

Children and Families Committee

Agenda

Date: Monday, 10th July, 2023
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

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

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

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

3. **Minutes of Previous Meeting** (Pages 5 - 8)

To approve as a correct record the minutes of the previous meeting held on 5 June 2023.

For requests for further information

Contact: Josie Lloyd

Tel: 01270 686466

E-Mail: josie.lloyd@cheshireeast.gov.uk with any apologies

4. **Public Speaking/Open Session**

In accordance with paragraph 2.24 of the Council's 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 each to speak, and 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.

5. **High Needs Funding Consultation Results and Next Steps** (Pages 9 - 26)

To receive the report on the results of the recently undertaken consultation in relation to a potential change in allocation model, and gain approval on next steps for this work.

6. **Update on Progress Against the Joint Targeted Area Inspection Action Plan** (Pages 27 - 36)

To receive an update on the partnership's progress against the action plan from the joint targeted area inspection (JTAI) of the multi-agency response to the criminal exploitation of children in Cheshire East.

7. **Consultation on the Personal Travel Budget Offer for Children and Young People** (Pages 37 - 48)

To receive an overview of progress to date against the plans to transform travel support for children and young people.

8. **Provisional Financial Outturn 2022/23** (Pages 49 - 128)

To receive an overview of the Cheshire East Council provisional outturn for the financial year 2022/23.

9. **Progress on the All Age Carers Strategy 2021 - 2025** (Pages 129 - 250)

To receive an update on the progress against the All Age Carers Strategy.

10. **Children and Families Scorecard Quarter 4 2022/23** (Pages 251 - 260)

To receive the Children and Families scorecard for quarter 4 of 2022-23.

11. **Work Programme** (Pages 261 - 266)

To consider the Work Programme and determine any required amendments.

12. **Minutes of Sub-Committees** (Pages 267 - 274)

To note the minutes of the following sub-committees:

Local Authority School Governor Nomination Sub-Committee – 15 February 2023

Cared for Children and Care Leavers Committee (formerly Corporate Parenting Committee) – 15 March 2023

Membership: Councillors L Anderson (Vice-Chair), R Bailey, M Beanland, S Bennett-Wake, C Bulman (Chair), D Clark, E Gilman, G Hayes, R Kain, B Posnett, J Saunders, G Smith and L Smith

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Committee**
held on Monday, 5th June, 2023 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor C Bulman (Chair)
Councillor L Anderson (Vice-Chair)

Councillors R Bailey, M Beanland, S Bennett-Wake, D Clark, E Gilman,
R Kain, B Posnett, J Saunders, J Rhodes, L Wardlaw and A Critchley

OFFICERS IN ATTENDANCE

Deborah Woodcock, Executive Director of Children's Services
Mark Bayley, Acting Director of Education and 14-19 Skills
Claire Williamson, Director of Strong Start, Family Help and Integration
Kerry Birtles, Director of Children's Social Care
Deborah Nickson, Legal Team Manager (People)
Nikki Wood-Hill, Lead Finance Partner
Josie Lloyd, Democratic Services Officer

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors G Hayes, G Smith and L Smith. Councillors A Critchley, J Rhodes and L Wardlaw attended as substitutes.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 20 March 2023 be agreed as a correct record.

4 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

5 SERVICE BUDGETS 2023/24

The committee received the report which set out the allocation of the approved budgets for 2023/24 to the Children and Families Committee.

A request was made for fewer non-decision reports to be brought to committee going forward as this was a decision making meeting.

A query was raised as to the Supporting Families Programme and how much funding each area of the borough received from this programme. The Director of Strong Start, Family Help and Integration suggested that a quarterly report could be shared with the committee to provide this breakdown and updates going forward.

It was noted that finance training sessions were being arranged for Councillors. A request was made for this to include training on the Dedicated Schools Grant and for this to be offered to all Members. Members expressed a view that this should be as a separate session due to the complexity of the Dedicated Schools Grant and the Executive Director of Children's Services agreed to take these comments away and look into how it could best be delivered.

Members put forward comments in relation to Cheshire East being under-funded and suggested that there was a need to lobby central government on this issue. A request was made for consideration to be given to bringing an agenda item to this committee to show collective intent.

RESOLVED:

That the Children and Families Committee:

1. Note the decision of the Finance Sub-Committee to allocate the approved revenue and capital budgets, related budget policy changes and earmarked reserves to the Children and Families Committee, as set out in Appendix A.
2. Note the financial reporting timetable for 2023/24 set out in Appendix B due to be approved at Finance Sub-Committee on 7 June.

6 COUNCILLOR FRONTLINE VISITS ANNUAL REPORT

The committee received the report which provided an update on the themes, strengths and issues raised through councillor frontline visits to the Cheshire East Consultation Service, Child in Need and Child Protection Teams, and the Children with Disabilities Social Work Team and Short Breaks Team over the last 12 months 1 April 2022 to 31 March 2023.

A query was raised as to what means are available for Councillors providing feedback on issues they come across in their role. The Director of Children's Social Care advised that contact details would be shared for the relevant teams to contact with urgent safeguarding issues and that any more general issues can be raised through the Member Enquiry Service.

A request was made for the frequency of this report to change to bi-annually for committee to review on a more regular basis.

There was significant discussion in relation to staff recruitment and retention, and supporting the wellbeing and morale of staff. Officers gave assurances that work was being done to monitor this and address any issues to ensure that Cheshire East was seen as an employer of choice.

A query was raised regarding the scrutiny of commissioned services as this was not within the remit of the Scrutiny Committee and therefore should be done by Children and Families. The Executive Director of Children's Services responded that a report had previously been brought to this committee on commissioned services and that this can be re-visited to look at bringing it back on an annual basis. A suggestion was made for the information available on the Cheshire East website regarding commissioned services to be circulated to committee for information.

Members thanked officers for the transparency of the report.

It was proposed and seconded that the recommendation set out in paragraph 3.2 of the report was formally voted on to show the committee's support. This was carried unanimously.

RESOLVED:

1. That the Children and Families Committee note the contents of the report and approve the continuation of councillor frontline visits and the process associated with them.

And (unanimously)

2. That, as the integrated children's strategy is developed, consideration be given by committee to extend these frontline visits across the breadth of services within children's services. This proposal will come to committee in November 2023 in the Integrated Children's Strategy paper.

7 APPOINTMENTS TO SUB-COMMITTEES, WORKING GROUPS, PANELS, BOARDS AND JOINT COMMITTEES

The committee received the report which sought approval from the Children and Families Committee to appoint members to the Cared for Children and Care Leavers Committee, the Local Authority School Governor Nomination Sub-Committee and to nominate a member to the Health and Wellbeing Board.

A query was raised as to whether a place on the Cared for Children and Care Leavers Committee could be given to the Liberal Democrat Group. The committee were advised that the proportionality of this sub-committee was based on the overall proportionality of the Council which did not currently allow for a Liberal Democrat place on a sub-committee of 12. A further query was raised as to previous arrangements whereby a Liberal

Democrat Member had taken a place as an associate non-voting Member of this sub-committee and then subsequently became a voting Member the following year. A suggestion was made for this to be clarified following the meeting.

RESOLVED:

By majority:

1. That the Children and Families Committee appoint Members to the Cared for Children and Care Leavers Committee as follows: Con: 5; Lab: 5; Ind: 2; Lib Dem: 0; NGI: 0

By majority:

2. That the Children and Families Committee appoint Members to the Local Authority School Governor Nomination Sub-Committee as follows: Con: 2; Lab: 2; Ind: 1; Lib Dem: 0; NGI: 0

Unanimously:

3. That the Children and Families Committee nominate one Member to the Cheshire East Health and Wellbeing Board

And that the Children and Families Committee:

4. Agree that the names of the Members appointed will be submitted to the Head of Democratic Services and Governance
5. Note the Terms of Reference for these committees

8 WORK PROGRAMME

RESOLVED:

That the work programme be noted.

The meeting commenced at 14:00 and concluded at 15:40

Councillor C Bulman (Chair)

Children and Families Committee**10 July 2023****High Needs Funding consultation
results and next steps**

**Report of: Deborah Woodcock, Executive Director of Children's
Services****Report Reference No: CF/04/23-24****Ward(s) Affected: All wards****Purpose of Report**

- 1 The purpose of this report is to share the results of the recently undertaken consultation regarding a potential change in model for the allocation of top-up funding associated with Education, Health and Care (EHC) Plans, and gain approval on next steps for this work, including wider implementation.
- 2 This work falls under the 'fair' priority of the Council's Corporate Plan 2021-25 and specifically our priority to 'increase opportunities for children, young adults and adults with additional needs'.

Executive Summary

- 3 This report updates Children and Families Committee on the results of a recent consultation focused on a proposed new banding model for the allocation of high needs funding associated with EHC Plans (in line with unanimous agreement for the consultation in a previous committee meeting on 20 March 2023). Following a positive pilot and the majority of respondents supporting the proposals in the consultation, the High Needs Funding Working Group (HNFWG) recommend wider implementation of the model and are seeking approval from Children and Families Committee to proceed with their proposed model and implementation plans.

RECOMMENDATIONS

The Children and Families Committee is recommended to:

1. Scrutinise the results of the recent consultation regarding the model for allocation of top-up funding associated with Education, Health and Care (EHC) Plans
2. Agree the adoption of the proposed new banding model (as developed by the High Needs Funding Working Group) for funding associated with all Cheshire East EHC Plans for school aged children in mainstream schools
3. Agree the proposed staged implementation of the new banding model
4. Delegate to the Executive Director of Children's Services a) the implementation of the new banding model and b) to undertake any consultations and to make any consequential changes ensure the implementation of banding model.

Background







- 4 In 2017, the Children and Families Overview and Scrutiny Committee identified the need for an in-depth review of the local SEN system. This review began in September 2017 and was carried out by a task and finish group of elected members chosen by the committee. The group's final report (agreed by the committee in 2018) included a recommendation "*that the Schools Forum be requested to review the distribution and methodology of funding*" and further specifically stated that "*a banding system should be considered. Parents find hourly funding confusing as they expect 1 – 1 tuition which is not always feasible*".
- 5 Since then, considerable work has been carried out around the development of an alternative model for the allocation of funding associated with EHC Plans, with work before, during and after the Covid-19 pandemic. A full overview of all the High Needs Funding work carried out from 2017/18 onwards was provided in the paper submitted to Children and Families Committee in March 2023.
- 6 The work has included various consultation and pilot phases, including the most recent pilot (Pilot Phase 2b) in 2022 which was overseen by the current High Needs Funding Working Group (HNFWG) and which tested the impact of moving from expressing total funding associated with EHC Plans in hours to expressing it as a band (with an associated financial amount). Results of this pilot phase were very largely positive (including improved relationships between schools and parents, and

individual support showing improvements or no change) and provided evidence for the HNFWG to support wider implementation of the piloted banding model. Next steps, including approval to proceed with a consultation on the piloted model, were approved by the Children and Families Committee in their March 2023 meeting. This paper shares the results of this latest consultation and seeks approval for next steps.

Consultation and Engagement







- 7 The Children and Families Committee unanimously provided approval to consult on the proposed model and implementation plans at their meeting on 20 March 2023.
- 8 The consultation document and questions were published online, with the information and questions being live and available for responses from 9 May – 6 June 2023.
- 9 Information on the consultation was widely circulated through a variety of channels to ensure that all stakeholders were aware of the consultation and how they were able to respond to the consultation. This included (but was not limited to):
 - publication on the council's online consultation and engagement portal
 - sharing with parents and carers via emails and social media posts from the Cheshire East Parent Carer Forum
 - direct email to all Cheshire East Headteachers, with an ask for them to share the information with school colleagues and parents/carers
 - information shared via the local area's primary and secondary school associations
 - an article in the Schools' Bulletin
 - information shared with local authority colleagues via the Children and Families staff e-newsletter
 - an article on the SEND Partnership's SENDing you the news webpage
 - direct email to all school SENCOs (Special Educational Needs Co-ordinators) from the council's Inclusion Quality Team
 - presentations at various meetings for council teams and managers, school governors, headteachers etc.
- 10 Online briefing sessions were also publicised and delivered during the consultation period; these sessions were open to any stakeholders that wanted to hear more about the proposals and/or to ask any questions.
- 11 A total of 112 completed responses were submitted for the consultation. Completed responses were submitted by a variety of respondents, as shown in the chart below:

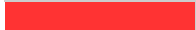





1. Which of the following best describes who you are responding as? Please select one box only

			Response Percent	Response Total
1	As a young person with SEND		0.89%	1
2	As a parent / carer		31.25%	35
3	On behalf of an early years provider / as an early years setting staff member		1.79%	2
4	On behalf of a school / as a school staff member		32.14%	36
5	On behalf of a post-16 education provider / as a post-16 setting staff member		0.00%	0
6	As a health commissioner or provider		0.00%	0
7	As a local authority staff member		32.14%	36
8	As a Cheshire East Councillor		0.00%	0
9	Other (please specify):		1.79%	2
			answered	112
			skipped	0

12 As the chart shows, the largest numbers of respondents were local authority staff members, parents/carers, and those acting on behalf of a school or as a school staff member. These three groups were fairly evenly represented in terms of respondent numbers.

13 Respondents were asked two specific scaling questions regarding how strongly they supported or opposed the proposed banding model and implementation plans. The below charts detail the submitted responses to these questions:

3.1. ...use of the proposed banding model to allocate high needs top-up funding?			Response Percent	Response Total
1	Strongly support		52.7%	59
2	Tend to support		26.8%	30
3	Neither support nor oppose		3.6%	4
4	Tend to oppose		1.8%	2
5	Strongly oppose		11.6%	13
6	Unsure / don't know		3.6%	4
			answered	112

3.2. ...how the banding model will be implemented?			Response Percent	Response Total
1	Strongly support		41.4%	46
2	Tend to support		33.3%	37
3	Neither support nor oppose		9.0%	10
4	Tend to oppose		1.8%	2
5	Strongly oppose		9.9%	11
6	Unsure / don't know		4.5%	5
			answered	111

- 14 As the chart shows, a significant proportion (79.5%) of the provided responses indicate that the responding individual either strongly supports (52.7%) or tends to support (26.8%) use of the proposed banding model to allocate high needs top-up funding, with the highest percentage response of all being strongly support.
- 15 74.7% of provided responses (with 1 completed response not answering this question) also indicated that responding individuals either strongly support (41.4%) or tend to support (33.3%) the proposals on how the banding model will be implemented.
- 16 As the consultation was widely publicised and the results were supportive from the majority of respondents, the relatively low response size of the consultation may also be a positive indicator that many stakeholders had received previous communications on this work (since it began in 2017) and that this consultation was not viewed as being highly contentious or controversial; the Parent Carer Forum representatives on the working group also suggested this based on the responses they received when promoting the consultation via social media.
- 17 It was observed that a notable number of individual responses (12) were submitted by representatives from one specific school; however, their responses to the scaling and open text questions were not identical and did differ, and schools were encouraged to share the consultation information and link with their staff members to ensure that as many people as possible were provided with the chance to contribute to the consultation.
- 18 When looking at the highest responding groups in detail, the results show that:
- individuals that identified themselves as parents/carers provided differing responses to the scaling questions, with answers spanning the entire scale (from strongly support to strongly oppose, along with a small number of respondents choosing 'unsure / don't know' for

one or both scaling questions). For each scaling question, more parents/carers overall chose 'strongly support' or 'tend to support' when compared to the number of parents/carers that chose 'strongly oppose' or 'tend to oppose.'

- individuals that identified themselves as responding on behalf of a school/as a school staff member also provided differing responses to the scaling questions; however only a very small percentage from this group chose that they 'tend to oppose' or 'strongly oppose' the use of the proposed banding model to allocate high needs top-up funding, and only 1 respondent from this group opposed (specifically 'strongly opposed' without further comments) how the banding model would be implemented.
- individuals that identified themselves as local authority staff members all indicated that they 'strongly supported' or 'tended to support' the use of the proposed banding model to allocate high needs top-up funding. In terms of how the banding model will be implemented, local authority staff members indicated that they 'strongly supported', 'tended to support' or 'neither supported or opposed' the proposals.

19 Respondents were provided with an open text field to provide the reasons for their answers to the two scaling questions, which 65 respondents used to add comments. One further question provided respondents with an open text field to add any other comments that they had relating to the model; 44 respondents added comments against this question. High-level themes from all of these combined comments are briefly summarised below:

- Comments supporting the proposed model and suggesting that it will:
 - remove/reduce confusion and misinterpreted expectations
 - provide clarity and transparency around funding
 - make funding and/or processes easier to understand
 - reflect how funding is used/support provided
 - prevent focus being drawn away from/move focus towards provision in section F [of the EHC Plan]
 - make it easier for schools to budget
 - align Cheshire East with national expectations and other local authority areas, and support working/conversations with other areas
 - provide greater flexibility
 - empower staff and facilitate schools to support children based on best practice, dynamic assessment and what best suits individual children's needs
 - help alleviate comparisons of 'hours' provided to individual children

- Some queries and suggestions relating to the financial amounts, such as:
 - how often financial amounts associated with bands will and should be reviewed
 - whether funding amounts will change in the future
 - how financial amounts in the proposed model compare with current funding
 - how funding amounts relate to staffing/provision costs (now and in the future)
 - queries regarding whether the change is focused on reducing funding plus the impact on individual school funding
 - how use of funding will be measured
 - whether funding is expected to cover all types of support (e.g. software, equipment and staffing)
- Some queries regarding how the model will link with post-16 provision and funding
- Some comments showing support for the proposed implementation method (through annual reviews), for example stating that it makes sense to only amend plans once in a year – although some question of achievability in one year
- Some comments emphasising the importance of good quality, clear EHC Plans, especially in section F [which details provision]
- Some comments on current difficulties around use of teaching assistants, and queries and/or potential concerns around how the change in model will impact use of teaching assistants and individual support
- Suggestions around training, communications and engagement with schools and parents/carers to explain the change in model and any impact for children, if implemented, to ensure the model and expectations are clear for all
- Small number of comments around potential perceived limitations of model and comments/queries to seek clarification, e.g. whether there is the potential to issue EHC Plans without funding; what band 0 refers to; funding for those requiring higher levels of support (including whether the model is suitable for those with physical disabilities) etc.
- Small number of comments suggesting model may cause more confusion and/or that they are not sure removing information on total number of hours will make plans simpler
- Small number of comments around accountability, how schools will explain how funding is used and use of costed provision maps
- Small number of comments suggesting insufficient details were provided

20 As the majority of respondents supported the proposals, and the responses overall did not raise any significant issues, the proposed

model and implementation plans have not been amended since they were shared for consultation. We are however closely considering all open text comments that were submitted through the consultation in order to inform our communication and detailed implementation plans, particularly where comments have demonstrated any misunderstanding of the proposals or current processes (for example, comments querying why the proposed model has no top-up funding for pupils with needs that require under 12 hours/£6,000 of provision; under current national arrangements, this is provided within the schools block funding provided directly to schools and there will be no change from these current arrangements as a result of the proposed new model being implemented. Note the DfE are looking to standardise the basis for calculating the amount provided to schools in this way as it currently varies by each local authority).

Reasons for Recommendations

- 21 In the current model used in Cheshire East, high needs top-up funding associated with an Education, Health and Care (EHC) Plan is expressed as a number of hours of support.
- 22 However, the use of hours is a proxy measure which can cause confusion and does not accurately represent the many different ways in which support can be provided in practice to meet the individual needs of a child or young person with an EHC Plan. Previous high needs funding work and consultations supported the development of a more flexible model.
- 23 Many Cheshire East schools already undertake a range of flexible support strategies to meet the needs of each individual child with an EHC Plan. This includes the use of small group work, equipment or specialised software for example. Changing from expressing total funding in 'hours' to a band with a financial amount would better support and reflect this, modernise our systems and remove any confusion for parents/carers, young people, schools and other professionals, including council colleagues. The proposed change is also in line with Department for Education (DfE) guidance which recommends the need to move to a national banding system for SEND High Needs Funding.
- 24 Under the new model, agreed provision will remain focused on meeting individual needs – as it is now. The proposals simply relate to how the total funding allocation is expressed for each EHC Plan. Therefore, where a child's individual needs are being optimally met by existing support mechanisms (including 1:1 support), their individual provision is unlikely to change upon moving to the new model. Likewise, in schools where a range of support is already in place, there may be little difference to individual support when the new model is implemented.

However, removing the use of hours for funding totals (which incorrectly implies that support can only be delivered via 1:1 support from an individual) and introducing the proposed banding model supports the flexibility to try different types of provision to meet need where it may be beneficial for a child or young person. Ensuring that an individual child's needs are met through the most appropriate provision for them supports them to achieve positive outcomes. It can also provide opportunities for schools to unlock efficiencies in how they deliver effective support, and potential administrative efficiencies in managing school budgets.

- 25 The following paragraphs set out further information on the proposed recommendations for Children and Families Committee:

Scrutinise the results of the recent consultation relating to the model for allocation of top-up funding associated with Education, Health and Care (EHC) Plans

- 26 The 'Consultation and Engagement' section of this report outlines how the most recent consultation was carried out, along with the results.

Agree the adoption of the proposed new banding model (as developed by the High Needs Funding Working Group) for funding associated with all Cheshire East EHC Plans for school aged children in mainstream schools

- 27 Using extensive modelling exercises, the HNFWDG developed and agreed upon an appropriate model of bands and funding amounts which was then tested through the pilot. This is presented below (with loss/gain data based on 2020/21 pupil data; although demand has increased significantly since then so the overall total cost will be higher and the overall variance is likely to have been impacted):

Band	Hours From	Hours to	Hours (round up)	Top-Up Amount
0	0	12	0	£ -
1	12.1	15	15	£1,700
2	15.1	18	18	£3,210
3	18.1	20	20	£4,230
4	20.1	22	22	£5,250
5	22.1	25	25	£6,800
6	25.1	28	28	£8,340
7	28.1	30	30	£9,370
8	30.1	32.5	32.5	£10,700
		Total schools		141
		How many schools lose		110
		How many schools gain		31
		How many schools remain the same		0
		Biggest Loss School		-£1,467
		Biggest Gain School		£1,855
		Biggest Loss per Pupil		-£58
		Biggest Gain per Pupil		£1,235
		Total Cost		£10,551,850
		Total Variance		-£11,304
		Model based on current hourly rate of £514 but adjusted to take account of the rounding from hours to bands		
		Biggest gain relates to pupils on 22.5 hours rounded up to 25 hours		
		Minimal saving – overall costs are forecast to increase due to demand.		

- 28 Hours are shown in the above table only to demonstrate how the initial move to the new model will work for existing EHC Plans. There will be no reference to a funding total in hours in the new model going forward.
- 29 Data used to formulate banding models, amounts and costs were based on 2020-2021 EHC Plan data (in terms of pupil numbers and need levels). The total variance represents the difference in total costs calculated using the 2020/2021 EHC Plan pupil cohort (number and need levels) when using the current model compared with the proposed model. Due to an increase in demand for EHC Plans, overall costs currently are considerably higher. The total cost detailed above (and calculated for other considered models) was used as a comparator to ensure the impact of any banding model proposed would have the least impact and where possible have a neutral impact.

- 30 The HNFVG propose that this banding model (in terms of bands used and associated financial amounts) should be taken forward for full implementation. This model was agreed upon by the group following extensive discussions and modelling exercises over a number of meetings and the pilot did not raise any issues with this model. The model was also supported by the majority of respondents in the latest consultation.

Agree the proposed staged implementation of the new banding model

- 31 The working group favours a staged roll-out of the new model, rather than implementing the change to all EHC Plans at once. The HNFVG considered various options that could be used to undertake a phased implementation to the new model for existing EHC Plans (as presented in the previous paper to Children and Families Committee in March 2023).
- 32 The working group agreed on the following recommendations for a staged implementation to the new model for existing EHC Plans:
- Annual reviews/next review should be used. The group favoured this approach for a number of reasons including:
 - (i) it will prevent changes being made to individual EHC Plans twice in 1 year
 - (ii) it will allow the change to be discussed during the next review and ensure that discussions continue to focus on provision
 - (iii) we would only need to communicate it to all parents/carers once (if we used a system lasting several years with different roll out stages, stakeholders may need reminding several times and it may be seen as a more drastic change).
- 33 If there are cost or capacity issues with this approach, prioritising transition groups or certain year groups should be considered (but reviews should still be used).
- 34 Roll-out of the new model needs to be done in a timely manner (so parent/carers do not feel that there are 2 different systems running for a long time), but not so quick that it isn't done well.
- 35 Regarding implementing the use of the banding model for newly issued EHC Plans, the group strongly voted in favour of moving to the new model for all new EHC Plans from the same date that staged implementation will start for existing EHC Plans.

