - UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk)

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REPORT TO CORPORATE POLICY COMMITTEE 14 JULY 2022**UK SHARED PROSPERITY FUND – CHESHIRE EAST ALLOCATION****APPENDIX 1****1. Summary of the IP for the Multiply element of the UKSPF**

- 1.1. Multiply is a specific part of the Government's Shared Prosperity Fund (SPF). SPF is the Government's domestic replacement of European funding.
- 1.2. The Multiply element is specifically and only for numeracy courses for people aged 19 and over. Any Multiply delivery must not duplicate what is already in place and must provide something different and complimentary to current Adult Education Budget funded provision.
- 1.3. Unlike previous ESF (European Social Fund) provision there is no bidding for this money. There is no requirement for match funding.
- 1.4. Each Local Authority has been awarded a specific amount which will cover years 22/23, 23/24 and 24/25. The total amount awarded to Cheshire East is: £1.535m. This sum is to be split across the financial years as follows:

Year 1 22/23	Year 2 23/24	Year 3 24/25
464,235	535,655	535,655

2. The Cheshire East Approach

- 2.1. Some Local Authorities already provide directly delivered numeracy courses. However, in Cheshire East the bulk of the provision is delivered through FE colleges, community learning and some elements of ESF provision.
- 2.2. The approach to be taken in Cheshire East therefore, is that a commissioning exercise will take place and engagement with the market place of providers for delivery of Multiply.
- 2.3. 10% of the total available funds can be used for Administration purposes. This sum will be used by Cheshire East Council to take on an overall commissioning/project/contract manager post and a finance admin post. The remaining 90% of the funds will be available for delivery partners.

3. Timescales

- 3.1. All Local Authorities including Cheshire East must submit their Implementation Plan by the 30 June 2022. This will set out broad high-level proposals for delivery including numbers of starts, unit costs, types of interventions and outcomes.
- 3.2. The Department of Levelling Up Housing and Communities will review the proposals and then enter into any discussions about any of the elements of the Implementation

Plan that they may wish to see modified. This means that there will be “room for manoeuvre” after the submission of the plan.

- 3.3. Due to the expected length of time to proceed through the commissioning exercise and agreeing contracts, we do not envisage any actual delivery of learning to take place before January 2023.

4. Year 1 Challenges

- 4.1. Clearly Year 1 is already at month 3 and as explained above, actual delivery is not likely to start before January 2023. It is expected that as this is a new provision that starts on programme are likely to be lower than in Years 2 and 3. All this means that there is an unusual challenge of seeing how and for what purposes, the full allocation of Year 1 funding can be spent.
- 4.2. Multiply submission documents provide 10 pull-down menu interventions that can be chosen, with accompanying data on numbers of starts, costs and outcomes to be achieved.
- 4.3. The Cheshire East proposal is that 5 of these will be the focus of delivery. As well as the standard menu options the Multiply submission documentation also allows for “off-menu” proposals if good business cases can be evidenced.
- 4.4. The Cheshire East Implementation Plan therefore exploits this option to the full by proposing 10 off-menu activities for Year 1 only, which are not direct delivery, but support and help the development of delivery.

5. Background Data to Justify Choices

- 5.1. Cheshire East Council and Warrington Borough Council commissioned the Cheshire and Warrington Learning and Enterprise Council to research all relevant background data to include facts and figures on: existing provision (where, by who, numbers, cohorts and outcomes).
- 5.2. As well as this the brief was to look at employer and sector demand going forwards in Cheshire East for numeracy skills in work. This report has been utilised heavily in the pulling together of initial proposals.
- 5.3. The summary of the findings is as follows:
- Low take up of males into current numeracy learning (only 23% currently)
 - Low take up of entry-level courses
 - Only 18% take-up in the 19-23 age group
 - Comparatively very few in Community Learning compared to neighbouring Authorities. (For instance 37 in Cheshire East compared to 420 in Cheshire West and Chester)
 - The high demand for numeracy declared by employers advertising for Admin, Book keeping, Customer Services, Sales and IT
 - The very high demand for numeracy skills advertised by employers for apprenticeship vacancies

REPORT TO CORPORATE POLICY COMMITTEE 14 JULY 2022

UK SHARED PROSPERITY FUND – CHESHIRE EAST ALLOCATION

APPENDIX 2

1. Summary of the key components of the IP for the Core UKSPF

- 1.1.** UKSPF funding is allocated to each LA area on a non-competitive basis and match funding is not required. However, each LA has to submit an Investment Plan to the Department of Levelling Up, Housing and Communities (DLUHC) by 1st August 2022 in order to release their allocated funding.
- 1.2.** Up to £20k is available per area to support the development of the Investment Plan. In addition, each LA can spend up to 4% of its total allocation on future management and admin costs (expectation is that it would be lower for larger LAs).
- 1.3.** There are 3 Investment Priorities over which each LA has flexibility to decide its own allocations:
 - Communities and Place
 - Supporting Local Business
 - People and Skills

2. Communities and Place – key themes

- 2.1.** Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects.
- 2.2.** Building resilient, healthy and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built and natural environment innovative approaches to crime prevention.

3. Supporting Local Business – key themes

- 3.1.** Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- 3.2.** Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- 3.3.** Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-

firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

4. People and Skills – key themes

- 4.1.** Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers..
- 4.2.** Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.
- 4.3.** Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.
- 4.4.** There is no spend allowed for People and Skills until 2024/25 unless to support voluntary sector led projects which are closing.



Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	Update on Shared Services Joint Committee and Best for Business
Report of:	Jane Burns, Executive Director Corporate Services
Report Reference No:	CP/45/22-23
Ward(s) Affected:	All

1. Purpose of Report

- 1.1 To inform the Corporate Policy Committee of the recent work of the Shared Services Joint Committee and allow the opportunity for Member oversight and scrutiny.

2. Executive Summary

- 2.1 Currently there are eight Shared Services between Cheshire East and Cheshire West and Chester Councils which date back to local government reorganisation in 2009. The Shared Services Joint Committee's role is to oversee the management of those services which are provided on a Cheshire-wide basis on behalf of both councils to ensure effective delivery of such services and to provide strategic direction. The Joint Committee consists of 6 Members: 3 from each Council. It is chaired and administered on alternate years by each Council; it is currently being chaired and administered by Cheshire West and Chester Council.
- 2.2 The Joint Committee is playing a key role overseeing the implementation of the Best for Business Programme and the Shared Services Review.
- 2.3 This report summarises key updates from the most recent meeting, held on 17 June 2022. Minutes of this meeting will be available on the website of both Cheshire East and Cheshire West and Chester Councils. Members should note that there were no items under Public Question Time / Open

Session, as there were no visiting members, members of the public or representations from other organisations in attendance. All members of the Shared Service Committee were present alongside appropriate senior officers.

3. Recommendations

- 3.1** To note the progress in the delivery of shared services, the shared services review, and the Best for Business Programme.

4. Reasons for Recommendations

- 4.1** This is the second report to the Corporate Policy Committee to assist in its role overseeing the shared services arrangements with Cheshire West and Chester Council.

5. Other Options Considered

- 5.1** Not applicable

6. Background

- 6.1** The Shared Services Joint Committee's role is to oversee the management of those services which are provided on a Cheshire-wide basis on behalf of Cheshire West and Chester Council and Cheshire East Council to ensure effective delivery of such services and to provide strategic direction. The Joint Committee consists of 6 Members: 3 from each Council. It is chaired and administered on alternate years by each Council. At the meeting of 17 June 2022 the Joint Committee approved that the meeting would be chaired and administered by Cheshire West and Chester Council.
- 6.2** At the meeting on 9 June 2022 the Corporate Policy Committee re-appointed three Members to the Joint Committee: Cllr Rhodes, Cllr Stott and Cllr Findlow.
- 6.3** Currently there are eight Shared Services (six CWC hosted, and two CEC hosted). They are:
- Archaeological Planning and Advisory Services (APAS) - CWC
 - Archives and Local Studies - CWC
 - Cheshire Rural Touring Arts – (CRTA) - CWC
 - Emergency Planning - CWC
 - Farms Estate (Management) - CEC
 - ICT - CEC
 - Libraries Shared Service - CWC
 - Transactional Services - CWC

7. Performance reporting

- 7.1** Day-to-day performance is managed by each shared service manager who reports, through their normal line management arrangements, to a service manager in the host authority and has a relationship with a client manager, in the other authority.
- 7.2** Shared service business plans provide details of the shared service operation, objectives and resources required. The business plans require a degree of flexibility to enable an appropriate response to the changing needs of each council, especially during the ongoing pandemic.
- 7.3** The most recent performance report (Quarter 4 review) was considered at the meeting on 17 June 2022.

7.4 Overall Summary Ratings

The table below provides a judgement on the overall performance for each of the shared services. The judgement takes into account both performance (objectives and KPIs) and the budget position. The judgement criteria are set out below:

- RED – overspend of more than 10% of the budget and/or most objectives and/or KPIs have not been achieved
- AMBER – overspend of less than 10% of the budget and more than two objectives and /or KPIs have not been achieved
- GREEN – on budget or underspent and all objectives and KPIs have been achieved.

Service	Overall Performance 2019-20	Overall Performance 2020-21	Q1 Performance 2021-22	Q2 Performance 2021-22	Q3 Performance 2021-22	End of Year Performance 2021-22
Archaeology Planning Advisory Service	Green	Amber	Green	Green	Green	Green
Archives and Local Studies	Green	Amber	Green	Green	Green	Green
Cheshire Rural Touring Arts	Green	Green	Green	Green	Green	Green
Emergency Planning	Amber	Amber	Amber	Green	Green	Green
Farms Estate Management	Green	Amber	Green	Green	Green	Green
ICT	Amber	Amber	Amber	Amber	Amber	Amber

Libraries Shared Service	Green	Amber	Green	Green	Green	Green
Transactional Services	Amber	Red	Amber	Green	Amber	Amber

Overall Summary Ratings Commentary

Budget

- Most services are reporting a balanced budget or underspent financial position.
- Emergency Planning is reporting a small overspend of £2k which is in line with the position previously reported.
- ICT are reporting an overspend of £1.84m, which is a reduction from the £2.09m overspend forecast at Q3. £0.3m of this overspend relates to additional costs relating to Unit 4 ERP, for which budget provision has been made by both councils.
- Transactional Services are reporting an overspend of £0.7m, mainly due to the impact of the revised, later, Go Live date for phase 2 of the Unit 4 ERP system (£0.5m). Budget provision for the overspend relating to Unit 4 ERP has been made by both councils.

Objectives

- Most services have achieved their objectives, although a number continue to be impacted by Covid-19.
- Due to the increased level of support required for the implementation of the Phase 2 Unit 4 ERP rollout, and in response to the recommendations from the Shared Service review, a number of objectives in Transactional Services have been deferred to 2022-23.
- More information is set out in the individual summaries within the report and in the individual business plans provided as supporting information.

Key Performance Indicators

- Most services KPIs have been achieved with four KPIs, one each in APAS, Emergency Planning, Archives and Local Studies, and Libraries Shared Service, that are impacted by Covid 19. They are set out in the individual service summaries within this report and in the individual business plans provided as supporting information.
- KPI information for Transactional Services has not been able to be extracted from UNIT4 ERP in the same format as Oracle and therefore not comparing like with like. The councils are working together to agree new KPIs covering all of the transactional service shared service functions.

(The detailed report is accessible via the link to background documents).

8. Best for Business

- 8.1** In May 2016, the SSJC approved a programme of work to procure a new system to replace the existing Finance and Procurement and HR and Payroll system. Both Councils' Cabinet meetings approved a recommendation in July 2017 to award a contract to Agilisys for the implementation of the Unit4 ERP system. In November 2019 (Cheshire West & Chester) and December 2019 (Cheshire East), each Council's Cabinet approved recommendations relating to the Best4Business programme. The Joint Committee has been provided with regular updates on the programme.
- 8.2** A Joint Scrutiny Working Group was established in 2019. It consists of 6 members: 3 from each council. Cheshire East Members are Cllr Mannion, Cllr Warren, and Cllr David Brown.
- 8.3** The context is important. This is a major system change. A change of this magnitude does have significant implications for all those who use the system. Challenges and 'teething troubles' were anticipated and expected. The system itself is stable. Over 53,000 people are being paid each month, as are invoices to suppliers and the financial ledger is operating. There are still some issues and concerns which are acknowledged, as is the frustration that this has caused. All the issues are being prioritised and methodically worked through.
- 8.4** The detailed report considered and noted by the Joint Committee is shown at Appendix 1. Some key points to note are:
- The Programme Board has approved the technical **programme closure**, with programme governance handed over to "business as usual".
 - The "**hypercare**" **phase** ended on 31 May 2022. There continue to be some additional internal and external resources retained to support the delivery of outstanding reports and training. Structures to engage senior officers, suppliers and system users are established to manage ongoing support and management requirements of the system.
 - There are a number of **defects** requiring resolution following the launch of the HR and Payroll functionality. The overall progress is positive; high priority go-live issues have been resolved, and the remaining defects dating from go-live are managed and prioritised.

- Feedback from users, in Council services and companies and in schools, has highlighted some challenges **bedding in** operational business processes in all areas, and ensuring that appropriate system reporting capabilities are available to support end users. We are working hard to resolve these issues and provide additional help and support to users.
- The continuing arrangement with our external programme management advisors Ameo for **provision of system experts** or “solution architects” to assist with fixes, developments and internal training; this was extended until the end of July 2022 to provide additional support for development of a number of specific reports and for additional training and knowledge transfer to the internal support team.
- **Over 150 defects and improvement requests have been delivered** since early March, with the assistance of our supplier Agilisys.
- The testing and launch of the **first upgrade** of the product since it was launched has been successfully completed.
- The TSC teams continue to provide ongoing support to users of the system. For example, over **1,700 support tickets** have been resolved since early March, and **over 600** calls to the urgent payroll queries **helpline** being responded to. Call volumes to this helpline are reducing significantly each month since payroll functionality went live in late 2021.
- Specific **support sessions** have been provided to schools and academies in relation to reporting functionality in the new system. Ongoing feedback from users continues to be assessed and responded to, with additional forums being established and 1-1 support for those schools who request it. The Joint Committee were made aware that specific queries raised with members were being addressed through direct correspondence.

8.5 A formal Member-led **lessons learned review** will be undertaken by the Joint Committee and the Joint Scrutiny Working Group in August. The results of the review will be reported to the relevant Member bodies in both Councils in due course, including this committee. The review will be externally facilitated by the Centre for Governance and Scrutiny, to provide independence.

9. Shared Services Review

9.1 Cheshire East and Cheshire West and Chester Councils agreed to commission a strategic review of all the existing eight formal shared services in 2021. It was agreed that an external perspective and

expertise would be valuable, and a specification was drawn up, a procurement exercise undertaken, and C.Co, the consultancy arm of CIPFA, were appointed to conduct the reviews. This work has been completed and reported to the Joint Committee.

9.2 The Joint Committee have accepted the changes. Officers are working up plans to implement them. Consideration is also being given to options to revise the governance arrangements, including for the Joint Committee itself.

9.3 The work has been undertaken in 3 phases:

- **Phase 1 ICT Shared Services** (in depth review). The key findings of this review were to move to a more hybrid model where both councils would have their own ICT service and some functions would continue to be shared. The Joint Committee agreed to commission further work on technical and financial assurance and due diligence. Due to the complexity, officers from both councils are working through the detail of how a new model could be implemented, so that Members will have the necessary information to be able to make a decision on the future arrangements. This is anticipated in September/October 2022.
- **Phase 2 Transactional Services** (in depth review). The key findings of the review were reported to the Joint Committee on 21 January 2022. There is strategic alignment between the two Councils. As well as the investment the two Councils have made to the new Unit4 ERP system, there is a wider strategic commitment to working together. There is alignment of strategies and policies which provide a good starting point for identifying opportunities for improvement and realisation of efficiencies.
- **Phase 3 the six smaller Shared Services** (desk top review). The key findings of the review were also reported to the Joint Committee on 21 January 2022. They are operating well and in line with best practice, where comparisons can be made. There is a mixed approach to how these six smaller services operate, with some operating as shared services, whilst others are more in line with the definition of a managed service or a strategic partnership. The governance and reporting in some cases are not proportionate to the type of service or the services size and can duplicate or create additional avoidable effort. Funding, for some services, needs to be reviewed to ensure alignment with the shared services principles.

10. Consultation and Engagement

10.1 Regular conversations take place with the Trade Unions on B4B, and regular staff communication continues.

- 10.2** Any proposed changes as a result of the shared services review will be discussed with staff and trade unions in both councils.

11. Implications

11.1 Legal

The Shared Services Administrative Agreement sets out the overall arrangements in relation to the way the sharing Authorities will work together. This will be revised when revised arrangements are agreed.

11.2 Finance

The table below summarises the end of year financial performance for the shared services.