- 36 All of the HNFWG's implementation recommendations were supported by the Schools' Forum in their meeting on 6 October 2022 and were supported by the majority of respondents in the latest consultation.
- 37 In terms of implementation date, the HNFWG is currently proposing to start implementing the new model for the majority of new and existing Cheshire East EHC Plans from **8 January 2024 (i.e. the start of the Spring Term for the 2023/2024 academic year)**.
- 38 However, the HNFWG is proposing to introduce the model slightly earlier for pupils that will be in year 6 in the 2023/2024 academic year. For this group, the HNFWG is proposing to introduce the new model from **4 September 2023 (i.e. the start of the Autumn term of the 2023/2024 academic year)**. The SEND Code of Practice stipulates that EHC Plan reviews and any amendments must be completed by 15 February for this group, and council colleagues therefore encourage schools to undertake annual review meetings for year 6 pupils in the Autumn Term. If implementation of the new model did not start until the Spring Term, it is likely that annual reviews for this group would already have taken place and they would therefore transition into secondary school with an EHC Plan based on the previous model, which would not be ideal. This also allows us to finetune the implementation process with a smaller initial cohort and will assist capacity of the teams involved.
- 39 Clear communication with all stakeholders will be crucial (including to alleviate any concerns and dispel any myths surrounding the model) and a detailed communications plan is being maintained to ensure all relevant groups are kept updated on this work. The plan includes a range of communication activities, including verbal briefings, presentations and written communications for various stakeholders.

Other Options Considered

Option	Impact	Risk
Do nothing	Total funding for EHC Plans would continue to be expressed in hours. Our EHC Plans would continue to poorly reflect the variety of ways that a child or young person can receive support to meet their individual needs and would continue to cause confusion and lead to difficult conversations between parents/carers, educational settings and local authority staff.	It would also mean that we would not be aligned with the proposed national direction of using a banding system (as proposed in the recent SEND and AP Improvement Plan) and are likely to be required to make a bigger jump to implement a national banding system at a later stage.

Implications and Comments

Monitoring Officer/Legal

- 40 In relation to whether or not to include the band on the EHC Plan, there is no legal requirement to include a total funding amount in an EHC Plan.
- 41 Section 42(2) of the Children and Families Act 2014 ('the Act') states that '*The local authority must secure the specified special educational provision for the child or young person*' and at section 42(6) of the Act "*“Specified”, in relation to an EHC plan, means specified in the plan.*' When an EHCP is maintained for a child or young person the local authority must secure the special educational provision specified in the plan. The legal duty for a local authority is to provide the provision as specified in the EHCP so that the local authority is compliant with its duty under s42 of the Act. Failure to do so could give grounds for a parent or young person to appeal to the First-tier Tribunal in an action against the local authority.
- 42 With regard to consultation there are guiding principles that must be followed if the consultation is to be fair. These are known as 'the Gunning principles':
- The consultation must be at a time when proposals are still at a formative stage.
 - Sufficient reasons must be given for the proposal to permit intelligent consideration and response.
 - Adequate time must be given for consideration and response
 - The product of the consultation must be taken into account in finalising any proposals.
- 43 Legal services will continue to provide support as and when required.

Section 151 Officer/Finance

- 44 The suggested change in the funding model is about flexibility, and accurately representing how support can be provided via many different methods (not just through 'hours' of support from an individual). When developing the proposed model of bands and associated amounts, the HNFWG was mindful that, whilst this change in allocation model is not about reducing costs, it could not be used as a means of increasing spend either and should not result in a spend increase, due to the Dedicated Schools Grant (DSG) deficit reserve position. Therefore, the group was aware that any financial impact of the change in allocation

model needs to be neutral and sustainable overall, and this is the overall intention of the proposed model.

- 45 The Council's Finance Team has been involved in discussions regarding the potential implementation of this new banding model, and are aware of the need to run two concurrent systems for issuing/allocating funding to schools and monitoring overall top-up budgets whilst the new model is being implemented for existing EHC Plans.
- 46 The bands are funded through the DSG high needs block funding.

Policy

A council which empowers and cares about people

Increase opportunities for children, young adults and adults with additional needs

- 47 The council has approved its Children's Vision which contains a priority around children with additional needs.
- 48 The SEND Partnership Strategy sets out the Partnership vision for meeting the needs of children and young people with SEND.
- 49 Should agreement be given to implement the new banding model, we will ensure that all related council and partnership policies are updated to reflect this change. This includes key local guidance documents such as the Cheshire East Toolkit for SEND.
- 50 The Education & Skills Funding Agency often refer to the use of banding systems for the allocation of high needs top up funding in their operational guidance to local authorities. For example, in their '*High needs funding: 2023 to 2024 operational guide*' the EFSA state: "*Many local authorities have systems which indicate the range of top-up funding that might be provided for children and young people with a particular complexity of need (sometimes referred to as banded funding systems). These can be helpful in providing clear and transparent funding arrangements for many types of need that may be met in a range of different schools and colleges.*"
- 51 The SEND Code of Practice sets out the statutory guidelines and policy for SEND. This statutory code contains details of the legal requirements that the local authority, health bodies, schools and colleges must follow

without exception to provide for those with special educational needs under part 3 of the Children and Families Act 2014.

- 52 In March 2023, the DfE issued their “*SEND and alternative provision improvement plan*” in response to their previous Green Paper consultation. In this improvement plan, the DfE acknowledge that “*most local authorities already make use of banded funding arrangements, based on local levels of available provision and costs*” and they outline their intention to “*introduce a national framework of banding and price tariffs.*” In this document, the DfE also say “*we know that an effective funding system is one that is consistent but is also flexible, transparent and simple.*”

Equality, Diversity and Inclusion

- 53 If agreement is given to implement the proposed banding model, this will be applied equally to all school-aged children and young people in mainstream schools with a Cheshire East EHC Plan.
- 54 An equality impact assessment (EIA) on this work has been prepared and published on the [Equality Impact Assessment webpage](#) of the council’s website.
- 55 The EIA does not indicate any significant (i.e. medium or high) risks of actual or potential negative impact for any groups with protected characteristics resulting from the proposed model or implementation plans, and there are no additional required mitigations beyond standard monitoring processes for EHC Plans at annual reviews.
- 56 Following the completion of the latest consultation, we will shortly review this assessment to assess whether any additional information could be added, or whether any amendments are needed. We will then continue to review this assessment at regular intervals as the proposals proceed through governance and through any agreed implementation work.

Human Resources

- 57 There are no direct implications for human resources.

Risk Management

- 58 Council officers overseeing this piece of work are maintaining a risk register to capture and monitor any risks as they arise, and to agree any required responses.
- 59 One noted risk is the proposal in the recent SEND Green Paper and subsequent SEND and alternative provision improvement plan to

introduce a national banding system. A legislated national framework would supersede any agreed local arrangements and, as we would need to comply with national arrangements, would likely result in having to stop or amend local arrangements. However, we cannot be sure how long a national model would take to develop and implement, and implementing a move to a banded model now will align us well with the intended future direction. We will monitor updates on the implementation of the national improvement plan for any further details on this, including any proposed timelines for potential implementation of a national banding system.

Rural Communities

- 60 If agreement is given to implement the proposed change from expressing total funding in EHC Plans from hours to bands, this will eventually be applied equally across mainstream schools in all areas of Cheshire East. We were mindful to include a range of school sizes in the most recent pilot phase. We will however continue to be vigilant and monitor any potential risks or issues that may arise as a result of this model for smaller or more rural schools.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 61 Should the piloted change be implemented across Cheshire East, children and young people with EHC Plans will still receive support to meet their individual needs in line with the provision detailed in their EHC Plan.
- 62 The proposed model aims to ensure that children and young people can be supported using the most appropriate type of provision for their individual needs.
- 63 It is essential that the council makes best use of resources to ensure that children and young people receive the services they need, and those services must be provided.

Public Health

- 64 There are no direct implications for public health.

Climate Change

- 65 There are no direct implications relating to climate change or environmental sustainability.

Access to Information	
Contact Officer:	Victoria Whiting, Business Development Manager Victoria.Whiting@cheshireeast.gov.uk
Appendices:	n/a
Background Papers:	<ul style="list-style-type: none"> • Agenda for Children and Families Committee on Monday, 20th March, 2023, 2.00 pm Cheshire East Council (includes previous High Needs Funding paper and appendices) • Equality Analysis Impact Assessments (cheshireeast.gov.uk) (includes the Equality Impact Assessment on High Needs Funding for EHC Plans) • SEND and alternative provision improvement plan - GOV.UK (www.gov.uk)

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OPEN FOR PUBLICATION

By virtue of paragraph(s) X of Part 1 Schedule 1 of the Local Government Act 1972.

Children and Families Committee**10 July 2023****Update on progress against the Joint Targeted Area Inspection
Action Plan**

Report of: Deborah Woodcock, Executive Director of Children's Services

Report Reference No: CF/14/23-24

Ward(s) Affected: All

Purpose of Report

- 1 This report provides the Children and Families Committee with an update on the partnership's progress against the action plan from the joint targeted area inspection (JTAI) of the multi-agency response to the criminal exploitation of children in Cheshire East.

Executive Summary

- 2 The joint targeted area inspection (JTAI) of the multi-agency response to the criminal exploitation of children in Cheshire East took place in July 2022. The findings, outlined in the [inspection letter](#), showed that the Cheshire East partnership needed to take priority action and make significant improvements to how we support children and young people at risk of exploitation to ensure we achieve good outcomes for children and young people, and effectively protect them from harm.
- 3 A comprehensive multi-agency 12-month action plan was developed to address the findings within the inspection letter. This was submitted to Ofsted as required on 5 January 2023 and reported to the Children and Families Committee on 16 January 2023. This report provides the committee with an update on the partnership's progress against the action plan.
- 4 Concerted effort has been made across the partnership to improve the arrangements to support children and young people, and the

partnership is making good progress in delivering the actions within the plan. 82% of the actions are now complete. We now have a better understanding of our cohort of children and young people at risk, and there is evidence that the quality of practice has improved.

- 5 The partnership recognises that further work is needed to sign off the action plan by January 2024, to continue to improve our support and arrangements, and to evidence the impact we are making.

RECOMMENDATIONS

The Children and Families Committee is recommended to:

1. Scrutinise the report on the progress to date and impact on outcomes for children and young people at risk of exploitation.
2. Continue to offer support and scrutiny to the partnership in this important work.
3. Agree to receive a report in early 2024 with a further update on progress made against the JTAI action plan.

Background

- 6 The joint targeted area inspection (JTAI) of the multi-agency response to the criminal exploitation of children in Cheshire East took place in July 2022. The findings, outlined in the [inspection letter](#), showed that the Cheshire East partnership needed to make significant improvements to how we support children and young people at risk of exploitation to ensure we achieve good outcomes for children and young people, and effectively protect them from harm.
- 7 A comprehensive multi-agency 12-month action plan was developed to address the findings within the inspection letter. Governance arrangements were established to ensure there is dedicated and senior oversight and scrutiny of progress against the plan. Monthly scrutiny of progress against the plan is provided by a multi-agency Improvement Board.
- 8 The partnership has received support, scrutiny, and challenge around the improvements from a Department for Education (DfE) Children's Improvement Advisor since January 2023. The DfE Children's Improvement Advisor has met with key strategic leads and observed operational partnership meetings which consider the risks to individual children and young people and provides challenge and scrutiny as the independent chair of the partnership Improvement Board.
- 9 On 7 June 2023 a six-month review took place led by the DfE, and involving the Leader of the Council, the Chief Executive for the Council, Lead Member for Children and Families, key representatives from the

partnership, and a group of partnership frontline practitioners, to review progress in making improvements since the inspection. The DfE acknowledged the progress and impact for children and young people at risk of exploitation which had been achieved by the partnership. This feedback will be evidenced in a letter to the chair of the Safeguarding Children's Partnership which is expected to be received shortly.

- 10 Concerted effort has been made across the partnership to improve the arrangements to support children and young people, and the partnership is making good progress in delivering the actions within the plan. 82% of the actions are now complete.
- 11 Multi-agency identification of children and young people at risk of exploitation has improved. A daily multi-agency information sharing meeting was introduced in October 2022 within the integrated front door to support effective intelligence sharing between agencies. The police had improved the quality and timeliness of recording on their systems.
- 12 Significant activity has taken place within the emergency departments to ensure staff are equipped with the knowledge and skills to recognise and respond to children and young people who are at risk of exploitation. Audits demonstrate that East Cheshire Trust have significantly improved safeguarding practice within their emergency department – 90% cases audited had a safeguarding risk assessment completed in quarter 4 of 2022/23, compared to just 30% in quarter 1 (at the time of the inspection). 96% cases audits had a clear plan at the point of discharge in quarter 4. There has been a sustained improvement in the number of child exploitation screening tools completed by the emergency department at Mid Cheshire Trust. Cheshire and Wirral Partnership Liaison Psychiatry team who assess 16-18 year olds in both emergency departments have completed additional training around child exploitation.
- 13 There is consistency in flagging children and young people at risk of exploitation across the partnership. We are confident we are identifying the right children and young people.
- 14 We have improved arrangements within the front door, ensuring children and young people are referred to the right service swiftly. An effective weekly partnership contextual safeguarding screening meeting reviews the immediate safety planning for children at risk of exploitation to ensure that the right plans are in place. On 3 May 2023, the JTAI Improvement Board agreed that the priority action around the front door had been addressed and the immediate action taken during the inspection had been embedded within practice. This was a significant milestone.

- 15 To ensure multi-agency frontline staff understand what good quality practice looks like, the partnership has carried out a significant amount of training and awareness raising sessions:
- Developed a new awareness session on child exploitation in November 2022, which is being provided on a regular basis as part of the partnership's training programme.
 - Held a partnership learning week in January 2023 which included a range of training and learning opportunities, as well as a Child Exploitation Conference which was attended by a keynote speaker from Research in Practice who shared the principles for practice to tackle exploitation developed from the latest research. 2,143 people attended sessions over the week.
 - Launched a new partnership training programme for 2023/24, which includes monthly bitesize sessions on learning from reviews, and short 'how to' sessions as these were positively received during the learning week.
- 16 Awareness raising sessions have been held across the partnership on how education can be a protective factor for children and young people at risk of exploitation, and this has been included as part of the regular partnership training programme. As a result, the education department have been receiving more notifications from partners about children on transition plans to full time education. It is our expectation that the multi-agency team around the child/young person work together to develop a timetable of planned activity for the child, including education, to act as a protective factor to disrupt their ability to be at risk of harm.
- 17 We have seen an increase in schools providing reviews and closing transition plans. Every school will be offered a targeted support meeting to explore attendance, transition timetables and vulnerable students in the summer term.
- 18 In January 2023, the partnership launched the Contextual Safeguarding and Serious and Organised Crime Strategy. This ensures there is a clear partnership approach to protecting children, adults and communities from exploitation and serious and organised crime across Cheshire East.
- 19 We are working with our Sector Lead Improvement Partner allocated by the DfE to create a dedicated multi-agency contextual safeguarding team which will improve coordination of support for children and young people at risk, as well as provide specialist expertise. This will be operational by September 2023.

- 20 An independent scrutineer was commissioned in October 2022 to undertake a review of the Safeguarding Children's Partnership arrangements; its structure, oversight of outcomes, and effectiveness in driving improved outcomes for children and young people. New partnership arrangements are being developed in line with the findings which will ensure the partnership has a direct line of sight to frontline practice and the impact this has for children and young people. Changes to quality assurance arrangements based on this review have already been implemented.
- 21 We now have a better understanding of our cohort of children and young people at risk. The number of children and young people at risk of exploitation has reduced as a result of increased scrutiny of this cohort, which is ensuring that children and young people are receiving the right support at the right time.
- 22 The partnership is currently carrying out a multi-agency audit of children and young people at risk of exploitation which will allow us to assess the quality of partnership practice, and outcomes for children and young people, and will identify the areas we need to continue to focus on and improve.

Consultation and Engagement

- 23 The three statutory partners (Cheshire East Council, Cheshire Constabulary, and NHS Cheshire and Merseyside Integrated Care Board) developed the multi-agency action plan in response to the JTAI findings and continue to evaluate progress against the plan on a monthly basis. The action plan and progress updates have been shared with the wider membership of the Safeguarding Children's Partnership Executive. An independent scrutineer for the partnership has provided constructive feedback on the plan to ensure it will drive change for children and young people in Cheshire East.

Reasons for Recommendations

- 24 The Children and Families Committee has an important role in ensuring children's services effectively protect children and young people from harm, and support them to achieve improved outcomes. Addressing the JTAI findings relates to the priority in the council's Corporate Plan 2021-2025 to protect and support our communities and safeguard children, adults at risk, and families from abuse, neglect, and exploitation.
- 25 The Children and Families Committee received an initial report on progress against the JTAI action plan on 16 January 2023, where it agreed to receive six monthly reports on progress.

Other Options Considered

26

Option	Impact	Risk
Do nothing	The committee is not sighted on progress against the JTAI findings so cannot assure itself that the findings are being addressed appropriately and that the support we offer children and young people at risk of exploitation is being improved. Scrutiny and challenge to services around improvements is not in place.	Children and young people at risk of exploitation are not being effectively protected.
Receive less frequent updates	This is not recommended as the inspection found action was needed as a priority in this area, so the action plan is expected to be delivered within a short period. Changes need to be achieved quickly for children and young people. The impact is the same as the above option.	As above.

Implications and Comments

Monitoring Officer/Legal

- 27 JTAI inspections are carried out under section 20 of the Children Act 2004.
- 28 The Safeguarding Children's Partnership has a statutory responsibility to safeguard children and young people within the borough and to ensure that the services operate within the relevant legal framework.

Section 151 Officer/Finance

- 29 The Safeguarding Children's Partnership is funded primarily by the three statutory partners with an additional contribution provided by probation services and schools. The 2022/23 outturn reflected an existing shortfall in the partnership contributions. The funding arrangements are currently under review to ensure that the partnership has sufficient resources to fulfil its responsibilities.

Policy

- 30 There are no direct policy implications. Addressing the JTAI findings relates to the priority in the council's Corporate Plan 2021-2025 to protect and support our communities and safeguard children, adults at risk, and families from abuse, neglect, and exploitation.

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empowers and cares
about people**

Protect and support our
communities and
safeguard children, adults
at risk, and families from
abuse, neglect, and
exploitation

Equality, Diversity and Inclusion

- 31 Some children and young people are more vulnerable to being exploited due to their social, economic, and/or cultural environments or backgrounds. Good quality practice involves assessing and supporting children and young people's individual needs.

Human Resources

- 32 Recruiting and retaining high quality frontline practitioners and managers is crucial in supporting the partnership to fulfil its safeguarding responsibilities. This is also applicable to the Safeguarding Children's Partnership Business Support Team to ensure that the partnership can fulfil its obligations.

Risk Management

- 33 We need to have an effective Safeguarding Children's Partnership in place to deliver effective partnership services that support children, young people and families in a holistic way and help them achieve good outcomes. Not doing so could mean children and young people are at risk of or experience harm which could have been prevented. There are also reputational and financial risks to not providing a good Safeguarding Children's Partnership. The council must continue to ensure that these risks are mitigated by ensuring effective plans are in place to improve where areas for development are identified. Progress against the JTAI action plan is on the council's corporate risk register.

Rural Communities

- 34 Vulnerable children and young people are present in all communities in Cheshire East.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 35 The multi-agency action plan intends to improve the experiences and outcomes for vulnerable children and young people across the borough.

Public Health

- 36 Exploitation of children and young people is a public health issue and tackling it and the impact of it cuts across many agencies and partnerships. By improving how we support children and young people at risk of exploitation we would have a positive overall impact on the health and wellbeing of children and young people in Cheshire East.

Climate Change

- 37 There are no implications for climate change as a result of this report.

Access to Information	
Contact Officer:	Lauren Conway, Business Manager Lauren.conway@cheshireeast.gov.uk
Appendices:	None

<p>Background Papers:</p>	<p><u>Update on progress against the joint targeted area inspection action plan – report to Children and Families Committee on 16 January 2023</u></p> <p><u>Joint targeted area inspection of Cheshire East – letter of inspection findings</u></p>
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Children and Families Committee

10 July 2023

Consultation on the personal travel budget offer for children and young people

Report of: Deborah Woodcock, Executive Director of Children and Families

Report Reference No: CF/05/23-24

Ward(s) Affected: All wards.

Purpose of Report

- 1 In November 2022, the children and families committee considered a report setting out the findings and recommendations from an independent review of travel support for children and young people. The committee agreed a number of recommendations to progress the transformation of travel support over the next three years.
- 2 A subsequent report, presented in March 2023, provided more detail and the children and families committee resolved to:
 - (a) Note the progress to date on implementation of the transformation programme, including the imminent appointment of specialist professional capacity, funded from the school transport budget.
 - (b) Consider and approve the proposed arrangements in relation to the post-16 home-to-school transport policy statement for 2023-24.
 - (c) Approve the proposals to go out to consultation and the results of the consultation will be brought back to committee, including:
 - (i) the revised payments in relation to cash grants/personal budgets for the 2023-24 academic year.
 - (ii) the proposed changes to the existing school transport policies in line with the Edge review recommendations, including the review of transport charges (the post-16, spare seat and Poynton High School scheme).

- (d) Delegate authority to the Executive Director of Children and Families, in consultation with the Executive Director of Place, to make decisions in relation to progressing the milestones and activity listed in the report, with any specific actions requiring a decision by committee to be subject of a further report.
- 3 This report provides a brief overview of progress to date against the plans to transform travel support for children and young people and seeks approval from committee on proposed changes to the PTB scheme.

Executive Summary

- 4 Significant progress has been made in activity in relation to the transformation of travel support for children and young people since March 2023.
- 5 Following approval at the children and families committee in March 2023, a consultation exercise proposing amendments to the PTB scheme was undertaken between 9 May 2023 and 13 June 2023. The purpose of the consultation was to understand how parents / carers may be affected by changes to the scheme and to ascertain the barriers for taking up the offer.
- 6 Following analysis of the results, this paper sets out a number of recommendations.

RECOMMENDATIONS

The children and families committee is recommended to:

1. Scrutinise the progress to date in relation to the transformation of travel support for children and young people.
2. Approve an increase of the current mileage rate for PTBs from 25p per mile to 45p per mile, effective from the start of the next academic year (September 2023).
3. Approve the proposed changes to the school transport policies and procedures in relation to the process for claiming PTBs, including removing the requirement for parents / carers to provide proof of attendance, arrange regular monthly payments and provide flexibility within the scheme for exceptional cases.

Background

- 7 In November 2022, the children and families committee considered a report setting out the findings and recommendations from an independent review by Edge Public Solutions in relation to travel support for children and young people. The committee endorsed the underlying principles and cultural change set out in the review and delegated decision making to the Executive Director of Children and Families, in consultation with the Executive Director of Place, to make a number of decisions in relation to progressing the transformation of travel support for children and young people. The report also

committed to providing interim reports around specific actions that require committee approval, along with an initial update report within six months and annually thereafter.

- 8 A detailed update report was presented to the Children and Families Committee in March 2023 and delegated authority was approved to make decisions in relation to progressing the milestones and activity within the implementation plan.
- 9 In summary, good progress has been made in the first three months of the project and the key achievements are outlined below.
 - Edge Public Solutions were appointed as the providers of specialist professional capacity to implement the transformation plan and started work in March 2023.
 - The establishment of a dynamic purchasing system (DPS) is well underway with the framework being made live on the council's procurement portal, ProContract. Supplier engagement events will be held in July. Around 950 suppliers have been contacted to join the DPS (current approved supplier list is approximately 140) to address the shortage of drivers/vehicles and stimulate competition to reduce the cost of transport.
 - The current offer for personal travel budgets (PTBs) has been reviewed in the light of comments from the Parent Carer Forum and a consultation took place during May and early June culminating in this paper to committee to seek approval for the proposed changes.
 - Site visits have taken place to some sites where transport is being provided but the route has been classed as safe to walk. A report is being produced to bring to committee in September to approve proposals in relation to these routes. We are reviewing other routes to identify what remedial work is needed to re-classify routes currently deemed as unsafe to make them safe to walk.
 - A review of independent travel training initiatives within the council, schools and neighbouring councils is underway to gather information to shape the future offer. A consultation will take place with parent/carers to gather their comments and feed into a report to committee later in the year.
 - The financial improvement plan has been established and tracking mechanisms put in place to monitor performance and sign-off improvements.
- 10 The March report sought approval to consult on proposed changes to the existing PTB scheme. A PTB is a cash amount awarded to parents / carers, as an alternative to home to school / college taxi journeys. This enables parents / carers to arrange their child's home-to-school travel in the way that suits them best, making arrangements more flexible and personalised e.g., attendance at breakfast clubs or after school activities.

- 11 A PTB is a voluntary arrangement and cannot be imposed on parents / carers as their only option for travel support. It is seen as a useful additional option available to parents / carers as an alternative to other forms of travel support.
- 12 A PTB will only usually be offered to parents if this is more cost effective than the local authority providing transport or where there are difficulties for the local authority in negotiating a suitable transport contract and there is no available public service route. As part of the decision-making process, all transport solutions are investigated to identify a cost-effective travel solution before a PTB is offered.
- 13 A PTB can be used towards costs associated with driving a child/ren to school (this could also be a member of the family or trusted friend) or arranging shared travel arrangements with other parents. It is recognised that significant savings can be achieved through converting taxi routes that transport just one child into PTBs.
- 14 It is recognised that there are many factors that will affect a family's ability to take up the offer. Through the consultation and continued engagement with parents, e.g., Parent Carer Forum, we will ensure that any barriers to taking up the scheme are addressed and, if possible, overcome to give parents / carers broad and varied options for travel support. We will build flexibility into the offer for exceptional circumstances, particularly where additional costs may occur.

Consultation on the review of payments in relation to personal travel budgets for 2023/24

- (a) The standard PTB offer is currently a mileage rate of 25p per mile for two return journeys per day. The service has occasionally offered an improved rate, but these are based on exceptional circumstances. Each claimant also must provide a confirmed record of attendance at school / college and payment cannot be made until written confirmation has been received, usually at the end of term / half term.
- (b) Evidence has shown that paying a PTB is considerably less expensive than providing home-to-school transport via taxis. However, through the recent consultation exercise, parents / carers have provided feedback that the current mileage rate of 25p per mile is not sufficient to meet the costs of transporting eligible children and young people to and from school and acts as a barrier to taking up the scheme. A number of parents who currently have a personal budget have suggested that they would need to revert to organised transport (usually a taxi) if the current mileage rate remains at 25p.
- (c) The acceptance of a PTB is a voluntary arrangement and can be refused by parent/carers. In these cases, the local authority must provide transport for eligible children/young people to attend school college.
- (d) Neighbouring local authorities are currently paying higher rates to Cheshire East, as set out below:

Local authority	Mileage rate for 2022/23
Cheshire East	25p per mile
Cheshire West & Chester	45p per mile up to 10,000 miles per academic year 25p per mile for all miles over 10,000 per academic year
Staffordshire	Pay travelling expenses at pre-agreed rate
Shropshire	40p per mile, but only for nursery or post-16 students
Liverpool	£3 per day, plus 45p per mile for up to two journeys a day within Liverpool
Warrington	45p per mile

- (e) Increasing the uptake of personal travel budgets is key to the proposed transformation programme.
- (f) To ensure the existing payments are maintained and to increase further uptake of PTBs, we have consulted on an improved payment rate for 2023/24. The estimated cost of increasing existing contracts to 45p per mile would be £139,686. However, based on the consultation results, savings of £431,400 could be achieved through converting existing taxi routes to PTBs. Significant cost avoidance would also be achieved through offering an enhanced PTB for future single occupancy taxi routes.
- (g) In addition, the consultation exercise also proposed simplifying the claim process, making regular payments, and adding flexibility to the offering for exceptional circumstances.

Consultation and Engagement

- 15 Between 9 May 23 and 13 June 23, a consultation exercise was undertaken on the proposed changes to the existing PTB scheme. The purpose of the consultation was to understand the impact these proposals may have on those who are currently eligible for free home to school travel support and the potential to incentivise parents to take up the scheme, where applicable.
- 16 The consultation was targeted at parents and carers who are eligible for free home to school travel support. Emails were sent to current eligible parents where contact details were known. The service also engaged with the Parent Carer Forum prior to consultation to promote responses and a link was published in the Schools Bulletin.
- 17 The exercise generated 273 consultation responses – 94% of these respondents had a child that is currently eligible for free home to school travel support. This represents approximately 7% of current eligible students.
- 18 The main method of travel for respondents was:
- Bus 43%
 - Taxi 37%
 - Own vehicle 19%

- 19 69% of respondents stated that their child travelled with other students, with 31% travelling alone.
- 20 33% of respondents would be more willing to take a PTB if the method of claiming payment was simplified and 33% would be more willing if regular payments could be made.
- 21 27% of respondents would be more willing to take a PTB if the mileage rate were increased from 25p to 45p per mile; although this figure reduces to 13% for respondents whose children travel in taxis, who would be targeted for conversion to PTB, where applicable.
- 22 Parents were asked to name occasions when a higher offer could be applicable – 55% stated for children with specific needs and 38% for children travelling long distances.
- 23 The main barriers that might stop respondents taking up the PTB offer were:
- The time taken to travel to school / college - 42%
 - The current payment offer does not cover costs - 36%
 - Having children at different school locations - 35%
- 24 Concerns were raised within the consultation responses that the service is looking to replace existing bus services with multiple PTBs that would be environmentally unfriendly and lead to increased traffic problems. PTBs are only considered as a viable option if it is a cheaper option or where all other options have been discounted. Therefore, the main cohort of parent/carers to be offered a PTB are those whose children have limited travel options and would likely result in being transported in an expensive single occupancy taxi.
- 25 The consultation also raised concerns about parents / carers being forced down the PTB route. As already mentioned, this option is purely voluntary, but it is essential that the offer can cover costs and encourage parents, where applicable, to accept the PTB offer.
- 26 Of the 273 responses, 270 completed the survey and 3 responded by email.

Reasons for Recommendations

- 27 As evidenced, one of the main barriers to parents / carers accepting a PTB is that the current payment offer does not cover the costs of taking their children to school. To enable the service to improve take up of the scheme, achieve savings and minimise future high-cost taxi services, it must address the low mileage rate, particularly when compared to other local authorities. Fuel and cost of living increases have exacerbated this issue over the past year.
- 28 33% of respondents stated that the claim process should be simplified and that regular payments should be made. This suggests that elements of the claim process are off-putting to some parents / carers and should be simplified. These concerns will be addressed by applying the same process to all cases, making 11 regular payments per year and by removing the

requirement of parents / carers to have the school confirm attendance every month. The service will make retrospective checks to ensure that recipients are attending school or college on a regular basis.

- 29 55% of respondents believe that higher offers could be introduced for children with specific needs and 38% of respondents believed this should be applied for children travelling long distances. Therefore, some flexibility should be built into the offer and a process defined to consider higher offers in exceptional circumstances.
- 30 Although 27% of respondents state that they would be willing to take a PTB if the mileage rate was increased, this response rate will include parents of children who currently travel by bus (43% of total responders). Bus passengers would not be offered a PTB as it is unlikely to be a cheaper option and would not support a greener environment.
- 31 By just looking at children who travel in taxis, and willing to take a PTB if the mileage rate increases to 45p per mile, the response rate reduces to 13%. However, if 13% of existing single occupancy taxi routes were converted to PTB (20 routes) at an approximate saving of £21,570 per route, this would deliver significant cost savings to offset any increase for existing PTB recipients. In addition, the higher rate means that existing recipients of a PTB are less likely to hand these back and request organised transport, which represents a cost avoidance.
- 32 If an additional 13% of future eligible families can be supported to take a PTB, cost avoidance will be equally significant.

Other Options Considered

- 33 The option of not implementing this recommendation has been considered. Maintaining the current payment rate will result in continued low take up rates for PTB and with fluctuating motoring costs could potentially lead to existing claimants moving away from the scheme and reverting to traditional more expensive transport solutions. The current level of payment does not incentivise parents / carers and makes it difficult for council officers to promote the PTB offer.
- 34 Members could choose to apply the new rate to new applicants only. However, this would create inequity in the system and would be likely to result in an increasing number of existing parents requesting organised transport, rather than a PTB, which would have the reverse effect.

Option	Impact	Risk
Do nothing	Limited opportunity to increase the current number of parents / carers taking up the PTB offer.	Existing PTB claimants move back to more expensive travel solutions, e.g., single occupancy taxi.

Apply to new applicants only	Existing PTB parents would feel this was inequitable	Existing PTB claimants move back to more expensive travel solutions, e.g., single occupancy taxi
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Implications and Comments

Monitoring Officer/Legal

- 35 The local authority is required by the Education Act 1996 as amended by the Education and Inspections Act 2006 to make suitable travel arrangements for eligible children to attend school. This includes the duty to promote sustainable modes of travel for children and young people of compulsory school age. The government has also issued statutory guidance called Home-to-school travel and transport guidance 2014.
- 36 This means that a local authority is under a duty to have regard to it when performing their duties in relation to home to school travel and transport and sustainable travel.
- 37 The local authority's transport duties apply in respect of arrangements for young people aged 16-18 years and those continuing learners up to 19 years. Under Section 509(AA) Education Act 1996 the local authority has a duty to set its own transport policy, details of transport arrangements and financial assistance in respect of reasonable travelling expenses that the local authority considers it necessary to ensure access to education or training for learners of sixth form age. The local authority must publish the statement before the 31 May and publishing by that date would demonstrate adherence with the law.
- 38 Section 509 (AB) (1) Education Act 1996 requires local authorities to set out how their transport statement facilitates the attendance of young people with SEND.
- 39 Local authorities should publish their transport policies on their "local offer" as required under s30 of the Children and Families Act 2014.
- 40 The local authority has a legal duty to ensure that any decision it makes is transparent and has been made applying the Wednesbury principles and has a rationale for the decision made. When carrying out a consultation certain guiding principles ('The Gunning principles') must be followed. The Gunning Principles are a set of rules for public consultation that were proposed in 1985 by Stephen Sedley QC and accepted by the Judge in the Gunning v LB of Brent case, which was a case that centred on a school closure consultation. Prior to this very little consideration had been given to the laws of consultation. In delivering his judgment, Sedley defined that a consultation is only legitimate when these four principles are met:
- Consultation must take place when the proposal is still at a formative stage

- Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response
- Adequate time must be given for consideration and response
- The product of consultation must be conscientiously taken into account

Section 151 Officer/Finance

- 41 The current arrangements for providing travel support for children and young people are unsustainable. The transport budget accounts for almost 20% of the budget for children's services. Any savings made against this budget will be reinvested into children's services and used to target those children and young people most in need.
- 42 Budget proposals relating to the transformation of travel support form part of the council's medium term financial strategy 2023-27 (MTFS 24). This included a funding increase for home to school transport costs of £5.4m over the next four years but changing eligibility criteria to maintain a sustainable service. These proposals around PTBs are a key part of this change and would help realise a proportion of savings that are included in the £2.1m proposed savings, included within the +£5.4m MTFS, over the next four years.
- 43 A breakdown of the school transport budget is set out below:

Budget Area	£'000
Direct Transport - Home to School Contracts	15,237
Commissioning Budget - School Crossing Patrol & Flexi link	395
Staffing	525
Spare Seat and Post 16 Income	-57
Further Mitigation - Challenge process SEND	-500
Estimated savings put forward by Edge	-545
Total Budget	15,055

- 44 As of April 2023, there are 110 recipients of a cash grant / PTB, enabling 123 children to attend school / college (i.e. some are sibling groups). 92 cash grants / PTBs are paid at the standard 25p per mile, costing £174,608 per annum. A proposed rate change to 45p per mile would see the cost rise to £314,294 per annum, an increase of £139,686. A further 18 PTBs are currently being paid on a discretionary basis at 45p per mile or above and would not be affected by these proposals.
- 45 It is proposed that existing taxi routes carrying one pupil will be targeted for conversion to a PTB. The consultation exercise suggests that 13% of parents whose children are transported by taxi, would be likely to take a PTB at 45p per mile. If this percentage were applied to single occupier routes, 20 routes could be converted to PTB at an annual saving of £431,400. In addition, if 13% of future single occupancy routes could be converted to PTB significant cost avoidance could be achieved.

- 46 The table below sets out the potential savings from these proposals:

Current single occupier routes	158
Total cost of current single occupier routes per annum	£4,172,096
Average cost per child per annum based on single occupier route (A)	£26,406
Average cost per child per annum based on a PTB at 45p per mile (B)	£4,836
Estimated saving per child of moving to a PTB from single occupier route (A-B)	£21,570
Total estimated savings if 13% of parents on current single occupier routes move to a PTB at 45p per mile	£431,400

Policy

- 47 If approved, the recommendations in this paper would require a change in policy relating to personal travel budgets. Specifically, the following changes will be made to the policy document, subject to committee approval of this paper:
- Where the existing policy refers to cash grants or direct payments, the revised policy will refer to personal travel budgets.
 - A line will be added to state that as of September 2023 the mileage rate is set at 45p per mile.
 - The policy will make clear that the value of a PTB can be set at a higher level in exceptional circumstances. The value of the PTB can be flexible to allow for the fact that more specialised vehicles or personal assistance may be required. The rate of payment will be determined by taking into account the personal circumstances of the family and any additional costs that may be incurred.
 - The policy include that each month the parent / carer will confirm that their child has been attending school, but unlike previous schemes will not ask for written confirmation from school each month.

- 48 This proposal support's the following council's priorities and aims.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place
Ensure that there is transparency in all aspects of council	Ensure all children have a high quality, enjoyable education that enables	A transport network that is safe and promotes active travel

<p>decision making</p> <p>Listen, learn and respond to our residents, promoting opportunities for a two-way conversation</p> <p>Support a sustainable financial future for the council, through service development, improvement and transformation</p>	<p>them to achieve their full potential</p>	
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Equality, Diversity and Inclusion

- 49 An Equality Impact Assessment has been completed in relation to the proposed changes to PTBs.

Human Resources

- 50 The recommendations from the consultation have no HR implications.

Risk Management

- 51 A risk management framework has been established as part of the transformation programme for travel support.
- 52 There is a risk that we do not increase the number of parents taking up the PTB option or that some existing parents wish to revert back to organised transport. Both of these would impact negatively on the school transport budget. However, through the consultation exercise and active engagement with the Parent Carer Forum, we think this is currently a low risk.

Rural Communities

- 53 Children and young people across all areas of Cheshire East access travel support. However, as the statutory provision of free home-to-school transport is based on distance to school, residents in rural areas of the borough are more likely to be eligible for travel support and therefore affected by any changes. Children living in rural communities often rely on travel support to access their learning and any proposals to improve the delivery and customer experience for these services supports these rural communities.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 54 Children, young people, and their parents are key stakeholders in the transformation programme, and this proposal looks to improve travel options for eligible students.

Public Health

- 55 The provision of walking and cycling routes to school and promoting active travel, including safer walking routes to school is in line with our Public Health priorities. Extending and improving the travel options available to eligible students could encourage more active and healthy methods of getting students to school.

Climate Change

- 56 These recommendations will have a positive impact on the environment and benefit climate change by targeting a reduction in single occupancy taxi journeys. This would reduce the total distance travelled within these journeys by eradicating the non-home to school element that is inherent in traditional transport options.

Access to Information	
Contact Officer:	Gill Betton, Head of Children's Development and Partnerships Gill.betton@cheshireeast.gov.uk
Appendices:	Not applicable
Background Papers:	The current school transport policies can be found at: School transport policies (cheshireeast.gov.uk)

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Children and Families Committee

10 July 2023

Provisional Financial Outturn 2022/23

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

Report Reference No: CF/07/23- 24

Ward(s) Affected: Not applicable

Purpose of Report

- 1 This report provides members with an overview of the Cheshire East Council provisional outturn for the financial year 2022/23. Members are being asked to consider the financial performance of the Council relevant to their terms of reference.
- 2 Reporting the financial outturn at this stage, and in this format supports the Council's vision to be an open Council as set out in the Corporate Plan 2021 to 2025. In particular, the priorities for an open and enabling organisation, ensure that there is transparency in all aspects of council decision making.
- 3 The report also provides an early update on performance in 2023/24, in respect of the approved budget policy changes made in the MTFS 2023/24-27, at Council in February 2023.

Executive Summary

- 4 This report outlines how the Council managed its resources through sound financial planning, monitoring, and reporting to achieve outcomes and value for money. The report includes a narrative from the Council's Draft Group Accounts, to highlight financial performance within the year, as well as associated appendices to show how the Council has achieved against the priorities contained within the Corporate Plan as well as other important financial matters.
- 5 The full report will be received by Corporate Policy Committee on 11 July. Service Committees will receive the sections relevant to their committee.

- 6 The Outturn is reported as part of the Statutory Accounts and is therefore subject to audit. The audited Accounts will be presented to the Audit and Governance Committee on 28 September 2023.
- 7 The annexes and appendices attached to this report set out details of the Council's financial performance:
- 8 Corporate Policy Committee Provisional Financial Outturn 2022/23 covering report.
- 9 **Annex 1** – Narrative from the Draft Group Accounts – Provides context of the area and its people, commentary on performance and introduces the financial statements of the Council and the wider Group of Companies for the period 1 April 2022 to 31 March 2023.
- 10 **Annex 2** – Sets out the financial stability context and reasons for the outturn position. The annex contains the relevant appendix for each service committee relating to revenue and capital budgets, debt and reserves.
- 11 **Annex 3** – Update on performance from the MTFS 2023-27 on approved budget policy change items. A full review will be provided in at First Review in the September cycle of Committee meetings.

RECOMMENDATIONS

The Children and Families Committee to:

1. Consider the report of the Corporate Policy Committee ([Agenda for Corporate Policy Committee on Tuesday, 11th July, 2023, 10.00 am | Cheshire East Council](#)).
2. Consider the financial performance of the Council in the 2022/23 financial year relevant to their terms of reference.
3. Consider the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in **Section 2 of each Committee Appendix (Annex 2)**.
4. Approve supplementary revenue estimates (SRE) over £500,000 up to and including £1,000,000 detailed in **Annex 2: Appendix 2, Section 2, Table 2**.
5. Consider the update on performance with regard to the MTFS 2023-27 approved budget policy change items, in respect of Services within the remit of the Committee (**Annex 3**).

Reasons for Recommendations

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

Access to Information	
Contact Officer:	<p>Alex Thompson</p> <p>Director of Finance and Customer Services (Section 151 Officer)</p> <p>alex.thompson@cheshireeast.gov.uk</p> <p>01270 685876</p>
Appendices:	<p>Corporate Policy Committee Provisional Financial Outturn 2022/23 which includes:</p> <p>Annex 1 – Narrative from the Draft Group Accounts</p> <p>Annex 2 – Provisional Financial Outturn 2022/23</p> <p>Annex 3 – Update on tracked MTFS 2023-27</p> <p>Approved Budget Policy Change items</p>
Background Papers:	<p>The following are links to key background documents:</p> <p>Medium-Term Financial Strategy</p> <p>First Financial Review 2022/23</p> <p>Financial Review 2022/23</p> <p>Financial Review Update 2022/23</p> <p>2022/23 Financial Update</p> <p>Statement of Accounts and Annual Governance Statement (cheshireeast.gov.uk)</p>

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Corporate Policy Committee

11 July 2023

Provisional Financial Outturn 2022/23

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

Report Reference No: [To be provided by Democratic Services]

Ward(s) Affected: Not applicable

Purpose of Report

- 1 This report provides members with an overview of the Cheshire East Council provisional outturn for the financial year 2022/23. Members are being asked to consider the financial performance of the Council. The report also proposes treatment of year end balances that reflects risks identified in the Medium-Term Financial Strategy which was approved by Council in February 2023.
- 2 Highlighting financial performance across all Departments, and within Central Budgets shows how the Council is achieving its financial strategies and managing financial control and accountability.
- 3 Reporting the financial outturn at this stage, and in this format supports the Council's vision to be an open Council as set out in the Corporate Plan 2021 to 2025. In particular, the priorities for an open and enabling organisation, ensure that there is transparency in all aspects of council decision making.
- 4 The report also provides an early update on performance in 2023/24, in respect of the approved budget policy changes made in the MTFS 2023/24-27, at Council in February 2023.

Executive Summary

- 5 This report outlines how the Council managed its resources through sound financial planning, monitoring, and reporting to achieve outcomes and value for money. The report includes a narrative from the Council's Draft Group Accounts, to highlight financial performance within the year, as well as associated appendices to show how the Council has

achieved against the priorities contained within the Corporate Plan as well as other important financial matters.

- 6 The Outturn is reported as part of the Statutory Accounts and is therefore subject to audit. The audited Accounts will be presented to the Audit and Governance Committee on 28 September 2023.
- 7 The annexes and appendices attached to this report set out details of the Council's financial performance:
- 8 **Annex 1** – Narrative from the Draft Group Accounts – Provides context of the area and its people, commentary on performance and introduces the financial statements of the Council and the wider Group of Companies for the period 1 April 2022 to 31 March 2023.
- 9 **Annex 2** – Sets out the financial stability context and reasons for the outturn position. The annex contains an appendix for each service committee relating to revenue and capital budgets, debt and reserves. The Corporate Policy Committee will also receive appendices with updates to the Treasury Management Strategy and Investment Strategy as at 31 March 2023.
- 10 **Annex 3** – Update on performance from the MTFS 2023-27 on approved budget policy change items. A full review will be provided in at First Review in the September cycle of Committee meetings.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Consider the overall financial performance of the Council in the 2022/23 financial year, as contained within the report, as follows:
 - a) A Net Revenue Overspend of £6.0m against a revised budget of £318.7m (1.9% variance) funded by the drawdown of £5.2m from the MTFS Earmarked Reserve and a reduction in the planned contribution to General Reserves by £0.8m.
 - b) General Reserves closing balance of £14.1m.
 - c) Capital Spending of £116.4m against an approved programme of £125.2m (7.0% variance).
2. Consider the contents of each of the following annexes:
 - a) **Annex 1 – Narrative from the Draft Group Accounts** – Provides context of the area and its people, commentary on performance and introduces the financial statements of the Council and the wider Group of Companies for the period 1 April 2022 to 31 March 2023.

- b) **Annex 2 – Financial Stability** section provides information on the overall financial stability and resilience of the Council. Further details are contained in the appendices.
 - **Appendix 1** Adults and Health Committee.
 - **Appendix 2** Children and Families Committee.
 - **Appendix 3** Corporate Policy Committee.
 - **Appendix 4** Economy and Growth Committee.
 - **Appendix 5** Environment and Communities Committee.
 - **Appendix 6** Finance Sub-Committee.
 - **Appendix 7** Highways and Transport Committee.
 - **Appendix 8** Update to the Treasury Management Strategy.
 - **Appendix 9** Update to the Investment Strategy.
 - c) **Annex 3 – Update on tracked MTFS 2023-27 approved budget policy change items.**
3. Approve supplementary capital estimates (SCE) up to and including £1,000,000 and Capital Virements up to and including £5,000,000 in accordance with Financial Procedure Rules as detailed in **Annex 2: Appendix 6, Section 4, Table 5.**
 4. Note that Council will be asked to approve:
 - a) Fully funded supplementary revenue estimates over £1,000,000 in accordance with Financial Procedure Rules as detailed in **Annex 2: Appendix 6, Section 2, Table 3.**
 - b) Capital Supplementary Estimates over £1,000,000 in **Annex 2: Appendix 6, Section 4, Table 6.**
 5. Recommend to Service Committees to:
 - a) Consider the financial performance of the Council in the 2022/23 financial year relevant to their terms of reference.
 - b) Consider the delegated decisions relating to supplementary revenue estimates for specific grants coded directly to services in accordance with Financial Procedure Rules as detailed in **Section 2 of each Committee Appendix (Annex 2).**
 - c) Approve supplementary revenue estimates (SRE) over £500,000 up to and including £1,000,000:
 - i) Children and Families Committee **Annex 2: Appendix 2, Section 2, Table 2.**
 - d) Consider the update on performance with regard to the MTFS 2023-27 approved budget policy change items, in respect of Services within the remit of the Committee.