Service	2021-22 Budget £	Q1 Forecast £	Q2 Forecast £	Q3 Forecast	2021-22 Year End	Variance £
Archaeology Planning Advisory Service	158,817	158,817	158,817	158,817	158,817	Balanced
Archives and Local Studies	461,602	461,602	461,602	461,602	461,602	Balanced
Cheshire Rural Touring Arts	84,000	84,000	84,000	84,000	84,000	Balanced
Emergency Planning	308,176	302,522	307,198	306,668	310,625	2,476
Farms Estate Management	226,674	162,720	157,063	157,332	163,117	(63,557)
ICT	17,350,000	17,840,000	18,960,000	19,440,000	19,190,000	1,840,000
Libraries Shared Service	317,442	330,836	330,836	330,836	238,414	(79,028)
Transactional Services	5,460,807	5,522,270	5,882,235	5,924,481	6,105,909	700,994

Budget Summary Commentary

- Most services are reporting a balanced or underspent position at year end.
- Emergency Planning are forecasting a small overspend which equates to approximately 1% of the total budget.
- The Farms Estate Management underspend is due to a retained staffing vacancy.
- ICT are reporting a year end overspend of £1.84m largely as a result of a reduction in income, both due a reduction in the delivery of chargeable

projects and a reduction in income from schools. This is a reduction from the forecast overspend of £2.09m reported at Q3. £0.3m of this overspend relates to additional costs relating to Unit 4 ERP, for which budget provision has been made by both councils.

- Transactional Services are reporting an overspend of £0.7m. £0.5m of this overspend is as a result of the impact of the revised, later, Go Live date for phase 2 of the Unit 4 ERP system as it has been agreed that the costs of staff and consultants working on the project are to be charged to the Transactional Services budget. This has increased from the position reported at Q3 due to the increased level of support required in respect of implementation. Budget provision for this has been made by two councils, and is therefore rated as amber. Additionally, there has been a loss of income due to a loss of schools business which has been partially mitigated by vacancy management within the service.
- The period of formal “hypercare” (enhanced support arrangements) ceased at the end of May 2022. However, additional external support resources have been retained to enhance the internal business as usual support arrangements now in operation.

Best for Business

No additional programme-related expenditure has been incurred since the previous report to this Committee. A final review of programme expenditure will be carried out and reported as part of the programme “lessons learned” review.

There is ongoing dialogue as to the cause of previously reported delays to the programme plan reported in November 2020, and the associated costs between the Councils and the provider. Dialogue is continuing regarding certain charges and additional delays. The programme is looking to resolve these issues as part of overall programme closure.

Shared Service Review

The cost of the contract with C.Co is £98,000, shared equally between the two councils.

11.4 Policy

There are no policy implications of this report.

11.5 Equality

There are no equality implications of this report.

11.6 Human Resources

There are significant implications in the move to a new HR and Payroll module of Unit 4 ERP.

11.7 Risk Management

There are detailed risk registers which are monitored regularly by the Joint Committee.

11.8 Rural Communities

There are no implications for rural communities of this report

11.9 Children and Young People/Cared for Children

There are no implications to children and young people,

11.10 Public Health

There are no public health implications of this report

11.11 Climate Change

There are no climate change implications of this report.

Access to Information	
Contact Officer:	Jane Burns, Executive Director Corporate Services Jane.burns@cheshireeast.gov.uk
Appendices:	Report to Shared Services Joint Committee
Background Papers:	Agenda for Shared Services Joint Committee on Friday, 17th June, 2022, 10.00 am - Cheshire West & Cheshire Council (cheshirewestandchester.gov.uk)

CHESHIRE EAST COUNCIL CHESHIRE WEST & CHESTER COUNCIL

REPORT TO: SHARED SERVICES JOINT COMMITTEE

Date of Meeting: 17 June 2022

Report of: Jane Burns, Executive Director Corporate Services, Cheshire East Council

Mark Wynn, Chief Operating Officer, Cheshire West & Chester Council

Subject/Title: Best4Business Technical Programme Closure

1.0 Report Summary

- 1.1 The purpose of this report is to update Members on the latest position with regard to implementation of the replacement HR and Finance system for the Councils and their partners, and the technical closure of the implementation programme. The report provides an update on progress since the meeting of this committee in March 2022.
- 1.2 The report provides an update to Members of the Committee on the following key areas:
- Update on developments following the second programme go live;
 - Update on a post go-live transition plan and technical closure of the programme;
 - Update on the Lessons Learned review of the programme.

2.0 Decisions Requested

That Members:

- 2.1 Note the continuing activities leading to programme closure and exit from hypercare;
- 2.2 Note the delivery of the “transition to business as usual” plan and the technical programme closure decision; and
- 2.3 Note the progress in delivering the ‘lessons learned’ programme review.

3.0 Reasons for Recommendations

- 3.1 This paper provides information to the Committee Members to enable them to review the status of the delivery of a replacement Finance and HR system for both Councils.

4.0 Report Background

- 4.1 At the May 2016 meeting of this Committee, Members approved a programme of work to procure a new system to replace the existing Finance and HR system. Both Councils' Cabinet meetings approved a recommendation in July 2017 to award a contract to Agilisys for the implementation of the Unit4 ERP system.
- 4.2 In November 2019 (Cheshire West & Chester) and December 2019 (Cheshire East), each Council's Cabinet approved recommendations relating to the Best4Business programme. This Committee was provided with an update regarding the scope and phasing of the programme, the revised programme governance arrangements, the procurement of external advisors, future arrangements for Member oversight of the programme and the scope of revised commercial arrangements with Agilisys.
- 4.3 Delegated authority was also given to senior officers to finalise negotiations and agree variations to the contract with Agilisys, and to update the Inter-Authority Agreement.
- 4.4 This Committee have received reports during 2021 on 19 February, 11 June, 23 July, 24 September, 26 November, and also on 21 January and 25 March 2022, reporting successful implementation of the remaining elements of the new solution.
- 4.5 This report provides an update to members of this Committee on progress in the implementation of these decisions, with a particular focus on progress post go-live and the planned Lessons Learned programme review.

5.0 Programme Update

Technical programme closure and post go live operations

- 5.1 At previous meetings of this Committee, members have been presented with a summary of the key programme plan dates for the implementation of the Unit4 ERP solution. Remaining milestone dates relating to the post implementation phase of the programme, and their current status, are as follows:

Milestone Activity	Outcomes	Target Completion	Progress Update
"Hypercare"	<ul style="list-style-type: none"> Hypercare is a period of heightened support from the programme team to ensure any go live issues are resolved at pace The support team gradually take over the day-to-day support 	December 2021 / January 2022	<ul style="list-style-type: none"> Ended in May 2022 Some additional internal and external resources retained to support delivery of specific outstanding reports and training to internal support team (see below for further detail)

Milestone Activity	Outcomes	Target Completion	Progress Update
Programme Closure	<ul style="list-style-type: none"> A post implementation review following the second go-live is undertaken All programme artefacts and documents are stored securely for future use and programme team are stood down 	April 2022	<ul style="list-style-type: none"> Ameo post implementation review complete Programme lessons learned review in progress Programme governance handed over to “business as usual” Programme Board decision to approve technical programme closure Complete

5.2 As previously reported, the key outcomes which will be delivered in order to achieve technical programme closure are:

Activity	Status
Finalise reconciliation and adjustment activity for December payroll.	Complete
All staff to be paid from Unit4 ERP for December payroll.	Complete
Support the upgraded system in “hypercare” mode until it is assessed as ready to move into “business as usual” – expected to take until into the new year, and with a formal hypercare exit decision required.	<p>Internal support team have taken full lead on provision of day-to-day system support. Post go live “hypercare” period has ceased as at end of May 2022.</p> <p>Additional external support resources engaged to end of July 2022 (see below for further detail).</p>
Programme management support resources from Ameo, and software delivery resources from Agilisys, cease involvement and leave the programme team.	<p>Agilisys programme resources ceased at the end of January 2022. Ongoing support being provided on a “business as usual” basis thereafter.</p> <p>Ameo post go live technical resources extended to end of July 2022 with appropriate officer approvals.</p>
Most seconded Council employees who have formed part of the programme team return to their substantive roles within the Councils.	Transfer of the majority of the programme team back to business as usual roles has been achieved, with a small group of staff from other teams remaining to supplement the core support team’s capacity. Review of “business as usual” support team structure is underway to ensure demand is balanced with capacity.

Hypercare

5.3 As noted above, the period of formal “hypercare” (enhanced support arrangements) ceased at the end of May 2022. However, some additional external support resources have been retained to enhance the internal business as usual support arrangements now in operation. This is in recognition of:

- There are a number of defects requiring resolution following the launch of the HR and Payroll functionality. The overall progress in resolving go-live defects is positive; high priority go-live issues have been resolved, and the remaining defects dating from go-live are managed and prioritised accordingly alongside other operational support issues;
- Feedback from users, in Council services and companies and in schools, has highlighted some challenges bedding in operational business processes in all areas, and ensuring that appropriate system reporting capabilities are available to support end users. We are working hard to resolve these issues and provide additional help and support to users; and
- The continuing arrangement with our external programme management advisors Ameo for provision of system experts or “solution architects” to assist with fixes, developments and internal training; this was extended until the end of July 2022 to provide additional support for development of a number of specific reports and for additional training and knowledge transfer to the internal support team.