Background

- 11 The recommendations within the 2022/23 Financial Reviews and the Medium-Term Financial Strategy (MTFS) were clear in the treatment of the outturn and future reserve balances.
- 12 The MTFS recognised emerging risks such as inflation and particularly the Dedicated Schools Grant (DSG) deficit, which highlighted there is no alternative funding.
- 13 The financial outturn for Cheshire East Council is an overspend of £6.0m. This is net of appropriate allocations to useable reserves. Further detail is provided in **Table 1** and **Annex 2**.
- 14 **Table 1:** Total Net Revenue Budget is overspent by £6.0m

2022/23 Outturn Review	Revised Budget (NET) £m	Provisional Outturn £m	Provisional Outturn Variance £m	Change since Third Review £m
Service Committee				
Adults and Health	121.7	132.2	10.5	1.6
Children and Families	78.6	83.8	5.2	1.7
Corporate Policy	39.7	39.0	(0.7)	(1.1)
Economy and Growth	23.0	21.3	(1.7)	(0.9)
Environment and Communities	43.6	45.8	2.2	(0.7)
Highways and Transport	13.7	12.1	(1.6)	(1.4)
Sub-Committee				
Finance Sub	(320.3)	(328.2)	(7.9)	(0.9)
TOTAL	-	6.0	6.0	(1.7)
RELEASE OF RESERVES				
MTFS Reserve			(5.2)	-
General Fund Reserve			(0.8)	1.7
TOTAL			-	-

- 15 To balance this position £5.2m was drawn down from the MTFS reserve, as forecast at the Third Financial review, with only £0.8m being required from the General Fund Reserve (£1.7m less than forecast).
- 16 General reserves have increased from £12.6m to £14.1m following the planned contributions to reserves, partly offset by the utilisation of £0.8m as noted above.

- 17 Expenditure on the capital programme is £116.4m against a revised forecast of £125.2m that was reported to the Finance Sub Committee on the 8 March 2023 as part of the Financial Update report. The underspend of £8.8m will be slipped into 2023/24 and budgets will be re-profiled as part of the outturn reporting. This level of slippage, at 7%, is the lowest variance on the Capital Programme in several years.
- 18 The original budget set in February 2022 was £185.2m, during 2022/23 project managers were asked to re-profile their forecasts resulting in the revised forecast of £125.2m. Capital receipts in year amounted to £4.9m against a forecast of £1.0m, in the first instance this improvement reduces potential borrowing costs. Treatment of capital receipts will be considered as part of the review of the Capital Strategy.
- 19 **Table 2:** Total Capital Expenditure and Funding for the financial years 2022/23, and 2023/24 to 2025/26.

	Outturn 2022/23 £m	Three Year Forecast			Total £m
		2023/24 £m	2024/25 £m	2025/26 £m	
Expenditure					
Children and Families	9.3	52.0	34.1	31.7	127.1
Adults and Health	0.0	0.5	0.0	0.0	0.5
Highways and Transport	65.6	69.6	77.4	128.4	341.0
Economy and Growth	21.0	93.4	55.2	78.7	248.3
Environment and Communities	13.2	11.3	16.7	0.6	41.8
Corporate Policy	7.3	13.6	9.7	5.9	36.5
Total Expenditure	116.4	240.4	193.1	245.3	795.2
Funding					
Grants and Other Contributions	53.8	159.9	141.6	139.1	494.4
Capital Receipts and Reserves	2.2	4.9	1.0	33.6	41.7
Borrowing	60.4	75.6	50.5	72.6	259.1
Total Funding	116.4	240.4	193.1	245.3	795.2

- 20 The Council's wholly owned companies' core contract expenditure was £37.94m in 2022/23, relating to services provided at cost for the Council. This position includes a net £1.5m of additional costs in year, relating to pay award pressures, significant inflation against contracts and materials, the legacy effects of Covid and increased demand for services; partly offset by improvements against waste tonnages, bereavement income and staffing vacancies, and other efficiencies. The net increase in cost is reflected in the Council's outturn position, mainly

against Environment & Communities Committee services, but also partly Highways & Transport Committee functions.

- 21 Ansa and Orbitas realised £0.356m in profits (after tax) from commercial activities. Although Transport Service Solutions (TSS) ceased trading on 31 March 2022, there were residual transactions in 2022/23, as part of winding down the company, generating a £0.106m surplus as at 31 March 2023, which will be paid as a final dividend in 2023/24. An interim dividend of £0.291m was paid in-year from TSS to the Council.
- 22 The Department of Levelling Up, Housing and Communities (DLUHC) put in place revised regulations stated that for that came into force on 22nd July 2022. The regulations stated that for the years 2022/23 to 2027/28 the deadline for the accounts to be signed off by has been extended from the 31 July to the 30 September.
- 23 The budget and policy framework sets out rules for managing the Council's financial affairs and contains the financial limits that apply in various parts of the Constitution. As part of sound financial management and to comply with the constitution any changes to the budgets agreed by Council in the MTFS require approval in line with the financial limits within the Finance Procedure Rules.

Consultation and Engagement

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

Reasons for Recommendations

- 25 The recommendations in this report support the 'Reporting' element of the financial cycle.
- 26 The overall process for managing the Council's resources focuses on value for money, good governance, and stewardship. The approach to these responsibilities is captured in the Medium-Term Financial Strategy. Financial changes take place during the year and are authorised in line with the Constitution. This report sets out where further approvals are required.

- 27 This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.
- 28 Outturn reporting provides an opportunity to check performance and management of risks against the Medium-Term Financial Strategy. The four-year MTFS is balanced and approved by Council, but risks were identified as part of this process which could require access to reserves. Members had regard to such risks as the deficit in Dedicated School Grant reserves and potential liabilities associated with the Extra Care Housing PFI (Private Finance Initiative) Scheme when approving the budget. To ensure transparency on management of such risks it is proposed that the improvement in the outturn supports an increase in the General Reserves of the Council which enhances overall financial stability.

Other Options Considered

- 29 Outturn reporting could be delayed until post audit, to avoid the risk of provisional figures changing. This is not a recommended option as the audit completion certificate is not expected until September 2023. Delaying the reporting element of the financial cycle minimises the ability to react to issues during in-year monitoring. Provisional reporting has historically been accurate, so it is appropriate to react to the financial information provided in this report.
- 30 Positive variances, compared to the third quarter forecasts in 2022/23, could be allocated to budgets or reserves other than general reserves. This is not recommended as the MTFS has been agreed by Council with clear recognition of emerging risks that require mitigation. General Reserves are used to manage risk, in accordance with the Reserves Strategy. In the Planning cycle for the 2024/25 MTFS members will have to re-consider the robustness of all estimates and the overall adequacy of reserves based on up-to-date information and forecasts, which will include a review of the level of General Reserves

Implications and Comments

Monitoring Officer/Legal

- 31 The legal implications surrounding the process of setting the 2022 to 2026 Medium-Term Financial Strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report at the final outturn stage in 2022/23.
- 32 Other implications arising directly from this report relate to the internal processes of approving supplementary revenue estimates,

supplementary capital estimates and virements referred to above which are governed by the Finance Procedure Rules.

Section 151 Officer/Finance

- 33 The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for residents and communities. Monitoring and managing performance help to ensure that resources are used effectively, and that business planning and financial decision making are made in the right context.
- 34 The Council's Audit & Governance Committee is responsible for reviewing and analysing the Council's audited position at year-end. The Committee received the Draft Group Accounts on 8 June 2023, with final accounts due for approval by 30 September 2023 following public scrutiny, external auditing, and any associated recommendations to the Committee.
- 35 The forecast outturn for 2022/23, as reported within the MTFS, was used to inform the budget setting process for 2023/24. Analysis of the final outturn helps to inform the Council of potential issues arising for the 2023/24 budget or highlights potential underlying issues that can be managed in future budget setting cycles. It is important to note that the variations reported at outturn have not identified any significant risks to the 2023/24 budget.

Policy

- 36 This report is a backward look at Council activities during the final quarter.
- 37 The final outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2024-28 Medium-Term Financial Strategy.

Equality, Diversity, and Inclusion

- 38 Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

Human Resources

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

Risk Management

- 40 Financial risks are assessed and reported on a regular basis, and remedial action taken if required. Risks associated with the achievement of the 2022/23 budget and the level of general reserves were factored into the 2023/24 financial scenario, budget, and reserves strategy.

Rural Communities

- 41 The report provides details of service provision across the borough.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 42 The report provides details of service provision across the borough and notes the overspend on Children in Care.

Public Health

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

Climate Change

- 44 There are no direct implications for climate change.

Access to Information	
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Appendices:	<p>Annex 1 – Narrative from the Draft Group Accounts</p> <p>Annex 2 – Provisional Financial Outturn 2022/23</p> <p>Annex 3 – Update on tracked MTFS 2023-27</p> <p>Approved Budget Policy Change items</p>

<p>Background Papers:</p>	<p>The following are links to key background documents:</p> <p><u>Medium-Term Financial Strategy</u></p> <p><u>First Financial Review 2022/23</u></p> <p><u>Financial Review 2022/23</u></p> <p><u>Financial Review Update 2022/23</u></p> <p><u>2022/23 Financial Update</u></p> <p><u>Statement of Accounts and Annual Governance Statement (cheshireeast.gov.uk)</u></p>
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Narrative Report 2022/23

An introduction to Cheshire East, the place

Cheshire East Council is an all-purpose 'unitary' local authority providing key public services to 398,800 local residents in Northwest England. The borders include the towns of Macclesfield, Congleton and Crewe. The area lies between the urban areas of Manchester to the North and Stoke-on-Trent to the South. Cheshire East covers a largely rural area of approximately 117,000 hectares, this makes the Council one of the largest local authorities in England.

The Council operates a model which matches the most appropriate service provider in terms of quality and cost to meet the needs of residents. The Group now consists of the Council and its wholly owned companies and associate. The accounts for all these organisations, where significant, are combined with the Council's accounts to produce the Cheshire East Group accounts.

The Group is focused on achieving outcomes, in line with the Corporate Plan, by providing quality local services that maximises value for money for local taxpayers.

Cheshire East Council is a multifunctional and complex organisation; its policies are developed by elected Councillors and implemented by professional officers.

During 2022/23 one company, partially owned by the Council (Cheshire and Warrington Local Enterprise Partnership Limited), also provided services to residents of Cheshire West and Chester and Warrington and is jointly owned with those Councils.

The most significant services provided by the Group are:

- Social Care
- Education
- Planning
- Highways
- Waste Management
- Economic Regeneration

Cheshire East, the people

Population: The Office for National Statistics released its latest (mid-2021) population estimates for local authorities in December 2022. These estimates show¹:

- Growth in the population for Cheshire East, which now stands at 400,500 residents – an increase of 29,800 from the mid-2011 figure.
- Cheshire East remains the third largest of the 39 district and unitary local authorities in the North West – behind Manchester and Liverpool – and fourteenth largest in England.
- The oldest age group (those aged 90 and above) increased by a third (33 per cent) in Cheshire East, which is above the England average (23 per cent).
- The largest percentage increase was in individuals aged 70 to 74, which was up by nearly half (45 per cent) – again above the England average (36 per cent). There was also an increase of 20 per cent more in the population aged 75 to 79 (up 36 per cent), 80 to 84 (20 per cent) and 85 to 89 (21 per cent); these were also above the England averages.

¹ Source: Office for National Statistics (ONS) mid-year population estimates for 2021 (December 2022 release) and 2011. ONS Crown Copyright.

- Some younger age groups also increased their numbers by 20 per cent or more: those aged 30-34 increased by a quarter (24 per cent), or twice the England average (12 per cent); and those aged 55 to 59 increased by 31 per cent (above the England average of 26 per cent).

Economy: Having a strong local economy is key to the Council's ambition to build economic growth, as is developing life skills to help people thrive and reach their potential. Economic data tells us:

- Cheshire East's unemployment rate is significantly below the regional and national averages. For the twelve-month period October 2021 to September 2022, the number of unemployed residents was estimated at 6,100. This equates to 3.2% of the economically active (employed or unemployed) population aged 16 and above (compared to 3.9% for the twelve-month period ending September 2021). The current rate is below the regional and national averages of 4.2% for the Northwest and 3.7% for Great Britain.²
- 5,520 of Cheshire East's residents were claiming out-of-work benefits as of January 2023, down from 5,645 in the previous month and 6,345 in January of 2022; this represents a continuing downward trend from the peak reached in January 2021 (10,165), a time when COVID-19 was still severely constraining economic activity. The current figure of 5,520 claimants equates to 2.3% of the Borough's working-age (16–64-year-old) population (down a little from the January 2022 rate of 2.6%, and well below the 4.2% rate recorded in January 2021); this is significantly less than the rates in the Northwest and the UK as a whole (4.1% and 3.6% respectively). For the Borough's 18–24-year-olds, the claimant rate is 3.9% (up slightly from 3.8% in January 2022, but lower than the 7.6% rate recorded for January 2021). This is higher than for other age groups (0.1% for 16–17-year-olds, 2.6% for 25-49s and 1.5% for those aged 50 to 64) but is below the rates for this age group in the Northwest and the UK as a whole (5.6% and 4.7% respectively).³
- Note that Government changes to the eligibility criteria for Universal Credit (in response to COVID-19) mean that claimants now include some people who are in work, but on low incomes.
- Average household income is high compared to the region and UK but fell slightly in 2020. The Borough's gross disposable household income (GDHI) per head for 2020 (£25,200) was 1.6% lower than the 2019 figure (£25,600); the UK as a whole also saw a decrease, but a proportionately smaller one (0.2%). It is likely that the 2019-20 changes partly reflect the impact of COVID-19 and the Government's policy response (of increased social support and redistributed public resources) benefiting some geographical areas of the UK more than others. Even so, GDHI per head in 2020 was 17.5% higher than in the UK (£21,400) and even further above the Northwest average (£18,900).⁴ Income levels vary widely within the Borough. In the financial year ending 2018, average (mean) gross annual household income in the Borough's MSOAs (the Middle Super Output Areas used by the Office of National Statistics) varied from an average of £32,700 in Cheshire East MSOA 036 (an area in the

² Source: Model-based estimates of unemployment, October 2020 – September 2021 to October 2021 – September 2022, ONS, NOMIS. ONS Crown Copyright. Note: Estimates of unemployment for regions and countries have been produced from Annual Population Survey data. Estimates at unitary authority level are from model-based estimates.

³ Sources: [1] Claimant Count, ONS, NOMIS. ONS Crown Copyright. Figures relate to January 2023, except where otherwise specified. [2] ONS mid-year population estimates for 2021 (December 2022 release). ONS Crown Copyright. Note: This claimant measure includes all Universal Credit claimants who are required to seek and be available for work, as well as all Jobseeker's Allowance (JSA) claimants.

⁴ Source: 'Regional gross disposable household income, UK: 1997 to 2020' data tables, ONS, October 2022. Figures quoted here are in current prices (that is, they include inflation).

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north of Crewe between Bentley and the train station, including part of Coppenhall) to £60,000 in MSOA 014 (the Tytherington part of Macclesfield).⁵

The Political Structure of the Council

As a politically led organisation Cheshire East has 82 elected members selected from 52 wards. The electorate in Cheshire East is one of the largest in the UK with almost 300,000 registered voters. Council Elections take place every four years.

During 2022/23 the political membership of the Council was as follows:

	2022/23
Conservative	30
Labour	24
Independent Group	17
Liberal Democrat	4
Non-grouped	4

The Council had three vacancies at the 31st March, following the deaths of two Councillors and one Councillor stepping down.

Details of Member Expenses for 2022/23 are available on the Cheshire East website.

The Council operates a 'committee system' form of governance, with six service committees, a Finance Sub-Committee, and a Scrutiny committee.

The Cheshire East Council Group Structure

Cheshire East Council is by far the largest service provider of the Group. It is important to recognise that the Council is a Local Authority whereas the other members of the Group are limited companies which are either wholly or partially owned by the Council. The Council must produce a balanced annual budget and aims to spend within that total. The private companies can focus on providing a profit from their commercial activities.

Cheshire East Residents First Limited (CERF) is the largest shareholder for Ansa Environmental Services Limited, Transport Service Solutions Limited and Orbitas Bereavement Services Limited. CERF owns an 80% shareholding in these companies with the remaining 20% being retained by Cheshire East Council. CERF is wholly owned by Cheshire East Council and acts as a holding company for the council owned companies.

Over the last three years the Council has been undertaking an extensive review of each of the wholly owned companies to consider the ever-changing environment in which services are

⁵ Source: Income estimates for small areas, England & Wales, financial year ending 2018, ONS, March 2020. Notes: [1] MSOAs are small geographical areas which the Office for National Statistics created for statistical purposes. They are intended to be of roughly equal size (in terms of population). There are just over 50 MSOAs in Cheshire East. [2] The figures quoted here do not take account of geographical differences in household size and composition, which will vary from MSOA to MSOA.

delivered, as well as the current strategic objectives of the Council and our future ambitions, as outlined in the Corporate Plan.

Decisions have previously been made to bring a number of the companies back in-house, these included Engine of the North and the Skills & Growth Company in 2019/20, Civicance Ltd from 1st April 2020 and Transport Service Solutions Ltd from 1st April 2022 noting that the strategic, planning, commissioning and procurement functions of these services are to be brought back in-house and delivered directly by Cheshire East Council from 1st April 2022 with operational functions being delivered through Ansa Environmental Services Ltd.

The Group Management Structure (2022/23)

Where services are not provided by directly employed staff the Council adopts a commissioning approach to ensure compliance and value for money. Although the Council owns the companies within the Group, either wholly or in part, each company is a single entity with its own governance arrangements which then reports into the Council's governance arrangements.

Supporting the work of elected Members is the organisational structure of the Council headed by the Corporate Leadership Team (CLT). This includes the key Statutory Officers to ensure they are represented at the senior level of the Council.

Company	Role	Name
Cheshire East Council	Chief Executive (Head of Paid Service)	Lorraine O'Donnell
(Gross Revenue Spend £793m; Capital Spend £116.4m)	Executive Directors:	
	• Executive Director Place	Jayne Traverse
	• Executive Director of Corporate Services	Jane Burns
	• Executive Director of Adults, Health and Integration	Helen Charlesworth-May
	• Executive Director of Children's Services	Deborah Woodcock
	Other Statutory Officers:	
	• Director of Governance and Compliance – Monitoring Officer	David Brown
	• Chief Finance Officer – Section 151 Officer	Alex Thompson
	• Director of Public Health	Matt Tyrer

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Wholly Owned Subsidiaries: 2022/23 position	Role	Name
Cheshire East Residents First (CERF)	Chair	Tom Shuttleworth
Ansa Environment Services Limited (Turnover £46m)	Chair	Cllr Steve Hogben
	Managing Director	Kevin Melling
Transport Service Solutions Limited (Turnover £0.6m)	Director	Tom Shuttleworth
Orbitas Bereavement Services Limited (Turnover £2.5m)	Chair	Cllr Joy Bratherton
	Managing Director	Kevin Melling
Tatton Park Enterprise Limited¹ (Turnover £0.86m)	Chair	Cllr Kathryn Flavell
	Directors	Cllr Kathryn Flavell Graham Jones Barry Burkhill (until 19th November 2022) Cllr Mark Goldsmith (appointed 3rd February 2023)
Associate:		
Cheshire & Warrington Local Enterprise Partnership Limited¹	Chair	Clare Hayward MBE, DL
	Chief Executive	Philip Cox

Note 1: Accounts for TPE & C&WLEP are not consolidated in 2022/23 on the grounds of materiality.

The subsidiary companies are led by management boards. These consist of a Managing Director, a Chairman and Directors. The Chairman and two directors are appointed from the elected representatives of the Council.

For a more complete list of appointments and further details on each organisation within the Cheshire East Group please refer to the following websites:

Cheshire East Council	www.cheshireeast.gov.uk
Ansa Environmental Services Limited	www.ansa.co.uk
Cheshire and Warrington Enterprise Partnership Limited	www.871candwep.co.uk

Accounts for Tatton Park Enterprise Limited will be published on the Tatton Park website:
www.tattonpark.org.uk

Accounts for each of the private companies within the Cheshire East Group will also be provided to Companies House as required.
(website: <https://www.gov.uk/government/organisations/companies-house>)

The Group has appropriate governance and control arrangements in place to support the proper management of resources. Each year the Council provides an Annual Governance Statement that

highlights how effective the processes and controls are during the year. The Audit and Governance Committee receive the Statement and consider any actions put in place in response to any issues being highlighted. It is important to read this Statement, which can be found on the Council's website alongside the Group Statement of Accounts to appreciate the proportionate level of control being exercised over the resources of the Group.

Group Employees

The Group employs a total of 4,082 people (excluding school-based employees).

	No.*	%
Cheshire East Council	3,599	88
Ansa Environmental Services Limited (ANSA)	443	11
Orbitas, Bereavement Services Limited	40	1
Total	4,082	100

*No. represents an average workforce for the year

The Corporate Plan

The Corporate Plan was approved by Council in February 2021. This sets out the three main Council priorities of Open, Fair and Green.

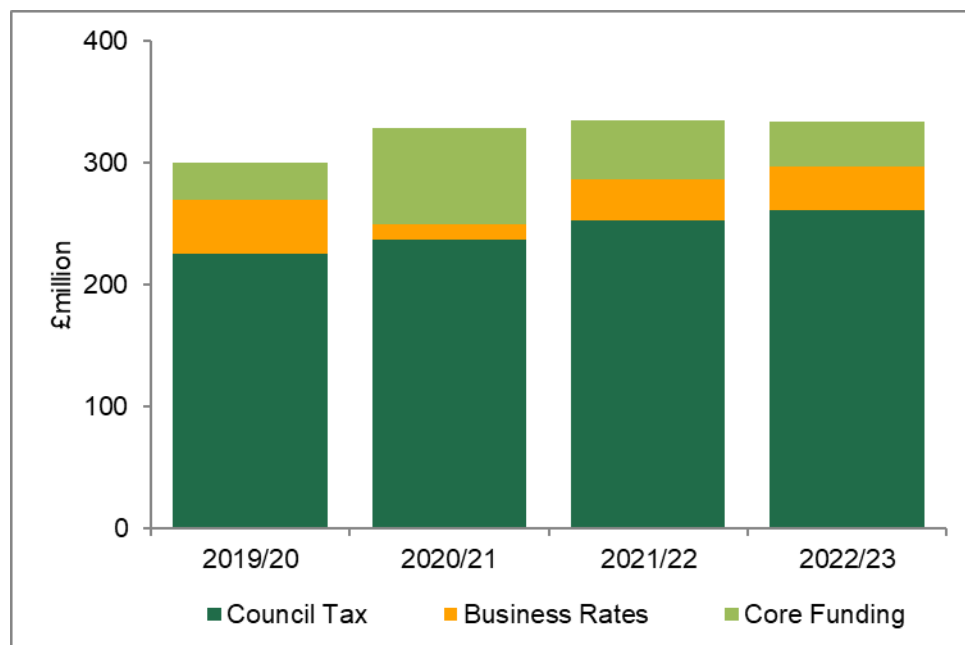


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Financial Overview

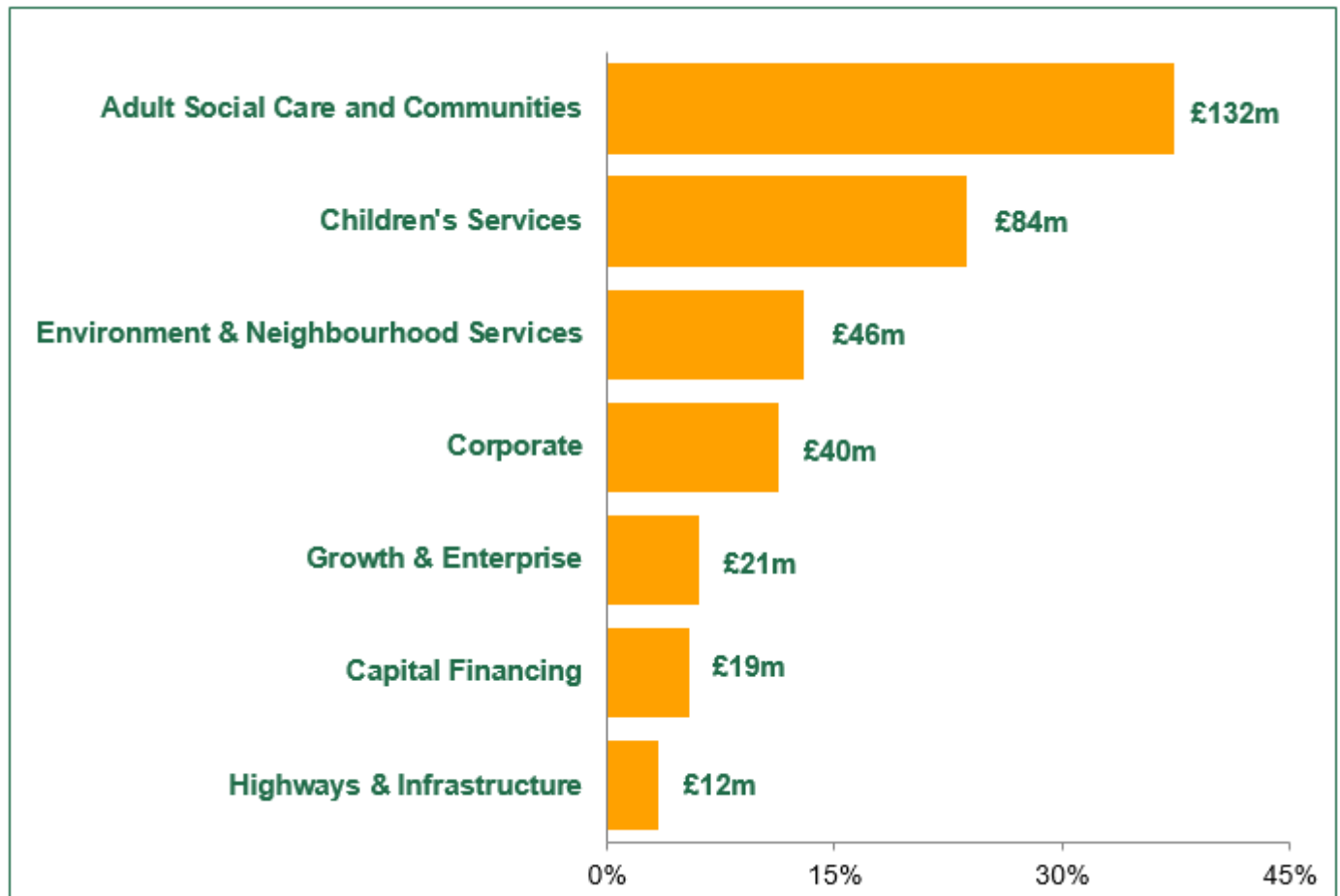
Compared to most other English authorities, Cheshire East is less reliant on Government revenue grant as local businesses and residents provide a high proportion of the overall funding through the payment of Council Tax and Business Rates.

Chart A: Most of the Council's funding comes from local tax payers.

**Most of the Council's £335m Services Net Budget is allocated to Social Care**

The Council invests in a wide range of service providers. Most of the money is spent on achieving social care and community outcomes. The difficult decisions to prioritise and allocate resources to commissioned services mainly rests with elected Members.

The significant majority of education funding is passed directly to maintained schools and payment of welfare benefits, although administered by the Council, are claimed back from the Government in full. These costs are not therefore included in the 'Net Budget'. At present public health expenditure is also ring-fenced for spending on public health services.

Chart B: Services for Children and Adults make up 61% of the Council's expenditure

Revenue Outturn position

The financial outturn for Cheshire East Council is an overspend of £6.0m. This is net of appropriate allocations to useable reserves.

The Council's wholly owned companies produced a positive outturn for the year, rebating £0.660m to the Council at outturn. This reflects the achievement of net cost savings against Council activities funded from the management fee. The wholly owned companies also realised £0.462m in profits from commercial activities. In addition, the Council received an interim dividend payment in-year from the Transport Service Solutions Ltd of £0.291m with a final dividend due upon closure of £0.106m in early 2023/24.

Overall revenue reserves of the Group have reduced from £100.3m to £81.1m. This is made up primarily from:

- General reserves for Cheshire East Council have increased from £12.6m to £14.1m.
- Earmarked reserves for Cheshire East Council of £61.6m
- Schools' reserves and balances of £5.4m.

The Council will be audited by Mazars LLP and each of the wholly owned subsidiaries of the Group will be separately audited by Grant Thornton UK LLP. Any findings will be reported to the relevant

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Board or Committee and the Audit and Governance Committee and reported on the website of each part of the Group.

Summary details of the relative management accounts for each entity within the Group are as follows:

Cheshire East Council reported an overspend of £6.0m to be funded from MTFs reserve (£5.2m) and General reserves (£0.8m)

2022/23 Outturn Review	Revised Budget (Net) £m	Third Quarter Over / (Underspend) £m	Final Outturn Over / (Underspend) £m
Service Directorates			
Adults, Health and Integration	121.7	8.9	10.5
Children and Families	78.6	3.5	5.2
Place	80.3	1.9	(1.2)
Corporate	39.7	0.4	(0.7)
Total Services Net Budget	320.3	14.6	13.8
Central Budgets			
Capital Financing	17.1	-	-
Transfer to / from Earmarked Reserves	(5.7)	(6.0)	(6.0)
Corporate Contributions / Central Budgets	(13.0)	(1.0)	(1.8)
Total Central Budgets	(1.6)	(7.0)	(7.8)
Total Net Budget	318.7	7.7	6.0
Business Rates Retention Scheme	(26.3)	-	-
Specific Grants	(36.5)	-	-
Council Tax	(253.8)	-	-
Funding	(318.7)	-	-
Net Position	(318.7)	7.7	6.0

The wholly owned subsidiaries reported an overall surplus.

Company	Turnover £000	Costs £000	Operating Profit/(Loss) £000	Interest Payable & Taxation £000	Net Profit /(Loss) £000
ANSA	45,614	45,160	454	171	283
TSS	595	513	82	(24)	106
Orbitas	2,502	2,432	70	(3)	73
Total	48,711	48,105	606	144	462

- Please note that a prior year adjustment of £455,000 that was not previously adjusted for in the Cheshire East Group Statement of Accounts for 2021/22, has been adjusted for in 2022/23, reducing the overall profit to £7,000.

National Economic pressures

2022/23 has been a particularly challenging year financially. Not only has the Council continued to deal with the legacy impact of the COVID-19 pandemic, but there have also been significant national economic pressures and a cost of living crisis, largely as a consequence of global events. Inflation, particularly driven by increases in fuel and energy prices, reached over 10 percent in 2022/23, compared to the Government's target of 2 percent. Interest rates reached 4.25 percent at end of March 2023, compared to 0.5 percent in February 2022. National economic forecasts suggest interest rates could continue to rise in 2023/24.

All services are impacted by rising inflation. The cost of delivering Council services and capital development activities are significantly increased. National wage inflation in 2022/23 was estimated at 6% and the average cost of council pay increases matched this.

In addition, like other councils across the country, Cheshire East Council is seeing increasing complexity and demand in services to support people who need additional help. More than 60 percent of the Council's net budget is spent on care services for adults and children.

To support Cheshire East residents, a Cost of Living Crisis Team has been created for those who are concerned about the increased cost of living; the Team advise residents on what support is available and where to get it.

The Council has also acted as an agent for Central Government, by passporting grants to residents and businesses affected by the cost of living crisis.

Performance Overview

The Council's outcomes, are achieved through a combination of staff, commissioners and providers targeting our performance ambition. Some of the key issues that have affected the level of service expenditure and performance against outcomes during the year are summarised below.

Adult Social Care, Commissioning and Public Health Services

A new, innovative programme, [Green Spaces for Wellbeing](#), has launched in Macclesfield and Crewe. Green Spaces for Wellbeing helps adults to improve their physical and mental health and wellbeing by engaging in nature-based activities. An experienced team of rangers offer friendly and welcoming groups that can help participants to build confidence, meet people locally, discover different interests, practice mindfulness, learn new skills, and give back to the local community.



We have been assessed as good by the Home Office, with a very strong leaning to outstanding (our overall score is 94%) for our response to Prevent and Channel. In five key areas we were rated as outstanding.

In June 2022 we held a Learning Disabilities conference, celebrating the lives of people with

The council have been working hard to support residents in response to the cost-of-

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<p>learning disabilities, and hearing about people's experiences of services – what is good and what needs to get better. We are changing our services based on this feedback.</p>	<p>living crisis. We set up dedicated webpages and a phone line to a cost-of-living team with advice and support.</p> <p>We launched Warm PlaCEs this year to ensure residents were warm over winter. Over 40 Warm PlaCEs across the Borough provided information and advice, warm drinks and hot food.</p> <p>We also provided a cost-of-living grant for voluntary sector organisations to apply for (total £200,000) to support organisations to continue to deliver much needed services despite additional cost pressures.</p>
<p>We have supported 639 Ukrainian people to safely connect with 323 UK Sponsors households. We have provided welcome payments, thank you payments, education, housing advice, integration support, employment opportunities have created a huge welcome to a vulnerable cohort. We also recently launched a campaign to recruit local sponsors to continue to house this cohort as the war continues.</p>	<p>We have launched our new Health and Wellbeing Strategy for 2023-2028. The strategy guides the work of the council, partners and stakeholders in improving health and wellbeing across Cheshire East and includes clear objectives to support people to improve their health and wellbeing.</p>
<p>The 'Stay Well Squad' provided dedicated support to the NHS and social care Winter Plan and flu vaccination campaign; undertook visits to Ukrainian refugees and their host families; supported the NHS with health care for asylum seekers, and provided health and wellbeing advice to local businesses and schools. In addition, they advised the public through their drop-in sessions at supermarkets and community venues. The Squad undertook health checks through their mobile service, helping people to better understand their health risks and signposting them to advice, guidance and services that would help them to improve or maintain their health and wellbeing.</p>	<p>We continue to integrate and align services with our health colleagues across Cheshire East Place. Notable successes include the establishment of Transfer of Care Hubs based in local hospitals which involves the co-location of health and social care services which play an important role in hospital discharge. This development has helped to reduce delays for people leaving hospital.</p>


The Adult Social Care (Operations and Commissioning) and Public Health budgets remain under continued pressure across the country. The rising cost of Social Care in Cheshire East is driven by increasing demand for services, increasing complexity of the demand and increasing costs in providing them. Demand for Social Care is therefore not driven exclusively by an ageing population, the prevalence of disability among working-age adults has also increased over recent years. In

addition to increasing demand, the unit cost of providing care services is also going up, driven mainly by workforce costs and this has been recognised in the 2023/24 budget where growth has been allocated.

Children's Services

<p>Crewe Youth Zone has been awarded a £7.0million Youth Investment Fund grant to build the new state-of-the-art youth centre. Subject to plans being approved, the Youth Zone is expected to open in Spring 2025. It will provide thousands of young people with opportunities to engage in activities and access support from skilled youth workers, helping them to develop their skills and reach their full potential. It will also create full and part-time jobs as well as volunteering opportunities.</p> <p>Crewe Youth Zone is being delivered by national charity OnSide, in partnership with Cheshire East Council and Crewe Town Board.</p>	<p>Cheshire East Council has been successful in its bid to secure government backing for two new free schools for children and young people with special educational needs and disabilities. The successful bid means the Department for Education will build two new special schools, located in Middlewich and Congleton. The schools will create 120 places for children and young people from five to 19 years old.</p> <p>These additional special school places will enable children and young people to remain within Cheshire East and avoid the need to travel a longer distance to go to school.</p>
<p>Cheshire East Council and partners have been selected to receive lottery funding of more than £250,000 for a pilot scheme to support survivors of domestic abuse, helping them to remain safely in their communities. The money will bring in support from charities including Standing Together against Domestic Abuse and Surviving Economic Abuse - strengthening the Borough's existing domestic abuse partnership and creating innovative and new ways of working. The focus of the work will be on a 'Whole Housing Approach' and means that services are strengthened to spot the signs of abuse and can support families earlier.</p>	<p>Cheshire East are developing Family Hubs supported by a successful bid for additional funding from the Department for Education. This model brings council, health, education and community services together so that families can access the right support at the right time. The council plans to develop existing children's centres to create the hubs for parents/carers of children of all ages, to ensure that they can access support across a range of services. A digital service will also be developed to provide advice and guidance.</p>
<p>Cheshire East Council, with the help of a wide range of local partners, distributed vouchers worth £4m on behalf of the Department of Work and Pensions to support the most vulnerable households across the county with food, utilities, housing costs, and other essentials over 2022/23. The programme released over 135,000 payments to over 12,500 individuals in need across Cheshire East, receiving over 95% approval from feedback collected from the community.</p>	<p>The Cheshire East Area Partnership attained the Youth Justice SEND Quality Lead status with a 'child first' commendation. The Cheshire East area is part of a youth justice service that spans Cheshire East, Cheshire West, Halton and Warrington. In 2018, the partnership was awarded quality mark status through developing more robust relationships with education services, social care and health, with strengths in the quality of their award-winning diversion activity. Since then,</p>

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	<p>Cheshire East has embarked on a focused journey of continuous improvement, which has resulted in the attainment of the coveted Quality Lead Award with a commendation for effective child first partnership practice.</p>
<p>Cheshire East Council offers a successful and diverse programme of training and support to its schools via its 'Continual Professional Development Pathway' programme. A wide range of expert providers are commissioned to deliver the training. To date, over 500 Cheshire East schools have accessed training.</p> <p>This ongoing training and development offer helps schools to develop their curriculum and continue to improve the support they offer to pupils.</p> 	<p>Cheshire East Council works with a range of holiday club providers to offer a range of free fun and exciting activities, alongside a nutritious meal, in the main school holidays as part of the holiday activities and food programme (HAF). The holiday activities are for school age children and young people, who are eligible for benefits related free school meals.</p> <p>During 2022, the programme has been able to offer over 39,000 holiday club places in over 60 locations across Cheshire East. During this time, the programme supported over 4,000 children and young people, including over 400 children and young people with special educational needs and/or disabilities, and provided over 25,000 nutritious meals.</p>

The Children and Families final outturn for 2022/23 reflects a £5.2m overspend. The breakdown of that position is shown in the main summary table.

The key pressure areas for the directorate include:

- Children's social care agency placements – where the number of children in care has continued to increase from 521 at April 2022 to 585 at April 2023 and placement costs are increasing by more than inflation.
- The increased use and cost of agency staff in children's social care to cover vacant posts.
- Higher legal costs within children's social care with longer processes and more challenge.
- Home to school transport costs – where a mix of increasing numbers of pupils with an education, health and care plan (EHCP), driver shortages and increasing fuel costs have seen overall costs rise.
- Educational Psychologists – where there is the need for agency staff to cover posts and challenges in recruiting and retaining staff.

The £5.2m reflects the position after £4m of one-off mitigating measures have been applied including resettlement funding, funding transformation costs from capital receipts and use of earmarked reserves. As a result, the underlying pressure is much greater.

A number of these items are reflected in growth allocations in the MTFS. However, the position will require careful management during 2023/24 and the Directorate is developing work plans.

Dedicated School Grant (DSG)

The key pressure on DSG relates to the high needs block where the SEND service continues to see a significant increase in the number of pupils with an EHCP.

This has placed pressure on the grant used to provide funding for children with SEND in various settings and led to a £21.2m overspend in 2022/23. This adds on to the brought forward deficit of £25.7m to take the DSG Reserve to a £46.9m deficit position.

This is in line with the budget gap as determined by the council's DSG Management Plan that was reported to Children and Families Committee in September 2022 and set out the planned expenditure and income on high needs over the medium term.

The deficit is currently being managed by an accounting override until 2026 which allows it to be treated as an un-usable reserve. At this stage the position is not recoverable unless there are significant changes to funding or demand or both.

Place

Carbon Net Zero

The Council's first large-scale solar farm is underway which will generate renewable energy and reduce carbon emissions as part of the Council commitment to be Carbon neutral by 2025. The 4.1-megawatt solar farm – enough to power about 1,200 houses – is being built by the council on land adjacent to the composting plant in Leighton Grange Farm in Crewe. The solar farm will provide renewable energy to power our composting plant – operated by Biowise – but will also put green energy back into the national grid, helping to offset a significant amount of the council's carbon emissions.

The Council has launched our new electric car club for business trips as a new way for us to manage our fleet of vehicles and will help us to reduce the impact on the environment while promoting cleaner, greener ways to travel. Over 50 council staff have joined and have driven 3615 miles, saving 619kgCO₂ which would have been released in the old petrol cars.



Nantwich Leisure Centre

The redevelopment of Nantwich Leisure Centre concluded early in 2022 and included:

- Extended Gym – helping to cater for current and future membership;
- Group Cycling Studio – the key suggestion by Nantwich members in Everybody annual surveys;
- Café and a larger, modern reception area; and,
- Extended changing provision – primarily to support the Outdoor Pool.

The project was procured and managed by CEC Assets, delivered by ENGIE Regeneration and achieved BREEAM Good along with the installation of smart technology, photovoltaics and LED lighting was added to the scope following the award of the contract to reflect the Council's carbon neutral aspirations.



Cultural Economy

Tatton Park

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This year saw Completion of a second large mural in Macclesfield as part of the Town Art Trail. Peachezz completed a mural, inspired by the illustrations of Macclesfield born Charles Tunnicliffe, of 'Swifts' at Macclesfield Station with funding from Avanti. This has become a much-loved addition to the town and joins the mural of Ian Curtis on Mill Street completed earlier in 2022.



The team has supported the creation of an LCEP (Local Cultural Education Partnership) for Crewe and surrounding area is bringing together professionals from the creative and education sectors to improve cultural opportunities for young people.

A major milestone for the Archives project was reached with an announcement of funding from National Lottery Heritage Fund. Almost £5million has been secured to deliver 2 new History Centres in Crewe and Chester.

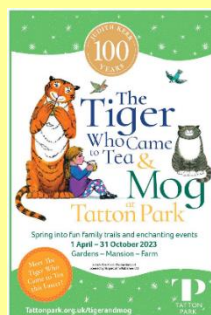
Public Access Improvements

The Public Rights of Way team continue to increase the accessibility of the path network, such as by replacing stiles with gates and enhancing path surfaces, on both leisure and active travel routes. The 2022 random survey of paths across the network undertaken by volunteers from the East Cheshire Ramblers and the Peak and Northern Footpaths Society classed 94% of the inspected paths as being in a good or acceptable condition.

Tatton Park has responded well despite a challenging year affecting visitor attractions nationally, with lower visitor numbers due to the cost of living. Among the many successes, a busy Christmas period saw the reintroduction of the popular 'Christmas in the Mansion' for the first time since the pandemic.

Other successes included being winner of Cheshire's 'Best Tourism Marketing Project of the Year 2021/22 for 'Percy the Parkkeeper' at Tatton Park, while Tatton's Green flag' and 'Green heritage site' awards were retained again. A successful bid was made for a £49,000 'Reimagine' grant from the Art Fund for proof of concept of two large scale, site specific, immersive artworks as part of a major Canaletto exhibition planned for 2025.

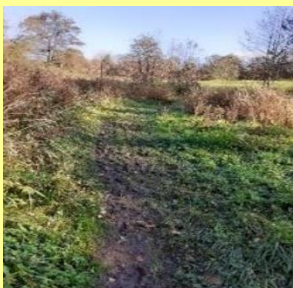
It is important to refresh Tatton's core visitor offer to attract new audiences and encourage existing visitors to return. Since 2022, Tatton has been developing a partnership with publishers Harper Collins to create a programme of special events and activities designed to celebrate the world of Judith Kerr's much loved children's stories, 'The Tiger who came to Tea' and the 'Mog' series of classic books. They will be launched from Easter 2023 with family activities in the Gardens, Mansion and Farm over the summer along with education workshops.



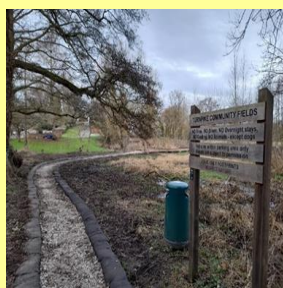
The team also launched a new website for the Tatton Park Charitable Trust, which provides for online donations for the first time and relaunches an animal adoption scheme. The Tatton Park Charitable Trust was created to support education, conservation and restoration projects for the benefit of all visitors to Tatton Park. It is a voluntary body

The team often receive appreciation from members of the public, including one which read *"I just wanted to say congratulations to you and the [National] Trust on the refurbishment of the restricted byway between Quarry Bank Mill and Bank House Farm. I walked along there the other day expecting to be up to my ankles in mud and water to find that it had been transformed. This is such an important link for walkers and horse riders in the Wilmslow network, and a historic one too as I'm sure you know. With many thanks to all involved"*

One example of improvement works would be those completed on Audlem Footpath No. 26: Audlem Ramblers, in partnership and using an innovative product called Flex MSE as well as standard materials, created a 65m long raised walkway over a section of footpath that was boggy the majority of the year and yet forms a popular circular route for residents, linking in with the Shropshire Union Canal towpath.



Before



After

run by local trustees, which aims to raise donations and secure grants to help to ensure this special place is here for future generations to enjoy.

The management and conservation of the 2000-acre historic estate, including Mansion, Park, Gardens and Farm continues across the year with deer management, woodland management, the best example of a Japanese Garden in Europe, a rare breed farm telling the story of food 'from field to fork' and artefacts from paintings to porcelain, ensuring that this is no 'run-of-the-mill' task. Welcoming hundreds of thousands of visitors, providing recreational and wellbeing opportunities, volunteering, staging major outdoor events, and contributing to the Borough's visitor economy are all part of the annual picture.

North West Crewe Highway Package

This is a 2.6km new single carriageway and 7 new roundabouts with junction improvements near Leighton Hospital and Bentley. The council's contractor, Balfour Beatty started work on site in May 2022 and Phase 1 of the scheme, which has involved the closure of the A530 Middlewich Road to the south of the new scheme, is nearly complete. Overall scheme completion is programmed for spring 2024.

Poynton Relief Road

Excellent progress was maintained throughout the year on the 3.5km Poynton Relief Road, working with our contractor, Graham Ltd. The road was opened on 3rd March 2023.

Major junction improvements at Adlington Junction and Bonis Hall Lane have also been completed this year to accommodate the increased traffic expected when the new road opens.

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Economic Development

The team has led and supported on a wide range of projects over the past 12 months in Crewe town centre. Projects include:

- The redevelopment of Lyceum Square into Ly² – a new cultural and events space in the heart of the town centre, utilising £750,000 of Government funding.
- The £23m Towns Fund programme, ensuring projects submit Green Book-compliant business cases, then appraising them and securing approval from Crewe Town Board and the Department for Levelling Up Homes & Communities. Following this, in response to the construction cost inflation, it led in reviewing and reprioritising funding to ensure the viability of the majority of projects. These include several led by other Council services and external partners, as well as others developed and led by the Regeneration team, such as the Mill Street Corridor – which will improve connectivity between the station and town centre - and a new grant scheme to supporting businesses taking on vacant town centre premises.
- It has also managed the £14m Future High Streets Fund programme, again supporting some projects led by other Council services, but leading specifically on Civic & Cultural Space (with a secured planning consent), and a new co-working space project (TADIC) which was approved to proceed.