5.4 The continuing provision of support from other teams over and above the core Governance & Support team is to underpin the activities listed above.

5.5 Highlights from the recent period of time since the complete Unit4 ERP solution went live include:

- Business as usual governance arrangements for the joint management of the Unit4 ERP system by both Councils are now in place. The “Performance and Commissioning Group” will meet monthly, and the “Executive Steering Board” will meet quarterly. These bodies replace the former programme governance arrangements which have now ceased, and as part of their terms of reference are responsible for ongoing contract management in relation to the ongoing service provided to the Councils by Agilisys. Each held their first meeting during May 2022.
- Over 150 defects and improvement requests have been delivered since early March, with the assistance of our supplier Agilisys.
- The Governance & Support team successfully managed the testing and launch of the first upgrade of the product since it was launched, moving from release 7.7 to release 7.9. These releases typically take place on a six monthly basis.
- The Governance & Support team alongside other teams continue to provide ongoing support to users of the system, with over 1,700 support tickets resolved since early March, and with over 600 calls to the urgent payroll queries helpline being responded to. Call volumes to this helpline are reducing significantly each month since payroll functionality went live in late 2021.
- Specific support sessions have been provided to schools and academies in relation to reporting functionality in the new system. Ongoing feedback from users continues to be assessed and responded to, with additional forums being established as described in section 5.7 below.

Programme Closure and Transition to Business As Usual

- 5.6 The Programme Board previously approved the development of a “transition to business as usual” plan, to enable a decision to be taken to close the programme safely and with confidence that all priority post-programme issues have been resolved satisfactorily.
- 5.7 The transition plan has been delivered to the point where technical programme closure was recommended to the Programme Board. Key outcomes are noted below:

Workstream	Key outcomes
Future Governance	Business as usual governance model approved by both Councils. Governance meetings in diaries for remainder of 2022. First meetings of each tier of governance have been held. Complete.
System Management (stability)	All outstanding go live defects logged in a single place for ongoing monitoring. Business as usual process in place for ongoing prioritisation and escalation of all defects. Go live defects considered relevant to system stability identified, and positive progress reported in resolving these defects, in accordance with priority and impact.
System Management (change)	System development roadmap and work plan in place and being monitored and reported against through established governance. Change management process defined and ready to launch when capacity is available in existing development work plan. Complete.
Knowledge Transfer	Some support team training has been delivered during the hypercare period by Ameo “solution architects” with additional training to be delivered during the extended external support arrangements during June and July 2022. Ongoing.
User Experience	<p>A working group has been established with representatives of schools users. A similar group is being established with Council officer users. This will provide a mechanism for gathering feedback on the system and identifying potential improvements.</p> <p>A cross-organisation User Group has also been established, with representatives from numerous areas of the business including schools, which will receive feedback on the system, issues, potential improvements, and formal requests to make changes to the system. This will report into the formal system governance arrangements noted above.</p>
Communications	Six month post-programme communications plan in place and handover activities to business as usual are in progress. Complete.
Year End	Working group established to focus on and monitor year end related challenges and defects to ensure delivery of year end closure programme ran smoothly. Complete.

- 5.8 The Best4Business Programme Board met for the final time on 19 April 2022 and received a report setting out delivery of the transition plan as summarised above. On this basis, the recommendation to approve technical programme closure was approved.

6.0 Lessons Learned Update

- 6.1 As reported in previous reports to this committee, a full “lessons learned” review is being carried out and will be reported to members of this Committee and to the Best4Business Joint Scrutiny Working Group later this year.
- 6.2 The terms of reference for this review have been discussed with a joint Member group consisting of members of this Committee and of the Joint Scrutiny Working Group. An externally facilitated task group is being established, with dates in late July / early August being explored, to align with Member and officer availability. The report of this task group will respond to the finalised terms of reference, and will represent the final report of the Best4Business programme to this Committee.

7.0 Programme budget update

- 7.1 No additional programme-related expenditure has been incurred since the previous report to this Committee. A final review of programme expenditure will be carried out and reported as part of the programme “lessons learned” review.
- 7.2 There is ongoing dialogue as to the cause of previously reported delays to the programme plan reported in November 2020, and the associated costs between the Councils and the provider. Dialogue is continuing regarding certain charges and additional delays. The programme is looking to resolve these issues as part of overall programme closure.

8.0 Wards affected

- 8.1 The implications of the recommendations in this report are borough-wide for both Councils.

9.0 Policy implications

- 9.1 There are no policy implications arising from the recommendations in this report.

10.0 Financial Implications

- 10.1 Costs associated with the ongoing hypercare phase of activity and the delivery of the “transition to business as usual” plan are being funded as part of the revenue budget for the Governance & Support team, and will be reported through routine Transactional Services budget outturn reporting. A note on the programme budget position is provided at section 7.

11.0 Legal Implications

- 11.1 Each Council entered into a contract with Agilisys for the ERP System. Cheshire East Council are responsible for managing the contract through the implementation phase for both Councils. Each Council has identified an Authority Representative, who will act as the contract manager during the Operational Phase of the contract. The Councils

entered into a Deed of Variation with Agilisys to reflect the reset of the programme. Under the Deed of Variation, work packages are agreed with Agilisys, setting out the services to be provided by them and the target price of the relevant resources, which are priced in accordance with the mechanism contained in the Deed of Variation provided that the Councils responsibilities and dependencies are met. No additional programme work packages have been agreed or are expected to be agreed post go-live.

- 11.2 A comprehensive Inter Authority Agreement (IAA) was entered into by both Councils, at the time the original contracts were agreed with Agilisys. The IAA ensures that each Council's obligations to the programme are documented and ensures that Cheshire East Council are in a position to meet their contractual obligations on behalf of both Councils during the implementation phase. The IAA was updated when the Deed of Variation was entered into to reflect the reset of the programme. A further update to reflect the final phasing of the programme and associated costs, and handover to business as usual, has been initiated as part of the scope of the "future governance" workstream within the "transition to business as usual" plan, with required changes being managed by each Council's legal team alongside the business as usual support team.
- 11.3 Following implementation, each Council's ongoing operational management of the system will be managed through the separate contracts with Agilisys. Governance arrangements for the management of the contracts with Agilisys have been established as part of the "future governance" workstream within the "transition to business as usual" plan, as noted at section 5.5 above.
- 11.4 Cheshire East entered into a contract with programme management advisors Ameo on behalf of both Councils. The costs of the agreement with Ameo are shared equally between the Councils through the IAA. No additional programme delivery work packages have been agreed. Additional post go live support resources have been commissioned as noted at section 5.3 above.
- 11.5 Cheshire West & Chester entered into a contract for change management support with Augere Ltd on behalf of both the Councils. The costs of the agreement with Augere are shared equally between the Councils through the IAA.

12.0 Risk management

- 12.1 The programme risk register has been reviewed and closed, with relevant ongoing risks identified as part of the "transition to business as usual" plan and being managed through ongoing management activity. Key business as usual risks at the time of reporting include:

Risk	Mitigation
<ul style="list-style-type: none"> Insufficient resources within Governance & Support team to manage support issues and requests for system changes 	<ul style="list-style-type: none"> Temporary structure being operated with additional staff from other teams providing support Permanent structure under review Prioritisation of changes within budget
<ul style="list-style-type: none"> Lack of confidence in new system amongst some users 	<ul style="list-style-type: none"> Volume of support calls reducing month on month indicating this risk is receding

Risk	Mitigation
	<ul style="list-style-type: none"> • User Group established in June 2022 allowing identification and approval of user-driven improvements • Review of support “microsite” content to ensure available guidance is optimised
<ul style="list-style-type: none"> • Dissatisfaction amongst schools / academies users with new solution leading to offboarding to other providers 	<ul style="list-style-type: none"> • Dedicated support sessions to build confidence • Dedicated officers providing support for schools users • Dedicated schools user group established • One-to-one support for individual users where beneficial (including in response to complaints) • Review of schools-specific processes to identify and implement improvements • Commitment to rebuild positive relationships
<ul style="list-style-type: none"> • Delivery of outstanding system reporting capabilities 	<ul style="list-style-type: none"> • External “solution architect” expertise retained during June / July 2022 will focus in part on this issue

13.0 Access to Information

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

: Mark Wynn
 : Best4Business Programme Sponsor
 : Tel No: 01244 972890
 : Email: mark.wynn@cheshirewestandchester.gov.uk

: Jane Burns
 : Best4Business Programme Sponsor
 : Tel No: 01270 686013
 : Email: jane.burns@cheshireeast.gov.uk

Background Documents:

Documents are available for inspection at:

Cheshire East Democratic Services
 Westfields
 Middlewich Road
 Sandbach
 CW11 1HZ

or:

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

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Working for a brighter future together

Corporate Policy Committee

Date of Meeting:	14 July 2022
Report Title:	Review of Appointments to Outside Organisations
Report of:	David Brown, Director of Governance and Compliance
Report Reference No:	CP/12/22-23
Ward(s) Affected:	All

1. Purpose of Report

- 1.1. To establish a mechanism to review the Council's outside organisation arrangements.

2. Executive Summary

- 2.1 This report proposes that the Constitution Working Group reviews the Council's outside organisations appointments.
- 2.2 It is proposed that, once the review has concluded, Constitution Working Group will make informal recommendations to the Committee, taking into account those matters referred to in this report and its appendices, with a view to the Committee making a formal decision upon the matter in advance of the May 2023 local elections, after which appointments to all outside organisations are made.

3. Recommendations:

Corporate Policy Committee is invited to agree that:

- 3.1 Constitution Working Group conducts a review of the Council's outside organisations appointments process.
- 3.2 Appendix 3 of the report be accepted as the terms of reference for the review.
- 3.3 Constitution Working Group to report its findings and recommendations back to Corporate Policy Committee.

4. Reasons for Recommendations

- 4.1** Until the introduction of the committee system, appointments to outside organisations were made by Cabinet (top level strategic organisations at national, regional, and local level), Constitution Committee (organisations of a local nature) and full Council (statutory appointments). The appointments process needs to be reviewed before the next local elections in May 2023, after which appointments to outside organisations will be made from the Council's new membership.

5. Other Options Considered

- 5.1.** The decision-making powers under which appointments were made previously have changed. Therefore, the process must be reviewed to ensure that, when making appointments, the new governance arrangements are applied and that no conflicts of interest arise.

6. Background

- 6.1.** The Council's appointments process was agreed in 2009 by the Governance and Constitution Committee, which appointed an Outside Organisations Task Group to review the extensive list of organisations inherited from the demised Cheshire authorities; and carry out the detailed work necessary to develop recommendations to deal with appointments to outside organisations.
- 6.2.** Appointments to outside organisations are made every four years. The term 'outside organisations' encapsulates a range of bodies which includes partnerships and wholly owned companies. Cheshire East Members also sit on a variety of other bodies by invitation or by virtue of their role, for example, the Chair and Vice Chair of the Adults and Health Committee sit on the Safeguarding Adults Board. These organisations and partnerships are listed in Appendix 1 and 2. There is a casual appointment process to deal with vacancies which arise within each four-year period.
- 6.3.** In view of the Council's move to a committee system of governance, resulting in the abolition of Cabinet and Constitution Committee, responsibility for its outside organisations arrangements falls to this Committee. As the next round of appointments are due to be made after the local elections in 2023, the process (including casual vacancies) will need to be reviewed to ensure that it reflects the Council's new ways of working.
- 6.4.** The number of organisations would also benefit from being reviewed as the list has grown over time; also on 1 July 2022 the Clinical Commissioning Groups will be replaced by Integrated Care Boards which will see new governance bodies created.

- 6.5.** Accordingly, this report recommends that the Constitution Working Group should conduct a review. It is proposed that the Constitution Working Group will report its findings back to the Corporate Policy Committee later in the year. The proposed terms of reference for the review are attached at Appendix 3, which the Members' Input Panel has helped formulate.
- 6.6** Upon appointment to an outside organisation, a Member's responsibilities and obligations will vary, dependent upon the type of organisation they have been appointed to. Guidance is available to Councillors regarding a Member's obligations and responsibilities, but this was published in 2012. It is proposed that the document be reviewed as part of this process. This is to ensure that key issues are addressed, and the document is updated in time for the next round of appointments in 2023.
- 6.7** It is important to establish the effectiveness and appropriateness of Member representation on outside organisations. It is proposed that Constitution Working Group be invited to consider whether appointees should be required to report back on the activities of the organisations to Council, and if so, to identify a suitable mechanism by which this can be achieved.
- 6.8** As an open and transparent Council, the Constitution Working Group will be invited to identify the appropriate method for publishing any remuneration received by Members from an outside organisation.
- 6.9** Members need to be protected when they are acting on behalf of their authority and are properly and lawfully pursuing the business of the authority. On 9th February 2016, Council resolved that Members and Officers be indemnified to the maximum extent permitted under the Local Authorities (Indemnities for Members and Officers) Order 2004 ('the 2004 Order'). This report recommends that the Constitution Working Group should consider whether indemnities for Members should be reviewed.

7. Consultation and Engagement

- 7.1.** To inform the review, contact will be made with the outside organisations on the current lists, and with any proposed new outside organisations, to obtain information relevant to the review. The organisations/Group Leaders/all Councillors will be consulted as to the added value of having a Council representative on the bodies concerned.
- 7.2.** The consultation will take place in Summer 2022; Constitution Working Group's recommendations to be submitted to Corporate Policy Committee later in the year.

8. Implications

8.1. Legal

- 8.1.1.** Whilst membership of outside organisations carries with it the potential for personal liability for elected Members undertaking such roles as ancillary to their status as a Councillor, particularly in respect of trusteeships, Cheshire East Borough Council has resolved to put in place for elected Members the maximum indemnity which is allowed by law.
- 8.1.2.** Section 111 of the Local Government Act 1972 empowers local authorities to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of their functions, and Section 2 of the Local Government Act 2000 empowers them to do anything they consider likely to achieve the object of the promotion of the economic, social, or environmental well-being of their area. In addition, there is now the general power of competence under the Localism Act 2011. These are the main provisions which the Council would rely on to appoint members to outside organisations or to select those bodies to which they are appointed.

8.2. Finance

- 8.2.1.** There are no direct financial implications.

8.3. Policy

- 8.3.1.** There are no direct policy implications.

8.4. Equality

- 8.4.1.** There are no direct equality implications.

8.5. Human Resources

- 8.5.1.** There are no direct Human Resource implications.

8.6. Risk Management

- 8.6.1.** The failure to appoint Members to outside organisations could have a direct or indirect impact on the organisations, which can be mitigated by the operations of a procedure for making timely appointments to ensure Council representation.

8.7. Rural Communities

- 8.7.1.** There are no direct implications for rural communities.

8.8. Children and Young People/Cared for Children

- 8.8.1.** There are no direct implications for children and young people.

8.9. Public Health

- 8.9.1.** There are no direct implications for public health.

8.10. Climate Change

- 8.10.1. Aims and objectives of the outside organisations should reflect the Council's commitment to becoming carbon neutral by 2025.

Access to Information	
Contact Officer:	Brian Reed Head of Democratic Services and Governance brian.reed@cheshireeast.gov.uk 01270 686 670
Appendices:	Appendix 1: List of organisations Appendix 2: Organisations with Cheshire East representation(s) Appendix 3: Draft Terms of Reference
Background Papers:	<p>Report to Governance and Constitution Committee 14 July 2008: Appointments to outside organisations Agenda for Governance & Constitution Committee on Monday, 14th July, 2008, 2.00 pm Cheshire East Council</p> <p>Report to Governance and Constitution Committee 9 March 2009: Recommended procedure for making appointments to outside organisations Agenda for Governance & Constitution Committee on Monday, 9th March, 2009, 2.00 pm Cheshire East Council</p> <p>Report to Cabinet 9th February 2016: Indemnities for Members and Officers Agenda for Cabinet on Tuesday, 9th February, 2016, 2.00 pm Cheshire East Council</p> <p>Report to Constitution Committee 15 July 2019: Appointments to Outside Organisations 2019 – 2023 Agenda for Constitution Committee on Monday, 15th July, 2019, 2.00 pm Cheshire East Council</p>

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Appendix 1

List of organisations, partnerships and ASDV's (including statutory and constitutional bodies)