Further key achievements have been:

- Leading a coordinated cross Directorate Council response to the UK Shared

Air Quality

A new Air Quality Analyser has been installed in Disley. The new equipment will have the ability to give more 'real time' information on levels of nitrogen dioxide and particulate matter. The project has been completed in conjunction with the Local Transport Planning Team.

Objectives within the Air Quality Action Plan continue to be delivered, including a series of highway network improvements and ongoing education campaigns.



A project amongst our local schools to design a poster around air pollution was won by a pupil from Brereton Primary School. The prize, which benefitted the whole school, was a scooter activity day, provided by Scoot Fit, which aimed to improve ability and confidence amongst children whilst encouraging active travel.

Funded by a grant from Defra the service has undertaken a Borough wide awareness raising campaign around the impacts to air quality and the environment as a result of domestic fuel burning and vehicle idling. All Cheshire East households have received a general information leaflet supported by a variety of media releases, an updated web page and a 'don't idle' visual on pay and display tickets.

Prosperity Fund (UKSPF) developing an Investment Plan and securing an £11.8M allocation for Cheshire East, which will be used to support communities, business and people across the Borough to March 2025.

- Leading a multi-service team responding to a Business Improvement District Proposal for Wilmslow Town Centre, enabling that proposal to be considered at a ballot and ultimately seeing it become the Borough's first Business Improvement District.

Separate Defra funding specific to a cycling-based project in Congleton has resulted in the installation of a number of cycle stands being installed in the town and local park. The service is looking to use the remaining money to support cycle stands within local schools.

Housing

The Housing team applied for £6.21million of Round 2 Home Upgrade Grant funding to improve the energy efficiency of off gas homes for Cheshire East and Cheshire West and Chester Councils, which was successful.

They are also delivering energy efficiency improvements into 164 homes in partnership with our Registered Housing Providers having successfully secured £1.5million Social Housing Decarbonisation Funding.

We completed the Green Homes Grant schemes this year, delivering 572 energy efficiency measures to 362 households.

In June 2022, the Housing Options Team achieved Domestic Abuse Housing Alliance (DAHA) accreditation, which is a scheme open to Housing Associations, Local Authority Housing Teams and Homelessness Providers across the UK to help improve their response to domestic abuse.

We secured £838,857 of Rough Sleeping Initiative funding over 3 years to establish a Multi-Agency Disciplinary Team and 8 units of supported accommodation, to help those who are rough sleeping to access the services to deal with complex behaviour and enable them to secure and sustain accommodation.

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Environment & Neighbourhood Services

Environment & Neighbourhood Services are reporting a pressure of £2.2m against a net budget of £43.6m. £1.9m of this relates to income pressures in Planning, Libraries and Licensing as a legacy of the COVID-19 pandemic. £0.4m relates to COVID-19 related costs as more people are working from home leading to increased tonnage growth. A net £0.9m non-COVID-19 pressure arises in Environmental Services due to wholly owned company pay increases, increased costs of the waste disposal contract, and waste transfer station maintenance, mitigated by a higher than expected bereavement income surplus. There is a large staffing underspend across the majority of services due to vacancies and delaying recruitment to improve the overall Council financial position, offset slightly by the pay rise pressure.

Growth & Enterprise

Growth & Enterprise have an underspend of £1.6m against a net budget of £22.3m. There were a number of measures taken to help with the Council's financial position including releasing funding in Economic Development of £0.8m, reduction in planned maintenance in Facilities Management and Farms, stopping non-essential spend and holding vacancies across the majority of the services. Growth & Enterprise had inflationary pressures from the pay rise, responsive maintenance and energy costs which reduced the underspend available.

Highways & Infrastructure

Highways & Infrastructure are reporting an underspend of £1.6m against a net budget of £13.7m. There is a pressure of £0.8m included within these figures for lower income received from pay and display car parks, annual and quarterly parking permits and from penalty charge notices within Parking. This has been offset by £1.3m of additional income from Highways and Infrastructure, releases of earmarked reserves to improve the Council position of £0.4m, vacancies and delayed recruitment across the majority of services and a LEP contribution towards HS2.

Corporate Services**Customer Services**

- We have implemented new technology within the Contact Centre improving the experience customers have when contacting the Council
- We have supported the delivery of Government initiatives including Homes for Ukraine, Energy Support Grants and Household Support Fund
- We have implemented new digital technologies including a Chatbot, Customer Account and improved on-line services
- We have improved Customer satisfaction when contacting the Council and customers say it is now easier to get their issues resolved.

Achievements

We have provided procurement advice and activity, project and programme management and finance support for the following projects:

- Roll out of Contract Management System and integrating Docusign
- Leighton Solar Farm Contract awarded £4m
- Car Club implemented £300,000 – looking to extend further
- Corporate Cleaning Contract awarded £500,000
- Handforth Garden Village project completed feasibility and due to commence Design Optimisation activities
- Various Local Bus Service contracts re-procured after TSS has come in-house
- Water Coolers removed – savings achieved
- £76,000 supplier rebates achieved

- £10,000 agency contract savings
- Carers hub £3.75m
- Translation and Interpretation £950,000
- Statutory Advocacy Service £4.19m
- DPS for Day Opportunities £7m and Family Support Service £22m
- Holiday Activity and Food Programme 26 providers £2.5m

Workforce and Organisational Development

- Provided professional guidance and support to services to meet their ongoing workforce needs including restructures, recruitment and retention and employee relations matters
- Delivered a further round of the Mutually Agreed Resignation Scheme across the organisation
- Introduced a new e-learning platform with increased functionality, including the tracking of training and a simplified process for the recording of PDRs
- Strengthened apprenticeship programme with new cohorts and new apprenticeship standards, providing 90 new apprenticeship starts during 2022-2023
- Established and delivered a programme of recruitment and retention priorities, including:
 - Improvements to recruitment process
 - Developed programme of recruitment fairs
 - Introduced monthly strategic workforce assessments
 - Identified additional staff rewards
 - Additional wellbeing staff support for cost of living.

Social value supplier survey over the last 3 years

	2021/22	2020/21	2019/20
Number of suppliers surveyed	100	100	50
Number of suppliers responding	37	48	37
Response rate	37%	48%	54%
Percentage of total commercial spend accounted for	45%	44%	51%
Percentage of respondents from small and medium size enterprises, charities or trusts	54.05%	56%	56%

Social value survey highlights

Social value criterion	2021/22	2020/21	2019/20
Estimated number of jobs provided by respondents for Cheshire East residents	853	3,317	3,317
Volunteer work hours provided by respondents	48,856	20,343	29,959
Employees paid living wage	91.36%	86.9%	85.6%
Estimated number of apprenticeships provided by respondents (not specifically for Cheshire East Council work)	2,342	1,688	1,003

ICT Services

- The ICT Strategy 2023-7 has been approved.
- Following security remediation activity, we have developed a Zero Trust strategy that

ICT Services continued

- We launched the ICT Communications hub – Lighthouse.
- We attend Managers Share and Support to promote ongoing Adoption and Change

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<p>will be progressed in 2023/24 alongside further adoption of single sign-on.</p> <ul style="list-style-type: none"> • We have implemented new security tools to improve protection, detection, and automation. • We have undertaken a complete refit of all end-of-life networking components in the data centre to ensure a secure and compliant infrastructure, to meet the demands of the councils PSN accreditation. • We have worked with Customer Services to deliver a new contact centre system for all contact centre staff and new digital technologies including a Chatbot, Customer Account and improved on-line services. • Cheshire Care Record, we have migrated social care feeds into the C&M shared care record. • The CCIS Youth Service has been migrated from Core IYSS to Liquidlogic. • We have implemented integrated information sharing for social workers and care brokers in the integrated discharge team at Macclesfield hospital. • We have rationalised Adult Social Care commissioning systems for contract performance. • We have ensured Assistive Digital Technology system integration and data quality improvements through monitored usage and outcomes. • We have a SEND parent portal operational use case. • Portal enhancements for Mental Health Reablement and Dementia Reablement referrals and workflow in ASC, the Fostering system portal and workflow optimisation. • Early Years payment process utilisation in ContrOCC. 	<p>Management (ACM) activities and BITesize eLearning.</p> <ul style="list-style-type: none"> • We continue to train and develop our Bright Spark IT Champions. • We undertook a Customer Satisfaction Survey to understand where we could improve further. • The MyCareView patient portal has 69,413 registrations, representing just under a quarter of the adult population over age 18. With 17,352 active users representing a quarter of the total user base. • Live well have become the de facto location for CEC public-facing Adult, Children, and Public Health service information. There have been 161,800 unique new users since February 2022. • We have implemented a Security Operations (SecOps) Team. • Cheshire East and West Councils have approved a new operating model for future ICT Services. • We have delivered over 60,000 hours of ICT developments in 2022/23. • Live Well Cheshire East is being expanded with online care need and carer assessments and financial eligibility checks. • We have a publicly available Information Asset Register which outlines all the Council's information assets. • Public Rights of Way (PROW) maps are now available digitally to the public. • We are harmonising information across the estate to produce a master 360-degree record for Resident, Employee, Address and Business. • We have deployed and transitioned to a centralised Business Intelligence platform. • We have implemented an Email Retention Policy for all Officers to support compliant and secure working with information.
<p>ICT Achievements</p> <ul style="list-style-type: none"> • We have begun the roll out of Windows 11 to all users, to ensure we are able to use the latest security features. • We have migrated over 3000 SharePoint sites to the cloud SharePoint Online 	

platform, which will leverage enhanced information management and compliance functionality.

- We have digitised key elements of the corporate archive to protect and preserve the corporate memory.
- We have reduced our data centre Carbon Emissions (kgCO₂) by more than 22%.

The Corporate Services Directorate has reported an underspend against budget of £651,000.

The main underspends in the service were due to holding vacancies across many services in the Directorate, reduced non-essential spend, and, as a result of the continued impact of COVID-19 bounce-back, additional marriage income in Registrations. These underspends were partially offset by overspends in ICT Shared Services, and the shared Transactional Services Centre. There was also an overspend on Housing Benefits Payments Centre, which is a volatile budget and additional one-off costs relating from the implementation of the Unit 4/Best4Business System, which cannot be charged to the joint capital project with Cheshire West and Chester Council.

Changes in Pension Estimates

Due to the scale of the pension assets (£1.6bn) and liabilities (£1.4bn) detailed in the Accounts, even small percentage changes in assumptions regarding their value can have a noticeable impact on the reported position.

The net pension liability (deficit) reported in the Accounts in 2021/22 has now reduced and has created a net pension asset for 2022/23 (change of £645m).

Detailed actuarial valuations are carried out every three years and the formal valuations for English and Welsh Local Government Pension Scheme (LGPS) Funds were concluded as at 31st March 2022. The balance sheet position for 2022/23 is based on the 2022 formal valuation rolled forward to 31st March 2023.

Council Tax

Cheshire East collects Council Tax for the whole area and the income is split between the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Town and Parish Councils in addition to its own requirement. The total budgeted collectable amount for 2022/23 was £313.8m. The carried forward deficit on the Council Tax Collection Fund at the end of 2022/23 is £3.1m.

The Council Tax in-year collection rate for 2022/23 is 98.19%, a slight increase from the previous year's performance. The strong economy in Cheshire East also contributed to an increase in the overall tax base of 1.83% (from 153,796.10 to 156,607.48).

Business Rates

Cheshire East collects Business Rates for the whole area and the income is split 49% to Cheshire East, 50% to the Department for Levelling Up, Housing and Communities (DLUHC) and 1% to the Cheshire Fire Authority. The total budgeted collectable amount for 2022/23 was £137.2m as per the NNDR1 return. The carried forward deficit on the Business Rates Collection Fund at the end of 2022/23 is £15.2m, however £8.7m of this deficit is due to the accounting arrangements required

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for the COVID-19 Additional Relief Fund and will be repaid in full in 2023/24 with S31 grant that has already been received from DLUHC for the CEC share and the remaining 50% share will be repaid by Central Government.

The Business Rates in-year collection rate for 2022/23 is 98.23% which is an increase of 2.63% from the previous year's performance.

Financial Overview - Capital Programme

Capital expenditure represents money spent by the Group on purchasing, upgrading and improving assets that will be of benefit to the community over many years.

Total capital expenditure in 2022/23 was £116.4m compared to the original budget, as at February 2022, of £185.2m.

The forecast for planned spend is updated throughout the year and published in the Financial Review reports. During 2022/23 a number of major projects have either completed or got under way including Poynton Relief Road (£14.0m), Schools Improvement Programme (£9.1m), ICT Programme (£7.3m), Congleton Leisure Centre (£6.4m) and Public Sector De-carbonisation Funding (£3.9m).

Slippage against the revised forecast of £125.2m reported for the 3rd Financial update (March 2023) totalled £8.8m.

Capital receipts in-year amounted to £4.9m from the sale of surplus assets, including Alderley Cemetery Lodge (£0.2m), Land off Coppice Way (£1.9m), and former housing right to buy receipts (£2.1m).

The Council has succeeded in attracting £58.3m of grant funding and external contributions for capital improvements. This minimises the financial impact of the capital programme on the revenue budget, and so protects funding for other services such as social care.

The Council has an ambitious capital programme with the highest spending in Highways and Infrastructure, followed by Growth and Enterprise and the Children and Families programme:

	Outturn 2022/23 £m	Three Year Forecast			Total £m
		2023/24 £m	2024/25 £m	2025/26 £m	
Expenditure					
Children and Families	9.3	52.0	34.1	31.7	127.1
Adults and Health	0.0	0.5	0.0	0.0	0.5
Highways and Transport	65.6	69.6	77.4	128.4	341.0
Economy and Growth	21.0	93.4	55.2	78.7	248.3
Environment and Communities	13.2	11.3	16.7	0.6	41.8
Corporate Policy	7.3	13.6	9.7	5.9	36.5
Total Expenditure	116.4	240.4	193.1	245.3	795.2
Funding					
Grants and Other Contributions	53.8	159.9	141.6	139.1	494.4
Capital Receipts and Reserves	2.2	4.9	1.0	33.6	41.7
Borrowing	60.4	75.6	50.5	72.6	259.1
Total Funding	116.4	240.4	193.1	245.3	795.2

Protecting Against Risks

The Council has a risk management framework with hierarchical risk registers forming part of the process which operate at strategic, operational and project levels. Emerging significant risks are escalated to senior members and/or officers, as appropriate, in line with the potential likelihood and impact of the risk upon objectives. Formal reports with regard to the risk management process are made throughout the year to senior officers and members.

During the year the strategic risk register has been reviewed and maintained to ensure that the strategic risks remain relevant and that risk interdependencies are understood. Operational risk registers are included within team plans.

The Council's key strategic risk register has recognised potential threats from increasing demand for services and managing the Council's financial resilience. It recognised the challenges the Council could face arising from cyber attacks and other disruptions, requiring us to have effective business continuity arrangements in place. The economic position and austerity challenges continue to be recognised for the impact on both the Council, its partners, and the potential negative impact on the achievement of objectives.

The register also includes a number of high impact projects and investments, which when successfully implemented will bring significant benefits for the area, but require careful and constant management to deliver.

Narrative Report – Expenditure and Income Commentary

Explanation of the Financial Statements

The Accounts and Audit (England) Regulations 2015 require the Council to produce a Statement of Accounts for each financial year. These Statements are prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 ('the Code'), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The Group Accounts have been prepared in accordance with International Financial Reporting Standards (IFRS) which require that the Financial Statements of the reporting authority (Cheshire East Council) and its subsidiaries and associates shall be prepared as of the same date.

Subsidiaries have been consolidated into the Group Accounts on a line-by-line basis incorporating their income and expenditure fully in the relevant service revenue accounts. **Note 32** provides further details of the various companies in which the Council has an interest. Tatton Park Enterprises Limited and Cheshire & Warrington Enterprise Partnership Limited have been excluded from Cheshire East Council Group Accounts on the grounds of immateriality.

The Council is also required to produce Financial Statements as a single entity. The Cheshire East Council statements follow on from the Group Financial Statements.

The statements contain a number of elements which are explained below.

The Financial Statements

Movement in Reserves Statement - this shows the movement in the year on the different reserves held by the Group, analysed into 'usable reserves' (those that can be applied to fund expenditure or reduce local taxation) and other reserves. Usable reserves include the Capital Grants Unapplied Account which are grants received but not yet utilised.

The 'Surplus or (Deficit) on the provision of services' shows the true economic cost of providing the Group's services, which is shown in more detail in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for Council Tax setting purposes.

The 'Net Increase / Decrease before Transfers to Earmarked Reserves' shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council.

The Group's long-term strategy is to hold appropriate levels of general reserves to provide funds for investment and to protect the Group against financial risks.

General (£14.1m) and Earmarked reserves (£67.0m including Schools) have decreased in 2022/23 to £81.1m.

The minimum target level of reserves is quantified by a detailed risk assessment. This approach allows the Council to take account of local circumstances and the impact of economic forecasts. The impact of rising demand for services, the economic climate, emerging Government policies (particularly in relation to Business Rates), and pressure on public services to reduce overall expenditure are relevant, and these present the potential for significant emerging risk.

Resilience has been impacted over the last few years by the reliance on the use of reserves to balance the budget. Information from the CIPFA Financial Resilience data has shown that the level of general reserves held by the Council are significantly lower than our nearest neighbours. In line with a priority of the Corporate Plan, the Medium Term Financial Strategy will seek to increase the level of general reserve and replenish earmarked reserves.

Comprehensive Income and Expenditure Statement – this statement reflects the sum of all income, expenditure, gains and losses incurred by the Group in the last 12 months and explains how the Balance Sheet position has changed between the two financial years. This statement shows the financial position in accordance with accounting practice which means that the costs include notional charges for items such as depreciation, impairment, capital grants and capital charges.

Balance Sheet – this shows the value of the Group's asset and liabilities at the balance sheet date. These are matched by reserves which are split into two categories: usable and unusable reserves. Usable reserves (e.g., General Fund and earmarked reserves) can be used to support services or to reduce local taxation. Unusable reserves arise out of the interaction of legislation and proper accounting practice, either to store revaluation gains or as adjustment accounts to reconcile accounting requirements driven by reporting standards to statutory requirements. These reserves are not resource-backed and cannot be used for any other purpose.

Cash Flow Statement – this shows the changes in the Council's cash and cash equivalents during the reporting period. It shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

The advice from our treasury advisors, Arlingclose has been to borrow short-term from other local authorities, rather than take out long-term loans with PWLB (Public Works Loan Board) as short-term interest rates are currently lower than long-term rates, and it is likely to be more cost effective in the short-term to borrow short-term loans instead.

Collection Fund – this is an agent's statement that reflects the statutory obligation for Cheshire East Council, in its capacity as a billing authority, to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection of Council Tax and Non-Domestic Rates from taxpayers and the distribution to local authorities and the Government.

Statement of Responsibilities - this sets out the respective responsibilities of the Authority and the Chief Finance Officer – Section 151 Officer.

Independent Auditor's Report – gives the auditor's opinion on the financial statements and the auditor's conclusion on the Council's arrangements for securing economy, efficiency and effectiveness in the use of resources.

Narrative Report – Future Opportunities and Challenges

Medium Term Financial Strategy (MTFS) 2023/24 – 2026/27

To provide the best opportunity to achieve the Corporate Plan, and manage the ambitions of the area, the Council created a Medium-Term Financial Strategy for 2023 to 2027 that balances spending on services against resources across each of the next four years. This four-year balanced approach repeated the achievement of the previous MTFS, but high national inflation levels created the need for several important changes to the strategy.

The budget and future years estimates were prepared against material gross overspending forecasts. These were largely caused because of inflation running as high as 10%. National target inflation, which influenced many local budget forecasts, remains at only 2%. Increasing wages and energy costs exceeded forecasts as did legacy costs from the COVID-19 pandemic. The high inflation and demand for services has required a response at both a local and national level.

The Council was due to act as a trailblazer for Adult Social Care reform, but this policy was suspended by the Government, partially in recognition of the immediate financial pressure in the sector. Social Care grants have been increased, either direct to Local Government or in conjunction with the NHS. The Council contributed important insight for the Department of Health and Social Care prior to this change in policy. The Government also increased the thresholds for Council Tax increases, with a clear expectation that Council's would access additional funding from this change.

Despite additional government grants the Council recognised that expenditure would continue to rise. This created a requirement to increase Council Tax levels in line with Government expectations, which was **4.99%** in 2023/24. There are forecast increases of 4.99% in 2024/25 and then 2.99% thereafter. These may well need to be reviewed in-line with increasing inflation levels and future Government policy. 2% (£5.2m) of the Council Tax increase in 2023/24 will be solely utilised to fund increasing care costs within Adult Social Care.

The Fair Funding Review (FFR) and Business Rates Retention (BRR) have still not been implemented, but government settlements are working towards longer term certainty. This takes the form of multi-year settlements to Local Government as a sector, but this can still create challenges in understanding specific local allocations. Council officers will continue to work with the Government on informing the approach to funding for the next financial year and beyond.

Future Challenges

The medium-term outlook is one of continuing uncertainty. Locally the Council has, however, developed a balanced strategy, although this relies on several assumptions about ongoing support from government. The impact of cost-of-living increases and rising inflation remain as risk factors in the medium-term. In an effort to mitigate this risk, monitoring of the financial proposals within the MTFS is being enhanced to create more time to react to any required changes.

The Council will aim to review the Corporate Plan during 2023 which will of course reflect access to funding sources in the medium term. This is particularly important whilst the Council emerges from all-out local elections. The Council wants to be flexible and support new approaches, but the level of reserves will not sustain delays in achieving headline financial targets. The four-year forecasts will help with this longer-term planning and create helpful parameters for service planning.

The Council took part in the Department for Education's Delivering Better Value Scheme during 2022/23. The quality of information provided by the Council was highly regarded as the scheme organisers reviewed the Council's approach to managing expenditure in High Needs education. The

scheme will provide additional funding to manage further transformation in this important area, but the underlying financial risk has not changed.

The levels of expenditure on pupils with special educational needs and disabilities are unaffordable within the current funding levels of the Council, a result of higher demand and complexity. This has resulted in an increase to the deficit on the DSG reserve. This position is being managed through an accounting override, put in place by the Department for Levelling Up, Housing and Communities, which allows the deficit to be treated as an unusable reserve. The override has been extended to 31st March 2026. But the deficit is still forecast to increase over the next three years to as much as £150m. The Council continues to liaise with DfE and DLUHC on managing this issue.

Acknowledgements

The production of the Statement of Accounts would not have been possible without the exceptional hard work and dedication of staff across the Council and its subsidiaries. I would like to express my gratitude to all colleagues, from my team and other services and organisations, who have assisted in the preparation of this document. I would also like to thank them for all their support and expertise during the 2022/23 financial year.

I hope you find this narrative and accompanying statements clear and informative. If you require any further information, please contact Cheshire East Customer Services on 0300 123 55 00 (all calls at local rates).

Alex Thompson FCPFA

Chief Finance Officer - Section 151 Officer



Provisional Financial Outturn 2022/23

July 2023

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

Anyone wanting to comment is invited to contact the Council at:
RandC@cheshireeast.gov.uk

Introduction

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

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

Demand for Council services is increasing, with more individuals and families needing support and services than ever before. This reflects an increase in population but also reflects changes in demographics and the national cost of living increases. This demand has resulted in a provisional outturn of £324.7m against a revised net revenue budget of £318.7m, an overall revenue budget overspend of £6.0m.

The likelihood of this negative outturn emerged through quarterly reporting and reflected the higher than forecast inflation in prices and wages. Within this overall position there was underspending within Place based services and within Corporate Services. The overspending pressure was mostly contained in care services and transport costs.

The Medium-Term Financial Strategy was significantly reviewed in the period November 2022 to January 2023 to respond to the emerging financial issue. The pressures affecting the medium term finances of the Council have been addressed as part of the MTFS process for 2023 to 2027.