- 1 Adoption Panel
- 2 Alderley Park Holdings Ltd
- 3 Alderley Park Liaison Committee
- 4 Alderley Park Ltd
- 5 Almshouse Charity of Sir Edmund Wright, Crewe & Others
- 6 Alsager Educational Foundation
- 7 Alsager Partnership
- 8 ANSA Environmental Services (Alternative Service Delivery Vehicle)
- 9 APSE (Association for Public Service Excellence)
- 10 Astbury Mere Trust
- 11 Audlem Education Foundation
- 12 Bent Farm Sand Quarry Liaison Committee
- 13 Bridgewater Canal Trust
- 14 CAB North
- 15 Charitable Trust for The Assets of The Former Over Alderley Primary School
- 16 Chelford Sand Quarry Liaison Committee (aka Dingle Bank)
- 17 Cheshire Agricultural Society
- 18 Cheshire and Warrington Local Transport Body
- 19 Cheshire and Warrington Partnership NHS Foundation Trust (Mental Health Services)
- 20 Cheshire Association of Local Councils - Executive Committee
- 21 Cheshire Association of Local Councils - Quality Accreditation Panel
- 22 Cheshire Brine Subsidence Compensation Board
- 23 Cheshire East Countryside Access Forum
- 24 Cheshire Fire Authority
- 25 Cheshire Local History Association
- 26 Cheshire Pension Fund Committee
- 27 Cheshire Police and Crime Panel
- 28 County Council Network
- 29 Crewe and Nantwich Twinning Association (CANTA)
- 30 Crewe Town Board
- 31 Eaton Hall Sand Quarry Liaison Group
- 32 Environment Agency (NW) Regional Flood and Coastal Committee
- 33 Everybody Health and Leisure (Alternative Service Delivery Vehicle)
- 34 Federation of Burial and Cremation Authorities
- 35 Fence Trust, Macclesfield *merged with the* Stanley and Brocklehurst Alms Houses Trust
- 36 Fostering Panel
- 37 Groundwork Cheshire Lancashire and Merseyside
- 38 Holmes Chapel Partnership
- 39 King's School, Macclesfield
- 40 LGA – General Assembly
- 41 LGA - People and Places Board
- 42 LGiU
- 43 Linden Bank Community Liaison Group

- 44 Lindow Educational Trust (Wilmslow)
- 45 Macclesfield College of Further Education
- 46 Malbank School Prize Fund and the Nantwich & Acton Grammar School Foundation
- 47 Manchester Airport Consultative Committee
- 48 Marketing Cheshire
- 49 Maw Green Landfill Site Community Liaison Meeting
- 50 Mere Farm Sand Quarry Liaison Committee
- 51 Mid-Cheshire Hospitals NHS Foundation Trust: Council of Governors (Leighton Hospital)
- 52 Nantwich Museum Trust
- 53 Nantwich Partnership
- 54 North West Employers
- 55 Northern Transport Acceleration Council
- 56 Orbitas Bereavement Services (Alternative Service Delivery Vehicle)
- 57 PATROL Adjudication Joint Committee
- 58 Peak District National Park Authority
- 59 Peaks and Plains Housing Trust
- 60 Public Transport Consortium
- 61 Rudheath Quarry Liaison Committee
- 62 Sandbach Partnership
- 63 Sandbach School
- 64 Silk Heritage Trust
- 65 Sir John Deane's College, Northwich
- 66 Sir Thomas Delves Foundation, Wybunbury
- 67 Standing Advisory Council on Religious Education (SACRE)
- 68 Tatton Park Board
- 69 Tatton Park Enterprises Ltd (Alternative Service Delivery Vehicle)
- 70 Transport for the North: Partnership Board
- 71 Transport for the North: General Purposes Committee
- 72 Transport for the North: Rail Committee
- 73 Transport for the North: Scrutiny Committee
- 74 Transport Futures
- 75 Unitary Council Network
- 76 University of Manchester – General Assembly
- 77 West Coast Rail 250
- 78 West and Wales Transport Forum
- 79 White Moss Sand Quarry Alsager Local Liaison Group
- 80 Wybunbury United Charities

Note: Clinical Commissioning Groups will be replaced on 1 July 2022 by Integrated Care Systems. As a result, governance arrangements for the health organisations included in the appendix will require updating.

Appendix 2

Organisations and partnerships with Cheshire East representative(s)

- 1 Cheshire East Place Health & Care Partnership
- 2 Cheshire East Road Safety Executive Board
- 3 Cheshire & Merseyside Health and Care Partnership Board
- 4 Cheshire & Warrington Enterprise Board
- 5 Cheshire & Warrington Local Enterprise Partnership
- 6 Children and Young Peoples Trust
- 7 Early Help Together Board
- 8 Environmental Services Capital Board
- 9 Increasing Equalities Commission
- 10 iESE Transformation Ltd / Innovation Club
- 11 Learning Disability Partnership Board
- 12 Macclesfield Forest Working Group
- 13 Manchester Airport Consultative Committee
- 14 Manchester Airport Stakeholder Reference Group
- 15 Manchester Airport Technical Officers Group
- 16 Marketing Cheshire
- 17 Mental Health Partnership Board
- 18 Mersey Forest Partnership (TBC)
- 19 NHS Eastern Cheshire Primary Care Commissioning Committee
- 20 Northern Transport Acceleration Council
- 21 Rights of Way Consultative Group (user group liaison meeting)
- 22 Rural Strategy Group (Cheshire and Warrington)
- 23 Safeguarding Adults Board
- 24 Safer Cheshire East Partnership
- 25 Virtual School Governing Board
- 26 SEND Partnership Board

Note: Clinical Commissioning Groups will be replaced on 1 July 2022 by Integrated Care Systems. As a result, governance arrangements for the health organisations included in the appendix will require updating.

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Appendix 3**Terms of Reference for Outside Organisations Review**

Constitution Working Group to conduct a review of outside organisations. The Working Group to make informal recommendations to Corporate Policy Committee on the matters referred to below, to enable the Committee to make a formal decision in advance of the May 2023 local elections.

Matters to be considered:Appointment process:

- In light of the change to a new governance model, review the procedure for making appointments to outside organisations (excluding statutory and constitutional appointments)
- Review Council representation on the organisations set out in paragraph 6.2 of the report
- Review the procedure for dealing with casual vacancies

List of organisations:

- Review the criteria for representation on an outside organisation
- Establish whether the list of organisations align with the Council's aims and objectives

Legal obligations:

- Review the guidance to members appointed to outside organisations
- Considered whether indemnities for Members should be reviewed

Openness and transparency:

- Consider whether members appointed to outside organisations should be required to report back on the activities of that body to Council, and if so, what mechanism should be used, how frequently reports should be made and to where/to whom
- Consider an appropriate method for publication of remuneration received by members from an outside organisation

Consultation:

- To take place with the organisations, members appointees to the outside organisations, Group Leaders, elected Members

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Work Programme – Corporate Policy Committee – 2022/23