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

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

- **Appendix 1** Adults and Health Committee.
- **Appendix 2** Children and Families Committee.
- **Appendix 3** Corporate Policy Committee.
- **Appendix 4** Economy and Growth Committee.
- **Appendix 5** Environment and Communities Committee.
- **Appendix 6** Finance Sub-Committee.
- **Appendix 7** Highways and Transport Committee.
- **Appendix 8** Update to the Treasury Management Strategy.
- **Appendix 9** Update to the Investment Strategy.

Alex Thompson

Director of Finance and Customer Services
(Section 151 Officer)

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2022/23 Provisional Outturn - Financial Position

2022/23 Outturn Review	Revised Budget (NET)	Provisional Outturn	Variance Over / For further information please see (Underspend) the following sections
	£m	£m	£m
Service Directorates			
Adults, Health & Integration	121.7	132.2	10.5 Financial Stability and Appendix 1
Children and Families	78.6	83.8	5.2 Financial Stability and Appendix 2
Place	80.3	79.1	-1.2 Financial Stability and Appendix 4,5,7
Corporate	39.7	39.1	-0.7 Financial Stability and Appendix 3
Central Budgets			
Capital Financing	17.1	17.1	0.0 Appendix 6 - Section 4
Transfer to/(from) Earmarked Reserves	-5.7	-11.7	-6.0 Appendix 6 - Section 5
Corporate Contributions / Central Budgets	-13.0	-14.9	-1.9 Financial Stability
TOTAL NET EXPENDITURE	318.7	324.7	6.0
Business Rates Retention Scheme	-28.3	-28.3	0.0 Financial Stability
Specific Unringfenced Grants	-36.5	-36.6	0.0 Appendix 6 - Section 2
Council Tax	-253.8	-253.8	0.0 Financial Stability
FUNDING	-318.7	-318.7	0.0
NET (SURPLUS) / DEFICIT	0.0	6.0	6.0

Financial Stability

Introduction

1. The Council has a track record of sound financial management. Nevertheless, in common with all UK local authorities the Council finds itself in a position where pressures on the revenue budget are intensifying as a result of rapid inflation, the legacy impact of the Coronavirus pandemic and increasing cost of living pressure on households. These issues have the effect of increasing the demand for services and increasing costs of services.
2. Complexity and market sustainability in Adults' and Children's Social Care remains the most significant financial pressure for the Council in the medium term. Rising inflation in fuel, utilities and wage levels are affecting costs across all services.
3. In March a forecast outturn of £7.7m net overspend was reported at the Corporate Policy Committee (The full report can be found [Corporate Policy Committee 23 March 2022](#))
4. The outturn position is now an overspend of £6.0m. **Table 1** provides a service summary of financial performance and the narratives provide further details in the following paragraphs.

Table 1 - Provisional Revenue Outturn

2022/23 Outturn Review	Revised Budget (NET) £m	Provisional Outturn Over / (Underspend) £m	Change from Third Review Over / £m
Service Directorates			
Adult Social Care	116.5	11.0	2.4
Commissioning	5.2	-0.5	-0.8
Public Health	0.0	0.0	0.0
Adults and Health Committee	121.7	10.5	1.6
Directorate	1.2	-0.6	-0.2
Children's Social Care	46.9	4.7	2.2
Education and 14-19 Skills	22.4	3.0	-0.1
Strong Start, Family Help and Integration	8.0	-1.9	-0.2
Children and Families Committee	78.6	5.2	1.7
Directorate	0.7	-0.1	0.0
Growth and Enterprise	22.3	-1.6	-1.0
Economy and Growth Committee	23.0	-1.8	-0.9
Environment & Neighbourhood Services	43.6	2.2	-0.6
Environment and Communities Committee	43.6	2.2	-0.6
Highways and Infrastructure	13.7	-1.6	-1.5
Highways and Transport Committee	13.7	-1.6	-1.5
Directorate	0.5	0.0	0.1
Finance and Customer Services	12.7	0.4	-0.2
Governance and Compliance Services	11.1	-0.8	-0.1
Communications	0.7	0.0	0.0
HR	2.5	-0.5	-0.3
ICT	10.0	0.3	-0.5
Policy and Change	2.3	0.0	0.0
Corporate Policy Committee	39.7	-0.7	-1.0
Total Services Net Budget	320.3	13.9	-0.7
Central Budgets			
Capital Financing	17.1	0.0	0.0
Transfer to/(from) Earmarked Reserves	-5.7	-6.0	0.0
Corporate Contributions / Central Budgets	-13.0	-1.9	-1.0
Total Central Budgets	-1.6	-7.9	-1.0
Total Net Budget	318.7	6.0	-1.7
Business Rates Retention Scheme	-28.3	0.0	0.0
Specific Grants	-36.5	0.0	0.0
Council Tax	-253.8	0.0	0.0
FUNDING	-318.7	0.0	0.0
Net Position	0.0	6.0	-1.7

5. Adults and Health Committee:

- The Adult Social Care (Operations and Commissioning) and Public Health budgets remain under continued pressure across the country. The rising cost of Social Care in Cheshire East is driven by increasing demand for services, increasing complexity of the demand and increasing costs in providing them. Demand for Social Care is therefore not driven exclusively by an ageing population, the prevalence of disability among working-age adults has also increased over recent years. In addition to increasing demand, the unit cost of providing care services is also going up, driven mainly by workforce costs and this has been recognised in the 2023/24 budget where growth has been allocated.

6. Children and Families Committee:

- The Children and Families final outturn for 2022/23 reflects a £5.2m overspend. The breakdown of that position is shown in the main summary table. The key pressure areas for the directorate include the following:
- Children's social care agency placements – where the number of children in care has continued to increase from 521 at April 2022 to 585 at April 2023 and placement costs are increasing by more than inflation.
- The increased use and cost of agency staff in children's social care to cover vacant posts.
- Higher legal costs within children's social care with longer processes and more challenge.
- Home to school transport costs – where a mix of increasing numbers of pupils with an education, health and care plan (EHCP), driver shortages and increasing fuel costs have seen overall costs rise.

- Educational Psychologists – where there is the need for agency staff to cover posts and challenges in recruiting and retaining staff.
- The £5.2m reflects the position after £4m of one-off mitigating measures have been applied including resettlement funding, funding transformation costs from capital receipts and use of earmarked reserves. As a result, the underlying pressure is much greater.
- A number of these items are reflected in growth allocations in the MTFs. However, the position will require careful management during 2023/24 and the Directorate is developing work plans.

Dedicated School Grant (DSG):

- The key pressure on DSG relates to the high needs block where the SEND service continues to see a significant increase in the number of pupils with an EHCP.
- This has placed pressure on the grant used to provide funding for children with SEND in various settings and led to a £21.2m overspend in 2022/23. This adds on to the brought forward deficit of £25.7m to take the DSG Reserve to a £46.9m deficit position.
- This is in line with the budget gap as determined by the council's DSG Management Plan that was reported to Children and Families Committee in September 2022 and set out the planned expenditure and income on high needs over the medium term.
- The deficit is currently being managed by an accounting override until 2026 which allows it to be treated as an un-usable reserve. At this stage the position is not recoverable unless there are significant changes to funding or demand or both.

7. Environment and Communities Committee:

- Environment & Neighbourhood Services are reporting a pressure of £2.2m against a net budget of £43.6m. £1.9m of this relates to income pressures in Planning, Libraries and Licensing as a legacy of the covid pandemic. £0.4m relates to covid related costs as more people are working from home leading to increased waste collection and transfer costs due to tonnage growth. A net £0.9m non covid pressure arises in Environmental Services due to the impact of the pay rise pressure on the cost of services delivered to the Council by it's wholly owned companies, plus increased costs as a consequence of significant inflation impacts against waste disposal contracts, together with waste transfer station maintenance and compliance measures. These costs increased have been mitigated to some extent by a higher than expected bereavement income surplus and a tonnage rebate from Ansa due mainly to lower organic waste in quarter 4. There is a large staffing underspend across the majority of services due to vacancies and delaying recruitment to improve the overall Council financial position, offset slightly by the pay rise pressure.

8. Economy and Growth Committee:

- Growth & Enterprise have an underspend of £1.6m against a net budget of £22.3m. There were a number of measures taken to help with the Council's financial position including releasing funding in Economic Development of £0.8m, reduction in planned maintenance in Facilities Management and Farms, stopping non-essential spend and holding vacancies across the majority of the services. Growth & Enterprise had inflationary pressures from the pay rise, responsive maintenance and energy costs which reduced the underspend available.

9. Highways and Transport Committee:

- Highways & Infrastructure are reporting an underspend of £1.6m against a net budget of £13.7m. There is a pressure of £0.8m included within these figures for lower income received from pay and display car parks, annual and quarterly parking permits and from penalty charge notices within Parking. This has been offset by £1.3m of additional income from Highways and Infrastructure, releases of earmarked reserves to improve the Council position of £0.4m, vacancies and delayed recruitment across the majority of services and a LEP contribution towards HS2.

10. Corporate Policy Committee:

- The Corporate Services Directorate has reported an underspend against budget of £651,000.
- The main underspends in the service were due to holding vacancies across many services in the Directorate, reduced non-essential spend, and, as a result of the continued impact of COVID bounce-back, additional marriage income in Registrations. These underspends were partially offset by overspends in ICT Shared Services, and the shared Transactional Services Centre. There was also an overspend on Housing Benefits Payments Centre, which is a volatile budget and additional one-off costs relating from the implementation of the Unit 4/Best4Business System, which cannot be charged to the joint capital project with Cheshire West and Chester Council.

11. Central Budgets:

- The Central Budgets are reporting an underspend of £7.9m against budget. This relates to the drawdown from reserves, for prior year funding that has been carried forward to 2022/23, to offset Covid scarring costs held within services and the over recovery of past service employer pension contributions compared to the budget set.

12. Other Companies:

- The Council's wholly owned companies' core contract expenditure was £37.94m in 2022/23, relating to services provided at cost for the Council. This position includes a net £1.5m of additional costs in year, relating to pay award pressures, significant inflation against contracts and materials, the legacy effects of Covid and increased demand for services; partly offset by improvements against waste tonnages, bereavement income and staffing vacancies, and other efficiencies. The net increase in cost is reflected in the Council's outturn position, mainly against Environment & Communities Committee services, but also partly Highways & Transport Committee functions.
- Ansa and Orbitas realised £0.356m in profits (after tax) from commercial activities. Although Transport Service Solutions (TSS) ceased trading on 31 March 2022, there were residual transactions in 2022/23, as part of winding down the company, generating a £0.106m surplus as at 31 March 2023, which will be paid as a final dividend in 2023/24. An interim dividend of £0.291m was paid in-year from TSS to the Council.

Outturn Impact

13. At the third financial update stage it was planned that £5.2m would be used from the MTFS reserve to mitigate the forecast overspend. The residual impact on General Reserves were planned to be a reduction of £2.5m, decreasing the forecast closing balance of £14.9m to a potential closing balance of £12.4m, which is aligned to the risk assessed level of reserves for the 2023/24 Budget.
14. The actual overspend has allowed the use of the General Reserve to be reduced to £0.8m taking the closing balance to £14.1m.

Collecting Local Taxes for Local Expenditure

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

Council Tax

16. Council tax is set locally and retained for spending locally. Council tax was set for 2022/23 at £1,626.24 for a Band D property. This is applied to the taxbase.
17. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect council tax from (after adjustments for relevant discounts, exemptions and an element of non-collection). The taxbase for 2022/23 was agreed at 156,607.48 which, when multiplied by the Band D charge, means that the expected income for the year is £254.7m.
18. In addition to this, Cheshire East Council collects council tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils. **Table 3** shows these amounts separately, giving a total budgeted collectable amount of £313.8m.
19. This figure is based on the assumption that the Council will collect at least 99% of the amount billed. The Council will always pursue 100% collection, however to allow for non-collection the amount billed will therefore exceed the budget.
20. This figure may also vary during the year to take account of changes to Council Tax Support payments, the granting of discounts and exemptions, and changes in numbers and value of properties. The amount billed to date is £315.6m.

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

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

21. **Table 4** shows collection rates within three years and, following a slight drop below this rate during the Covid-19 pandemic, demonstrates that 99% collection rate is on target to be achieved within this period for 2022/23.
22. **Table 4 – 99% of Council Tax is collected in three years**

Financial Year	CEC Cumulative			
	2019/20	2020/21	2021/22	2022/23
	%	%	%	%
After 1 year	97.9	97.4	97.8	98.2
After 2 years	98.8	98.6	98.5	**
After 3 years	98.9	98.9	**	**

**data not yet available

23. The council tax in-year collection rate for the period up to the end of March 2023 is 98.2%. This is a small increase of 0.4% on the previous year, despite current cost of living pressures. Facilities are in place for residents to extend payments where needed and staff are engaging with residents who need additional support.

24. Council tax support payments were budgeted at £18.4m for 2022/23 and at the end of March 2023 the total council tax support awarded was £18.7m.
25. During 2021/22 there was a consultation and review of the Council Tax Support scheme resulting in some amendments being made. The revised scheme was confirmed by full Council in December 2021.
26. Council tax discounts awarded are £29.4m which is an increase of £1.9m in comparison to the same period in 2021/22. This increase is attributable to work related to raising awareness of the discounts available to residents.
27. Council tax exemptions awarded is £8.0m, which is a small increase of £0.4m compared with 2021/22.

Non-Domestic Rates (NDR)

28. NDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes annually in line with inflation and takes account of the costs of small business rate relief.
29. The small business multiplier applied to businesses which qualify for the small business relief was set at 49.9p in 2022/23. The non-domestic multiplier was set at 51.2p in the pound for 2022/23.
30. **Table 5** demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

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

Financial Year	CEC Cumulative			
	2019/20	2020/21	2021/22	2022/23
	%	%	%	%
After 1 year	98.2	92.4	95.6	98.2
After 2 years	98.4	97.4	98.3	**
After 3 years	99.2	99.0	**	**

**data not yet available

32. The business rates in-year collection rate for the period up to the end of March 2023 is 98.2%. This is a 2.6% increase on last year and continues the growth of collection rates back to pre-pandemic figures. A return to standard collection processes and government support through additional reliefs has assisted the recovery in collection.

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2. Corporate Grants Register

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Table 3: Delegated Decision Additional Grant Funding (Specific Use) £500,000 or less

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Appendix 2

Children and Families Committee

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

	Third review Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Revised Net Budget £000
Children and Families				
Directorate	1,006	-	200	1,206
Children's Social Care	47,023	-	(116)	46,907
Education & 14-19 Skills	18,541	-	3,896	22,437
Strong Start, Family Help and Integration	7,687	-	342	8,029
	74,257	-	4,322	78,579

2. Corporate Grants Register

Table 1 – Corporate Grants Register

Grants 2022/23	Revised Forecast FR3 2022/23 £000	Final Outturn 2022/23 £000	Change from Revised Forecast FR3 2022/23 £000	Treatment of Grant <i>Notes 2 - 5</i>
CHILDREN & FAMILIES				
Specific Purpose (Held within Services)¹	167,314	167,865	551	
General Use (Held Corporately)				
Staying Put Implementation Grant	130	130	0	
Extended Rights to Free Transport (Home to School Transport)	250	250	0	
Extended Personal Adviser Duty Implementation	57	57	0	
Extension of the role of Virtual School Heads	61	61	0	
TOTAL CHILDREN & FAMILIES	167,811	168,363	551	

Notes

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

2 SRE - Supplementary Revenue Estimate requested by relevant service.

3 ODR - Officer Decision Record to approve immediate budget change to relevant service.

4 Reserves - transfer to reserves at year end.

5 Balances - amount will be included as a variance to budget.

- 2.1 Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. Specific use grants are held within the relevant service with a corresponding expenditure budget. Whereas general purpose grants are held in central budgets with a corresponding expenditure budget within the allocated service area.
- 2.2 Spending in relation to specific use grants must be in line with the purpose for which it is provided.
- 2.3 The increase in specific purpose grants relates mainly to an increase in the Asylum Seekers grant. This, and small

increases in other grants, has been off-set by remaining amounts from grants that have not been used in full during 2022/23, and are carried forward to meet expenditure in financial year 2023/24.

- 2.4 **Table 2** shows additional specific purpose grant allocations that have been received which are over £500,000 and up to £1m, and are for committee to approve.
- 2.5 **Table 3** shows additional specific purpose Grant allocations that have been received which are £500,000 or less and are for noting only.

Table 2 – Committee Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) over £500,000 up to £1,000,000

Committee	Type of Grant	£000	Details
Children and Families	Asylum Seekers (Specific Purpose)	647	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. Based on clients' claims so therefore will fluctuate based on age / numbers of claims – we are also receiving some additional funding from those that move through the National Transfer Scheme. Looking at claims in the current year there have been additions to the UASC population, therefore this has likely seen an increase in the amount receiving the higher rate. In addition, possibly an element of being cautious with MTFS items as this can vary significantly purely based on the numbers as said above.
Total Specific Purpose Allocations over £500,000 up to £1,000,000		647	

Table 3 – Note Delegated Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Use) £500,000 or less

Committee	Type of Grant	£000	Details
Children and Families	Teachers' Pay Grant (Specific Purpose)	24	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. The teachers' pay grant (TPG) provides funding for schools to support teachers' pay awards. Local authorities must follow the terms and conditions set out in the conditions of grant. Teachers' pay grant: allocations for 2022 to 2023 financial year - GOV.UK (www.gov.uk)
Children and Families	Teachers' Pension Grant (Specific Purpose)	67	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. The teachers' pension employer contribution grant (TPEG) supports schools and local authorities with the cost of the increase in employer contributions to the teachers' pension scheme. Local authorities must follow the terms and conditions set out in the conditions of grant. Teachers' pension grant: 2022 to 2023 allocations - GOV.UK (www.gov.uk)
Children and Families	COVID-19 Recovery Premium (Specific Purpose)	60	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. Recovery premium received on behalf of schools and allocated out as per funding schedule (breakdown by school).
Children and Families	School Led Tutoring Grant (Specific Purpose)	159	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. This grant will give schools and academy trusts the flexibility in determining how best to provide tutoring intervention to support catch-up for lost education due to the coronavirus (COVID-19) pandemic. Grant conditions .

Children and Families	Milk Subsidy (Specific Purpose)	3	This grant is from the Rural Payments Agency and is an increase on the Financial Review 3 forecast. The scheme subsidises the cost of milk, certain milk products and yoghurts for schoolchildren in England, Scotland and Wales. This means that the products can be sold to schoolchildren at a lower price. Schools must offer drinking milk before they can supply other eligible milk products or yoghurts. Schools, local authorities, suppliers or other organisations can claim for the subsidy.
Children and Families	Senior Mental Health Lead Training Grant (Specific Purpose)	6	<p>This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. The Department for Education (DfE) is offering a grant of £1,200 for eligible state-funded schools and colleges in England to train a senior mental health lead to develop and implement a whole school or college approach to mental health and wellbeing. This training is not compulsory, but it is part of the government's commitment to offer this training to all eligible schools and colleges by 2025.</p> <p>Eligible schools and colleges are now able to apply for a senior mental health lead training grant to commence training within the 2022 to 2023 financial year, up to 31st March 2023. Grants will be provided to cover (or contribute to) the cost of attending a quality assured course and may also be used to hire supply staff whilst leads are engaged in learning.</p>
Children and Families	Apprentice Incentive Scheme (Specific Purpose)	2	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. Incentive payments available for hiring a new apprentice. Employers are able to use their levy funds to cover the cost of an apprentice's training and assessment. Payments passported to schools. Grant conditions .

Children and Families	Afghanistan Resettlement (Education) Grants (Specific Purpose)	223	This grant is from the Department for Education. This grant is from the Department for Education. The Afghanistan Resettlement (Education) Grant 2022 to 2023 is being allocated to those local authorities where families who have arrived from Afghanistan are being housed in temporary accommodation, namely, bridging hotels funded by the Home Office. Due to the continued pressures on local authorities, funding has been provided to cover costs incurred in the 2022 to 2023 financial year and have reduced the payments by any underspends from your 2021 to 2022 allocations. Funding is to be used for the education and childcare of children aged 2 to 18. They must be from families arriving from Afghanistan and currently in bridging accommodation. Additional Information available via - Afghanistan resettlement education grant - GOV.UK (www.gov.uk)
Children and Families	Hong Kong UK Welcome Programme - British Nationals (Specific Purpose)	35	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC) and is an increase on the Financial Review 3 forecast. Funding is being provided as part of the Hong Kong UK Welcome Programme which is intended to provide funding to local authorities in England to provide targeted support to BN(O) status holders who need additional English language support and destitution support for those whose circumstances change.
Children and Families	Early Years Professional Development programme (Specific Purpose)	6	This grant is from the Department for Education and is an increase on the Financial Review 3 forecast. The Early Years Professional Development Programme is a key element of the national government initiative to improve children's outcomes in early language, literacy and mathematics.