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/10/22-23	6 Oct 2022	Shared Services Review recommendations for ICT	To report back on the findings of the due diligence work and to approve a way forward	Executive Director Corporate Services	Shared Services Joint Committee	Yes	Yes	An open and enabling organisation	No
CP/9/22-23	6 Oct 2022	First Financial Monitoring Report for 2022/23	<p>To provide information on performance against the financial strategy during the 2022/23 Financial Year in relation to the Committee's responsibilities.</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note the financial performance in 2022/23 as it relates to: income and expenditure of Revenue and Capital budgets; movement in reserves; achievement of MTFS proposals. - Note or approve any mitigating action as a consequence of the performance in 2022/23 - Note or approve financial management transactions, such as virement and supplementary estimates, as required by the Constitution. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No
CP/13/22-23	6 Oct 2022	Performance Outturn 2022/23 Report Quarter1	To review the Performance Outturn for Quarter 1. To agree the strategic performance dashboard.	Director of Policy and Change	N/A	No	No	A council which empowers and cares about people	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/14/22-23	6 Oct 2022	Strategic Risk Register Assurance Report 2022/23 Quarter 1	To provide an update on Strategic Risk Register following a review of content at Q1.	Director of Governance and Compliance (Monitoring Officer)	Service area updates Early Sept 2022.	No	Yes	An open and enabling organisation	No
CP/16/22-23	6 Oct 2022	Communications Strategy update following Public Consultation	To approve the communications strategy following consideration of the outcome of public consultation.	Executive Director Corporate Services	Public consultation	Yes	No	An open and enabling organisation	No
CP/17/22-23	6 Oct 2022	Mid-Year Review of the Corporate Plan	To review progress made against delivery of the Corporate Plan and agree any amendments.	Director of Policy and Change	Consultation activity to be undertaken.	Yes	Yes	An open and enabling organisation	No
CP/18/22-23	6 Oct 2022	B4B Lessons Learnt Post Implementation Review	To report back on the findings of the lessons learnt review.	Executive Director Corporate Services	Shared Services Joint Committee/Joint Scrutiny Committee.	Yes	TBC	An open and enabling organisation	TBC
CP/19/22-23	6 Oct 2022	Customer Experience Strategy	<p>To provide information on achievements in relation to the Council's Customer Experience Strategy</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note performance against the measures contained within the Customer Experience Strategy - Note or approve further activity in improving the Customer Experience as required. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No
CP/20/22-23	6 Oct 2022	Digital Strategy	<p>To provide information on achievements in relation to the Council's Digital Strategy</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note performance against the measures contained within the Digital Strategy - Note or approve further activity in improving the Customer Experience as required. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/21/22-23	6 Oct 2022	ICT Strategy Update	To provide an update on the principles of the Council's Information and Communications Management ICT Strategy.	Executive Director Corporate Services	Yes	Yes	No	An open and enabling organisation	No
CP/46/22-23	6 Oct 2022	Corporate Grants Policy and Protocol	To approve the Council's Corporate Grants Policy and Protocol.	Executive Director Adults, Health and Integration	N/A	Yes	No	An open and enabling organisation	No
CP/15/22-23	1 Dec 2022	Second Financial Monitoring Report for 2022/23	<p>To provide information on performance against the financial strategy during the 2022/23 Financial Year in relation to the Committee's responsibilities.</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note the financial performance in 2022/23 as it relates to: income and expenditure of Revenue and Capital budgets; movement in reserves; achievement of MTFS proposals. - Note or approve any mitigating action as a consequence of the performance in 2022/23. - Note or Approve items to be considered as part of the 2023 to 2027 MTFS - Note or approve financial management transactions, such as virement and supplementary estimates, as required by the Constitution. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No
CP/22/22-23	1 Dec 2022	Organisational Culture Programme update	To review the programme of activities.	Head of Strategic HR	N/A	No	No	A council which empowers and cares about people	No
CP/23/22-23	1 Dec 2022	Review of Workforce Efficiencies and Terms and Conditions	To review progress and provide an update on the review of terms and conditions.	Head of Strategic HR	N/A	Yes	Yes	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/24/22-23	1 Dec 2022	Workforce Strategy Update	To receive an updated Strategy.	Head of Strategic HR	N/A	No	Yes	An open and enabling organisation	No
CP/25/22-23	1 Dec 2022	Strategic Risk Register Assurance Report 2022/23 Quarter 2	To provide update on Strategic Risk Register following a review of content at Q2.	Director of Governance and Compliance (Monitoring Officer)	Service area updates Early Nov 2022.	No	Yes	An open and enabling organisation	No
CP/26/22-23	1 Dec 2022	Performance Outturn 2022/23 Report Quarter 2	To report on Performance Outturn Q2.	Director of Policy and Change	N/A	No	No	A council which empowers and cares about people	No
CP/27/22-23	1 Dec 2022	Equality, Diversity, and Inclusion - annual report and progress against strategy	To review progress with the Equality and Diversity and Inclusion Strategy.	Director of Policy and Change	TBC	Yes	Yes	An open and enabling organisation	No
CP/28/22-23	1 Dec 2022	Transformation Programme Update	To receive a report on the outcomes achieved by the Brighter Futures Transformation Programme and agree a refreshed Transformation Programme.	Director of Policy and Change	To be informed by the Residents Survey.	Yes	No	An open and enabling organisation	No
CP/29/22-23	1 Dec 2022	Reporting proposed changes in governance	Report from Constitution Working Group - Routine constitutional updates for Council 14 Dec 2022.	Director of Governance and Compliance (Monitoring Officer)	Throughout the year.	No	Yes	An open and enabling organisation	No
CP/30/22-23	1 Dec 2022	Financial Planning: Medium Term Financial Strategy 2023 to 2027 Consultation	To allow the Committee to engage in the MTFS 2023 to 2027 consultation process The Committee will be asked to: - Note the 2023 to 2027 MTFS proposals as related to the Committees responsibilities. - Provide feedback on the proposals as consultees	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No
CP/43/22-23	1 Dec 2022	Domestic Taxbase 2023-24	To approve the Council Tax base for 2023-24.	Director of Finance and Customer Services (s151 Officer)	N/A	Yes	Yes	An open and enabling organisation	No
CP/41/22-23	1 Dec 2022	Review of Outside Organisations	To receive the recommendations of the working group and make recommendations to Council.	Director of Governance and Compliance (Monitoring Officer)	TBC	TBC	TBC	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/31/22-23	9 Feb 2023	Third Financial Monitoring Report for 2022/23 - Part A: Summary and Narrative	<p>To provide information on the Council's performance against the financial strategy during the 2022/23 Financial Year.</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note the financial performance in 2022/23 as it relates to: income and expenditure of Revenue and Capital budgets; movement in reserves; achievement of MTFS proposals across all Committees. - Note or approve any mitigating action as a consequence of the performance in 2022/23 in relation to the Committees responsibilities. - Note or Approve items being considered as part of the 2023 to 2027 MTFS - Note or approve financial management transactions, such as virement and supplementary estimates, as required by the Constitution. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/32/22-23	9 Feb 2023	Medium Term Financial Strategy 2023 to 2027	<p>To recommend the Medium-Term Financial Strategy for 2023 to 2027 to Council for approval. The report will incorporate the Council's Priorities, Budget, Policy Proposals and Capital Programme. The report will also include the Capital, Treasury Management, Investment and Reserves Strategies.</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Have regard to the report of the Chief Financial Officer on the robustness of financial estimates and adequacy of reserves. - Recommend the MTFS 2023 to 2027 to Council for approval - Note or approve financial management transactions, such as virement and supplementary estimates, as required by the Constitution. 	Director of Finance and Customer Services (s151 Officer)	Public Consultation December 2022 to January 2023.	Yes	Yes	An open and enabling organisation	No
CP/33/22-23	9 Feb 2023	Annual Pay Policy Statement	To seek approval of the Pay Policy Statement 2023/24 – changes from 2022/23 will be highlighted in the report. Report then approved at Council.	Head of Strategic HR	N/A	No	Yes	An open and enabling organisation	No
CP/34/22-23	9 Feb 2023	Media relations protocol review	To approve an updated media relations protocol.	Executive Director Corporate Services	Informal consultation with internal stakeholders prior to consideration by Committee.	No	No	An open and enabling organisation	No
CP/35/22-23	9 Feb 2023	ICT Strategy Update	To review progress with the ICT Strategy 2022-2025.	Executive Director Corporate Services	Yes	Yes	No	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/36/22-23	23 Mar 2023	Performance Outturn 2022/23 Report Quarter 3	To review the Performance Outturn for Q3.	Director of Policy and Change	N/A	No	No	A council which empowers and cares about people	No
CP/44/22-23	23 Mar 2023	Third Financial Monitoring Report for 2022/23 - Part B: Full Report	<p>To provide information on the Council's performance against the financial strategy during the 2022/23 Financial Year.</p> <p>The Committee will be asked to:</p> <ul style="list-style-type: none"> - Note the financial performance in 2022/23 as it relates to: income and expenditure of Revenue and Capital budgets; movement in reserves; achievement of MTFS proposals across all Committees. - Note or approve any mitigating action as a consequence of the performance in 2022/23 in relation to the Committees responsibilities. - Note or Approve items being considered as part of the 2023 to 2027 MTFS - Note or approve financial management transactions, such as virement and supplementary estimates, as required by the Constitution. 	Director of Finance and Customer Services (s151 Officer)	N/A	No	Yes	An open and enabling organisation	No
CP/37/22-23	23 Mar 2023	Strategic Risk Register Assurance Report 2022/23 Quarter 3	To provide update on Strategic Risk Register following a review of content at Q3.	Director of Governance and Compliance (Monitoring Officer)	Service area updates Early Feb 2022.	No	Yes	An open and enabling organisation	No
CP/38/22-23	23 Mar 2023	Annual Cyber Security Update	To provide an update on Cyber Security, outlining key aspects and ongoing measures to protect against threats to CEC.	Executive Director Corporate Services	N/A	No	No	An open and enabling organisation	No

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CP/39/22-23	23 Mar 2023	Annual Equality Report	To review the annual report.	Director of Policy and Change	Information from all Council consultations is used to inform the annual equality report.	Yes	Yes	A council which empowers and cares about people	No
CP/40/22-23	23 Mar 2023	Census Data	To receive a report of the key Cheshire East data from the 2021 Census, subject to it being available.	Director of Policy and Change	N/A	Yes	No	An open and enabling organisation	No
CP/42/21-22	TBC	Commercial/Enterprise Strategy	To approve a new strategy as part of the BTFP.	Executive Director Corporate Services	Yes	Yes	Yes	An open and enabling organisation	No
CP/45/21-22	TBC	MoD Employer Recognition Award - Gold and Silver Schemes	TBC	Director of Commissioning	TBC	TBC	Yes	An open and enabling organisation	No
CP/48/21-22	TBC	Corporate Peer Challenge Update	Further discussion is being had with the LGA.	Executive Director Corporate Services	TBC	TBC	Yes	An open and enabling organisation	No
TBC	TBC	Integrated Care System Updates	TBC	Executive Director Adults, Health and Integration	TBC	TBC	TBC	A council which empowers and cares about people	TBC
TBC	TBC	Great British Rail Headquarters	TBC	Executive Director Place	TBC	TBC	TBC	An open and enabling organisation	TBC
TBC	TBC	Levelling Up/Devolution	TBC	Executive Director Place	TBC	TBC	TBC	An open and enabling organisation	TBC
TBC	TBC	ASDV	TBC	Executive Director Place	TBC	TBC	TBC	An open and enabling organisation	TBC
TBC	TBC	Locality Working	To consider an approach to improving the quality of life within the community and the way services are provided. The report will incorporate ways of working with parish and town councils and local Members' say in local decision.	Executive Director Adults, Health and Integration	TBC	TBC	TBC	A council which empowers and cares about people	TBC

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
TBC	TBC	Parental leave for councillors	Following on from the decision of Council in July 2019, to recommend to Council a policy for parental/carers leave for councillors.	Director of Governance and Compliance (Monitoring Officer)	TBC	Yes	TBC	A council which empowers and cares about people	No

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Finance Sub-Committee**
held on Wednesday, 1st June, 2022 in the Committee Suite 1, 2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor A Stott (Chair)

Councillors J Clowes, S Gardiner, N Mannion, C Browne (for Cllr Goldsmith),
L Crane (for Cllr Carter), K Flavell (for Cllr Puddicombe) and S Holland (for Cllr
Brown)

OFFICERS

David Brown, Director of Governance and Compliance
Peter Skates, Director of Growth and Enterprise
Paul Goodwin, Head of Financial Services and Deputy Chief Finance Officer
Andy Kehoe, Head of Estates
Julie Gregory, Legal Team Manager
Paul Mountford, Democratic Services

APOLOGIES

Councillors D Brown, S Carter, M Goldsmith and B Puddicombe

The Chair announced that Councillor Mark Goldsmith had been appointed to
the Sub-Committee in place of Councillor Quentin Abel. The Chair placed on
record her thanks to Councillor Abel for his contribution to the work of the Sub-
Committee.

1 DECLARATIONS OF INTEREST

Councillor S Gardiner declared a non-pecuniary and non-prejudicial
interest in relation to a number of properties referred to in the confidential
appendix to a report on Acquisition and Disposal of Assets. He also made
a declaration as Vice-Chair of the Strategic Planning Board on the basis
that some of the properties referred to in the report may be the subject of
future planning applications which would come before the Board.

Councillor S Holland declared a non-pecuniary and non-prejudicial interest
in relation to a property referred to in the appendix to the Acquisition and
Disposal of Assets report.

2 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

3 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 2nd March 2022 be approved as a correct record.

4 REVIEW OF MEDIUM-TERM FINANCIAL STRATEGY CONSULTATION PROCESS

The Sub-Committee considered a report which reviewed the consultation process for the Medium-Term Financial Strategy, to identify what, with whom and when consultation should take place for the 2023/24 process. The report also sought approval for the outline stakeholder analysis and engagement proposals for the consultation, and a programme of activity that widened engagement with the process.

Officers advised that there would be an opportunity in the consultation period for committees to be engaged with the process. Members asked that this be made explicit in the quarterly progress reports to committees.

Members asked that the public consultation documents be concise and user-friendly, and have relevance at the local level.

RESOLVED (unanimously)

That the Sub-Committee

1. approves the following principles of the Medium-Term Financial Strategy consultation process for 2023/24:
 - (a) Target an increased number of meaningful responses to the consultation process compared to 2022/23.
 - (b) Use the current version of the 2023/24 Budget (as contained within the Medium-Term Financial Strategy 2022 to 2025) to support early engagement with stakeholders (Appendix A to the report).
 - (c) Increase the range of opportunities for stakeholders to engage with the process via surveys, face-to-face, plus virtual meetings and use of social media
 - (d) Ensure communications, associated with budget setting, inform stakeholders of the range of Council services and how the Council prioritises activity
 - (e) Use regular and accessible communications to share knowledge of potential opportunities and risks associated with the Council's financial plans to support informed responses to the consultation process.

2. approves the Medium-Term Financial Strategy process for the 2023/24 budget including:

- (a) The Business Planning Timetable (Annex B), and;
- (b) The Stakeholder Analysis (Annex C)

5 APPOINTMENT OF DIRECTORS FOR ORBITAS BEREAVEMENT SERVICES LIMITED

The Sub-Committee considered a report on the appointment of Directors for Orbitas Bereavement Services Limited following the receipt of notification of the resignation from office of two Directors of Orbitas Bereavement Services Limited to take effect from 1 June 2022. The Sub-Committee was invited to consider whether to appoint directors following these resignations.

RESOLVED

That

1. it is resolved unanimously that two elected councillors be appointed to the Board of Directors of Orbitas Bereavement Services Limited as non-executive Directors;
2. the following councillors be appointed to the Board:

Councillor Mark Goldsmith
Councillor Lata Anderson

6 WORK PROGRAMME

The Sub-Committee considered its work programme for 2022/23.

It was noted that Item FSC/3/22-23 – Procurement Working Group Feedback should be scheduled for the meeting on 7th September 2022 and not 6th July; the work programme would be amended accordingly.

Members asked if the Procurement Working Group, when established, could, as part of its remit, consider whether there were any implications arising from the Procurement Bill. Officers undertook to consider the matter further.

RESOLVED (unanimously)

That the work programme for 2022/23 be noted and approved.

7 ACQUISITION AND DISPOSAL OF ASSETS

The Sub-Committee considered a report on property acquisitions and disposals undertaken by the Council in the period 1st April 2020 to 31st March 2022. The report also provided information on pending transactions and a potential pipeline of further activity. Appendix C to the report contained commercially sensitive information on property transactions that were ongoing; the Appendix would be considered in part 2 of the meeting.

RESOLVED

That the Sub-Committee

1. notes the acquisition and disposal activity of the Council for the period 1st April 2020 to 31st March 2022 as identified within the Appendices:
 - Appendix A - Summary of Acquisitions
 - Appendix B - Disposals completed in 2020 to 2021 Financial Year.
 - Appendix C - Disposals completed in 2021 to 2022 Financial Year (subject to further detailed consideration in part 2)
2. notes the pipeline of property transaction activity and the potential impact on the MTFS.

8 WHOLLY-OWNED COMPANIES MATTERS

The Sub-Committee considered a report on two separate matters in respect of the Council's wholly-owned companies, one relating to payments for employees and the other in respect of company tax status. The report also described related matters for year-end accounting and financial reporting.

In connection with the report, an extract from the Shareholder Agreement relating to matters requiring the consent of the Shareholders was circulated at the meeting.

The balance of the report, its appendices and recommendations would be considered in Part 2 of the meeting as they contained exempt information relating to the business affairs of the wholly-owned companies.

9 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of

Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

10 ACQUISITION AND DISPOSAL OF ASSETS

The Sub-Committee considered Appendix C to the Acquisition and Disposal of Assets report.

Members suggested that consideration should be given to other options for the use of land when considering disposals. Officers advised that a Disposals Policy would be submitted to a future meeting of the Economy and Growth Committee.

RESOLVED

That the contents of Appendix C to the report be noted.

11 WHOLLY-OWNED COMPANIES MATTERS

The Sub-Committee gave further consideration to the report introduced in part 1 of the meeting.

RESOLVED

That

1. with regard to the matter relating to payments for employees of wholly-owned companies:
 - (a) the content of the letter referred to in Appendix 1 to the report be noted; and
 - (b) in accordance with recommendation 3.1.2 (b), an alternative amendment be proposed as agreed at the meeting and as set out in the confidential minute;
2. it be noted that, following an HMRC review, ALMO status will not apply to Cheshire East Council wholly-owned companies for transactions arising on or after 1 April 2021 (therefore relating to the accounts and tax computations for year ended 31 March 2022) (Appendix 2);
3. it be noted that closing transactions between the Council and its companies, for the year ending 31 March 2022, for services provided to or for the Council will be managed on an 'at cost' basis, and that any financial benefit from expenditure being lower than the management fee will be returned to the single entity of the Council; and
4. it be noted that the new 'model contract' currently being developed with Ansa Environmental Services Ltd will reflect the change in ALMO status and include appropriate arrangements as described in

resolutions 3 and 4, and will be a basis for future change to contracts with other wholly-owned companies of the Council.

The meeting commenced at 2.00 pm and concluded at 4.36 pm

Councillor A Stott (Chair)