Children and Families	Early Years Childminder programme (Specific Purpose)	12	This grant is from the Department for Education. The Early Years Childminder Mentor programme from the Department for Education is focused on supporting early years childminders, to address the impact of the pandemic on the youngest children. The programme is available nationally, across England. At the end of each term, Mentors will move on to support a new group of childminders. Mentors will offer mostly online support. Groups will be allowed to meet face-to face, if this is feasible for both the Mentor and the childminders they are supporting.
Total Specific Purpose Allocations less than £500,000		597	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Children and Families Committee		
Children's Social Care (Incl. Directorate)	12	-
Education and 14-19 Skills	6	2
Prevention and Early Help	67	3
Schools	2	-
	87	5

4. Capital Strategy

Children and Families												CAPITAL	
CAPITAL PROGRAMME 2022/23-2025/26													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2022/23 £000	Forecast Budget 2023/24 £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Total Forecast Budget 2022/26 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes in progress													
Childrens Social Care													
Foster Carers Capacity Scheme	634	349	55	231	0	0	286	0	0	0	0	286	286
Crewe Youth Zone	4,800	342	53	3,047	1,358	0	4,458	2,260	0	0	0	2,198	4,458
Family Hubs Transformation	95	0	6	89	0	0	95	95	0	0	0	0	95
Children's Home Sufficiency Scheme	2,100	0	0	2,100	0	0	2,100	0	0	0	0	2,100	2,100
Strong Start, Family Help & Integration			0	0	0	0		0	0	0	0	0	
Ash Grove Nursery Expansion	230	225	5	0	0	0	5	5	0	0	0	0	5
Beechwood Nursery Expansion	868	836	20	12	0	0	32	0	0	32	0	0	32
Early Years Sufficiency Capital Fund	1,036	913	0	123	0	0	123	123	0	0	0	0	123
Education and 14-19 Skills													
Adelaide Academy	788	34	5	554	195	0	754	584	0	0	0	170	754
Basic Need Grant Allocation	9,542	11	-11	2,292	4,808	2,442	9,531	9,531	0	0	0	0	9,531
Congleton Planning Area	5,045	44	595	3,406	1,000	0	5,001	2,603	2,397	0	0	0	5,001
Devolved Formula Capital	2,337	0	387	970	340	640	2,337	2,337	0	0	0	0	2,337
Elworth CoE Promary School	1,919	1,917	2	0	0	0	2	2	0	0	0	0	2
Energy Efficiency Capital	714	0	48	666	0	0	714	714	0	0	0	0	714
Expansion of Park Lane Special School	4,610	4,226	385	0	0	0	385	385	0	0	0	0	385
Expand 'In Borough' Sen Placement Capacity - Springfield	103	91	13	0	0	0	13	13	0	0	0	0	13
Hollinhey CTA 22-23 - S106 Reimbursement	54	0	54	0	0	0	54	0	54	0	0	0	54
Holmes Chapel Planning Area	3,631	770	1,007	1,853	0	0	2,861	2,486	375	0	0	0	2,861
Little Angels Satellite Sites	29	1	2	26	0	0	28	28	0	0	0	0	28
Macclesfield Academy Resource Provision	103	0	3	100	0	0	103	103	0	0	0	0	103
Macclesfield Planning Area - secondary	4,091	1,106	6	1,500	1,478	0	2,984	2,984	0	0	0	0	2,984
Malbank High School	1,922	1,856	5	61	0	0	66	66	0	0	0	0	66
Middlewich Planning Area	4	2	2	0	0	0	2	2	0	0	0	0	2
Monks Coppenhall SEN Expansion	142	2	140	0	0	0	140	40	0	0	0	100	140
Nantwich Planning Area (Primary)	7,861	104	411	4,670	2,676	0	7,757	4,568	3,189	0	0	0	7,757

Children and Families

CAPITAL

CAPITAL PROGRAMME 2022/23-2025/26

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Actuals 2022/23 £000	Forecast Budget 2023/24 £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Total Forecast Budget 2022/26 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
Committed Schemes in progress													
Education and 14-19 Skills													
Nantwich Planning Area (Secondary)	701	0	1	700	0	0	701	701	0	0	0	0	701
Pupil Referral Unit	3,870	3,871	-1	0	0	0	-1	-1	0	0	0	0	-1
Puss Bank SEN Expansion	532	509	0	23	0	0	23	0	0	0	0	23	23
St Johns CoE Primary School	250	247	4	0	0	0	4	4	0	0	0	0	4
Sandbach High School - Basic Need	1,776	1,773	0	3	0	0	3	3	0	0	0	0	3
Sandbach Boys School - Basic Need	1,704	1,702	0	2	0	0	2	2	0	0	0	0	2
Sandbach Planning Area (secondary - 300 places)	42	3	1	38	0	0	38	38	0	0	0	0	38
School Condition Capital Grant	10,311	779	549	2,983	2,000	4,000	9,532	9,431	0	101	0	0	9,532
SEN/High Needs Grant Allocation	307	47	110	149	0	0	259	259	0	0	0	0	259
SEN Placement Expn - Phase 2	4	4	0	0	0	0	0	0	0	0	0	0	0
Shavington Planning Area - secondary	3,506	70	98	1,782	1,557	0	3,437	3,437	0	0	0	0	3,437
Special Provision Fund Capital Grant	909	46	740	123	0	0	863	857	0	6	0	0	863
Springfield Satellite Site (Dean Row)	6,113	91	717	4,805	500	0	6,022	5,222	0	0	0	800	6,022
Wilmslow High School BN	17,219	4,923	3,265	5,745	3,286	0	12,296	9,561	2,687	0	0	48	12,296
Wilmslow Primary Planning Area	626	0	1	0	625	0	626	126	500	0	0	0	626
Total Committed Schemes	100,528	26,895	8,677	38,051	19,823	7,082	73,633	58,566	9,203	139	0	5,725	73,633
New Schemes													
Education and 14-19 Skills													
Congleton Planning Area - Primary (1)	2,209	0	9	500	1,700	0	2,209	1,009	1,200	0	0	0	2,209
Congleton Planning Area - Primary (2)	628	0	66	562	0	0	628	628	0	0	0	0	628
Congleton Planning Area - Primary (3)	7,504	0	4	250	1,500	5,750	7,504	4,304	3,200	0	0	0	7,504
Sandbach Planning Area - Primary	3,694	0	11	2,000	1,683	0	3,694	3,184	510	0	0	0	3,694
Handforth Planning Area - New School	13,003	0	3	0	500	12,500	13,003	139	12,864	0	0	0	13,003
Macclesfield Planning Area - New school	4,001	0	1	0	0	4,000	4,001	1	4,000	0	0	0	4,001
Macclesfield Planning Area - Secondary	603	0	3	100	500	0	603	603	0	0	0	0	603
Mobberley Primary School	908	0	23	885	0	0	908	608	0	0	300	0	908
Poynton Planning Area	1,500	0	0	750	750	0	1,500	698	802	0	0	0	1,500
Provision of Sufficient School Places - SEND	7,175	9	276	5,889	1,000	0	7,165	1,637	0	0	0	5,528	7,165
Resource Provision - Wistaston	1,406	0	6	1,400	0	0	1,406	1,106	0	0	0	300	1,406
SEN Free School 1	500	0	0	0	500	0	500	500	0	0	0	0	500
SEN Free School 2	500	0	0	0	500	0	500	500	0	0	0	0	500
Shavington Planning Area - Primary	8,040	0	131	419	5,114	2,376	8,040	5,680	2,360	0	0	0	8,040
The Dingle Primary School Expansion	1,395	0	67	943	385	0	1,395	1,395	0	0	0	0	1,395
Total New Schemes	10,435	0	600	13,698	14,132	24,626	53,056	21,991	24,936	0	300	5,828	53,056
Total Children and Families Schemes	110,964	26,895	9,277	51,749	33,955	31,708	126,689	80,557	34,139	139	300	11,553	126,689

5. Reserves Strategy

Name of Reserve	Opening Balance 1 April 2022 £000	Movement in Reserves 2022/23 £000	Closing Balance 31 March 2023 £000	Notes
<u>Directorate</u>				
Childrens Directorate - Transformation Funding	1,079	(300)	779	To support a number of projects within the Children and Families Directorate. £300k drawdown used for in-year mitigations. Remaining balance is forecast to be drawn down in 2023/24 to support budget pressures.
Childrens Directorate - C&F ED	422	0	422	To support a number of projects within the Children and Families Directorate. Balance is forecast to be fully drawn down in 2023/24 to support budget pressures.
<u>Childrens Social Care</u>				
Domestic Abuse Partnership	112	34	146	To sustain preventative services to vulnerable people as a result of partnership funding. Service will need to consider in year deficit as this would not be sustainable in 2023/24 based on current assumptions.
<u>Education and 14-19 Skills</u>				
Skills and Lifelong Learning (Childrens Directorate)	30	(30)	0	To support adult learning, training and improving skills for the workplace.
School Organisation & Capital Service (Childrens Directorate)	16	(16)	0	Springfield lease of £28.5k per annum will be a pressure in 2022/23.
SSIF Nexus Programme	9	(9)	0	Reserve drawdown has now been actioned and allocated to School Improvement to continue to support schools with high disadvantaged learners - agreed with CWAC.
<u>Strong Start, Family Help and Integration</u>				
Troubled Fams Initiative	2,215	(266)	1,949	Crewe Youth Zone and ACT have been assigned funding from shared outcomes of the Supporting Families Programme.
Emotional Healthy Schools	71	(71)	0	Funding by partners to deliver service.
Public Sector Transformation – contribution to Early Youth Inclusion Fund	57	0	57	Revenue grant carried forward
Complex Dependencies	21	0	21	Revenue grant carried forward
CHILDREN AND FAMILIES TOTAL	4,032	(658)	3,374	

5.1 The Dedicated Schools Grant (DSG) is ring-fenced funding received for: schools; high needs / special educational needs; and early years provision. In recent years there has been a pressure on the DSG high needs block where funding has not kept pace with the increasing numbers and cost of children with an education, health and care plan. This has created a deficit DSG reserve balance which is held in an unusable reserve. The DSG reserve deficit is £46.9m at the end of the year which is in line with the budget gap as determined the

Council’s DSG Management Plan that was approved by Children and Families Committee in September 2022.

Table 3 – DSG Deficit

	£m
Deficit Balance brought forward	25.7
Additional In-year Pressures	21.2
DSG Deficit Balance at 31 March 2023	46.9

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Adults and Health Committee	15.274	6.077	4.751	5.116		
1	Demand in Adult Social Care - unit cost inflation	12.652	-	-	-		Care in line with forecasts at year end 2022/23.
2	Demand in Adult Social Care - complexity	10.351	-	-	-		Care in line with forecasts at year end 2022/23.
3	Investment in Adult Social Care	5.400	7.600	4.000	4.000		On track in line with the Market Sustainability Plan.
4	Pay inflation	3.155	1.269	1.089	1.116		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
5	Care Fee Uplifts in Adult Social Care	2.000	-	-	-		Volatility creating risk above the Market Sustainability Plan.
6	Direct Payment (Personal Assistants) Uplift	0.691	-	-	-		On track.
7	Revenue grants for Adult Social Care	-3.600	-2.480	-	-		On track.
8	Home First Strategy - increased care at home capacity	-4.000	-	-	-		On track to reduce beds and short stay expenditure.
9	Pension Costs Adjustment	-2.082	-0.493	-0.517	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
10	Learning Disabilities Future Service Development and Review	-1.750	-	-	-		On track.
11	Client contribution yield offsetting growth	-1.200	-0.800	-0.800	-		On track.
12	Home First Strategy - alternative care provisions	-1.000	-	-	-		Challenges with delivery, alternative mitigations are being investigated.

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MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
13	Market Sustainability and Fair Cost of Care - Grant Income	-0.979	-	0.979	-		On track.
14	Resettlement Revenue Grants	-0.850	0.850	-	-		On track.
15	Communities Team	-0.750	-	-	-		On track.
16	Direct Payment - Audit Recoveries	-0.750	-	-	-		On track.
17	ASC Transformation Earmarked Reserve Release	-0.500	0.500	-	-		On track.
18	Maximisation of Supported Living	-0.369	-0.369	-	-		On track.
19	Productivity and Efficiency in Adult Social Care	-0.271	-	-	-		Reprofile of staffing budgets being carried out.
20	Building Based Short Breaks	-0.250	-	-	-		Pending outcome of consultation process.
21	Adults and Health Non-Essential Commissioning/Contracts	-0.245	-	-	-		On track.
22	Building Based Day Services	-0.229	-	-	-		Pending outcome of consultation process.
23	Day Care Review	-0.150	-	-	-		On track.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Children and Families Committee	5.623	2.880	2.619	3.282		
24	School transport pressures	4.000	-	0.600	0.800		<p>This item includes the growth in special educational needs transport and the planned savings from the review of transport.</p> <p>Additional pressures are expected in year.</p> <p>A major work programme is underway (including input from the consultants) to deliver the savings to mitigate those pressures and effectively meet needs. Further updates will be taken to Children and Families Committee.</p>
25	Pay inflation	3.059	1.230	1.056	1.082		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
26	Growth in Children's Social Care	1.900	1.800	1.700	1.600		The revised position for placements is under review. It is expected that the service is facing a challenging position given the outturn results.
27	Recognise pressures in the Children's Social Care direct payments budget	0.743	-	-	-		Achieved although further pressures may emerge.
28	Statutory Education Psychology Service	0.600	-	-	-		Achieved although further pressures may emerge.
29	Reverse travel savings	0.430	-	-	-		Achieved.
30	Increase capacity to support statutory SEND service	0.300	-	-	-		Achieved although further pressures may emerge.
31	Household Support Fund Grant	-4.400					Achieved.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
32	Household Support Fund into the Council's base budget (funded from grant)	4.400					Achieved.
33	Pension Costs Adjustment	-1.964	-0.465	-0.487	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
NEW 1	Delivering Better Value in SEND grant	-1.200	+1.200				Achieved.
NEW 2	Delivering Better Value in SEND (funded from grant)	1.200	-1.200				Achieved.
34	Use of Children & Families Transformation Reserve - estimated balance	-1.065	1.065	-	-		Achieved as a one-off mitigation.
35	Integrated Children's Service Strategy	-0.950	-0.500	-0.200	-0.200		Project underway. Savings in 2023/24 on track but more to do in later years.
36	Holiday Activity Fund Grant	-0.900					Achieved.
37	Holiday Activity Fund into the Council's base budget (funded from grant)	0.900					Achieved.
38	Review of commissioned services across the Children and Families Directorate	-0.450	-0.100	-	-		Further work to do to find the whole saving.
39	Children's Development and Partnerships Service	-0.300	-	-	-		Achieved.
40	Early Help Redesign	-0.200	-	-	-		Achieved.
41	Deliver the Family Hub model	-0.150	-0.100	-	-		Achieved.
42	Review of funding streams and income opportunities within Education and Skills	-0.230	-	-	-		Achieved.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
43	Reduce Legacy Pension commitments	-0.100	-0.050	-0.050	-		Achieved.
44	Revenue costs for the Crewe Youth Zone (as above) aligned to Supporting Families Funding	-	-	0.400	-		Achieved.
45	Early Help budget to support funding towards the Crewe Youth Zone	-	-	-0.400	-		Achieved.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Corporate Policy Committee	2.551	0.985	-1.762	0.865		
46	Pay inflation	2.587	1.040	0.893	0.915		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
47	Shared Services Review – move to hybrid model	0.390	0.343	-2.205	-		Project has mobilised and identified appropriate resources. Financial profile is being analysed.
48	Revenue implications of capital: IT Procurements and Application Lifecycle Management	0.511	0.084	0.006	-		On track, subject to ongoing monitoring.
49	Infrastructure Investment Programme	0.239	0.023	-	-		On track, subject to ongoing monitoring.
50	Accelerate digital transformation / robotics and related Digital Savings	0.150	-0.150	-	-		Structure of digital transformation is being reviewed. No growth incurred to date whilst plans are being developed.
51	Mitigation of reduction in the Dedicated Schools Grant	0.122	0.136	-	-		On track, subject to ongoing monitoring.
52	Remove Commercial Workstream Income Target	0.100	-	-	-		Action complete – budget adjusted.
53	Coroners Restructure Costs	0.060	-	-	-		Action complete – budget adjusted.
54	Improved Debt Recovery and correcting budgeted court costs income targets to reflect actual levels	0.013	-0.024	-	-		On track, subject to ongoing monitoring.
55	Pension Costs Adjustment	-0.996	-0.378	-0.396	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
56	ICT Operational Efficiencies	-0.310	-0.100	-	-		Reduction in end user licence costs achieved. Further review of resources and third party contracts. Subject to ongoing monitoring.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
57	Reduce cost of Democracy	-0.135	-	-	-		Report to Corporate Policy Committee on 15 June 2023 provided latest position.
58	Elections Act 2022 additional costs (funded by New Burdens grant funding)	-0.132	-	-	-		Action complete – budget adjusted.
59	Elections Act 2022 additional costs (funded by New Burdens grant funding)	0.132	-	-	-		Action complete – budget adjusted.
60	Revenue implications of capital: Vendor Management Phase 3 to drive improvements in procurement	-0.089	0.071	-	-		On track, subject to ongoing monitoring.
61	Brighter Futures Together Programme Customer Experience	-0.081	-	-	-		Savings relate to staffing reductions. These may not be appropriate in 2023/24 due to significant change projects requiring support to customers.
62	Across the board efficiencies, including procurement and income generation etc	-0.010	-0.010	-0.010	-		On track, subject to ongoing monitoring.
63	Review of leadership and management, including MARS and redefine 'core offer'	-	-0.050	-0.050	-0.050		On track, subject to ongoing monitoring.

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MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Economy and Growth Committee	1.045**	2.145**	0.595	1.909		**Totals will not match to MTFS as Place Restructuring items all moved under E&G
64	Assets - Buildings and Operational	2.480	3.119	0.423	1.481		Growth identified for increases in costs for the operation of our building continues to be monitored.
65	Pay inflation	1.437	0.486	0.418	0.428		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
66	Rates increase for Cheshire East properties	0.343	-	-	-		Budgets in place for increase in rateable values for Cheshire East council properties.
67	Rates increase from Collection Fund EMR	-0.343	-	-	-		Funding for increase in rateable values for Cheshire East properties is in place for 2023-24.
68	Office Estate Rationalisation	0.210	-0.550	-0.150	-		Proposals being developed for consideration by Committee.
69	Rural and Visitor Economy	0.165	0.045	-0.021	-		Provision of additional funding to manage increased costs of materials and staffing. This is expected to be on budget.
70	Cultural	0.072	0.020	0.089	-		Growth to support cultural framework required for regeneration projects across the borough and safeguarding museum collections. This is on track.
71	Housing	-	0.035	-	-		Growth identified for First Homes initiative in 24/25.
72	Assets - Transactions	0.023	-	-	-		Removal of prior year savings target offset by increased property disposals and proactive management lease renewals and rent reviews. On track for the end of the year.

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MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
73	Inflation in Utility costs and enhanced Carbon Management	-1.500	-	-	-		Removal of one-off budget for 2022-23.
74	Pension Costs Adjustment	-0.675	-0.157	-0.164	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
75	Restructuring Potential	-1.009	-0.787	-	-		The total saving for the Directorate and the three Place committees is placed under Economy & Growth. Partial savings captured through vacancy management and capitalisation, with further saving opportunities being explored.
76	Investment in Public Rights of Way	-0.100*	-	-	-		Removal of one-off budget for 2022-23.
77	Tatton Park	-0.028	-0.046	-	-		Savings resulting from income and efficiencies generated through the investment programme in the facilities at Tatton Park.
78	Asset / Service Transfer	-0.020	-	-	-		Savings should be met by the end of the year.
79	Transfer of Congleton Visitor Information Centre	-0.010	-0.020	-	-		Savings on target, transfer is complete.

* Item represented a one-off spend in 2022/23. As it is not a permanent part of the budget, the value of the proposal is reversed in 2023/24

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Environment and Communities Committee	4.468**	-0.160**	0.837	1.696		** Totals will not match to MTFS as Place Restructuring items all moved under E&G
80	Waste Disposal - Contract Inflation and Tonnage Growth	4.976	0.989	0.402	0.721		Regular monitoring of actual v's forecast tonnages continues to be undertaken across all waste streams collected. This monitoring also covers the unit rate disposal costs where these vary due to market forces, such as recyclates collected at the kerbside.
81	Pay Inflation – Wholly Owned Companies	1.378	0.440	0.507	0.519		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
82	Pay inflation - CEC	1.239	0.503	0.431	0.443		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
83	Planning and Building Control income	0.800	-	-	-		Action complete – budget adjusted.
84	Environmental Hub maintenance	0.447	0.023	0.018	0.012		Maintenance works to this key Council owned operational facility are ongoing and continue to be delivered within forecast budget.
85	Review of governance of Council Wholly Owned Companies and seeking increased opportunities for savings / commercial opportunities	0.240	-	-	-		Budget line adjustment only to balance previous under recovery of savings target – now actioned.
86	Orbitas management fee uplift	0.175	-	-	-		Now included in agreed Orbitas management fee for 2023/24.
87	Bereavement income	-0.175	-	-	-		Now included in agreed Environment Commissioning budget for 2023/24 and

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
							income against revised target continues to be regularly monitored.
88	Closed Cemeteries	0.093	0.005	0.005	0.005		A single closed cemetery has now transferred to Cheshire East Council and regular works have been incorporated within commissioned maintenance schedules.
89	Local Plan Review	0.036	0.255	-0.160	0.033		On track, subject to ongoing monitoring.
90	Strategic Leisure Review	-1.291	1.056	-0.207	-0.037		The Strategic Leisure Review is now well established in terms of governance and collating the relevant public health data sets which will inform the outcomes. Target is to seek approval to consult on the draft review outcomes at a November Committee. 2023/24 savings have been substantially secured, where appropriate under the operating contract with Everybody Health & Leisure.
91	Maintenance of green spaces	-0.398	-0.200	-	-		Works to develop a new draft maintenance schedule policy are now well progressed with a September Committee date targeted to seek approval to consult publicly. Environmental Services as the commissioner continue to work with ANSA Environmental Services as the appointed provider to mitigate any in year effects.
92	Review Waste Collection Service - Green Waste	-0.900	-3.150	-	-		All aspects of the implementation programme are on track for delivery, with update to Committee on details and timescales scheduled for July 2023.
93	Libraries - Service Review	-0.519	-0.200	-	-		Public consultation launched on 9 th June until 9 July, seeking views on revised opening hours

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MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
							across all library sites. Update to Committee on implementation of the review is scheduled for July 2023.
94	Pension Costs Adjustment	-0.676	-0.151	-0.159	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
95	Investment in improving the customer experience in Planning Services	-0.500*	-	-	-		Action complete – budget adjusted.
97	Review Closed Landfill Sites	-0.300	0.300	-	-		Budget line adjustment only – now actioned.
98	Move to a single contractor to maintain all Council owned green spaces	-0.075	-	-	-		Works are continuing to migrate the grounds maintenance functions from highways to with ANSA Environmental Services Ltd as the single provider of these services. This has been combined with MTFS line 91 due to synergies.
99	Environment Strategy and Carbon Neutrality	-0.061	-	-	-		Budget line adjustment only – now actioned.
100	CCTV	-	-0.030	-	-		Income opportunities are currently being explored both new and by expansion of existing external customer base offer.
101	Household Waste and Recycling Centres - introduce residency checks	-0.021	-	-	-		Implementation of proposal has been delayed.

* Item represented a one-off spend in 2022/23. As it is not a permanent part of the budget, the value of the proposal is reversed in 2023/24

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Service Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Highways and Transport Committee	-0.767**	1.626**	0.097	0.156		** Totals will not match to MTFS as Place Restructuring items all moved under E&G
102	Pay inflation	0.265	0.177	0.152	0.156		The total cost of pay inflation may exceed 5% based on national pay negotiations. This may be mitigated through management of vacancies.
103	Local Bus	0.080	2.500	-	-		Additional government funding to support local bus allocation to be determined with local Operators and H&T representatives.
104	Highways	-0.579	-0.031	-	-		Budget adjustment on track as a result of a number of internal changes including greater capitalization of highways maintenance works.
105	Energy saving measures from streetlights	-0.242	-0.243	-	-		Market engagement underway to understand cost and complexity to acquiring a Central Management System (CMS) which will enable various policy changes to streetlights in the borough to realize energy savings. September consultation.
106	Pension Costs Adjustment	-0.172	-0.052	-0.055	-		On track, subject to ongoing monitoring, dependent on in-year staffing costs.
108	Parking	-0.119	-0.725	-	-		Town by town analysis on parking well underway to inform consultation exercise. Car park usage monitoring now complete.

Annex 3 – Update on MTFS 2023-27 Approved Budget Policy Change Items

MTFS Ref No	Detailed List of Proposed Budget Changes – Central Budgets	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	RAG rating	Commentary
	Finance Sub-Committee	-28.194	-13.553	-7.137	-13.024		
109	Capital Financing – Minimum Revenue Provision	-	1.000	1.000	1.000		On track, subject to ongoing monitoring.
110	Pension Costs Adjustment	5.350	-	-	-		Action complete – budget adjusted.
111	Bad Debt Provision adjustment	-0.800	0.600	-	-		Subject to ongoing monitoring.
112	Capital Receipts Income	-1.000	-	-	-		On track, subject to ongoing monitoring.
113	Use of Earmarked Reserves – MTFS reserve	-4.951	1.792	1.237	-3.527		On track, subject to ongoing monitoring.
114	Use of Earmarked Reserves – Collection Fund reserve	1.674	1.400	0.337	0.337		On track, subject to ongoing monitoring.
115	Use of Earmarked Reserves – Capital Financing reserve	-1.700	-	-1.000	1.000		On track, subject to ongoing monitoring.
116	Use of Earmarked Reserves – Transformation reserve	-1.371	1.271	-	-		On track, subject to ongoing monitoring.
117	Council Tax - % increase	-12.709	-13.487	-8.567	-8.959		On track, subject to ongoing monitoring.
118	Council Tax – Base increase	-3.707	-3.354	-3.144	-2.875		On track, subject to ongoing monitoring.
119	Business Rates	-6.191	-	-	-		On track, subject to ongoing monitoring.
120	Unring-fenced Grants + Revenue Support Grant	-2.789	-2.775	3.000	-		On track, subject to ongoing monitoring.



Working for a brighter future together

Children and Families Committee

Date of Meeting:	10 th July 2023
Report Title:	Progress Report for All Age Carers Strategy 2021 - 2025
Report of:	Shelley Brough, Acting Director of Commissioning
Report Reference No:	CF/45/22-23
Ward(s) Affected:	All

1. Executive Summary

- 1.1.** The All-Age Carers Strategy 2021-2025 is the overarching plan to ensure all carers receive the right support at the right time. The Strategy has been co-produced with adult carers, young carers, working carers, older carers and parent carers.

The All-Age Carers Strategy is the product of extensive engagement with carers and stakeholders which began in October 2020 and has included a carers forum, a stakeholder group, a public survey an engagement and consultation event for young carers and young adult carers. Feedback and ideas from the different interest groups has shaped the priorities and proposed actions in the strategy.

The strategy identifies six priorities to be taken forward over the next five years:

Health & Wellbeing • We will work across the place to ensure a diverse offer is available for our carers of all ages to stay healthy, well active and to have fun

Early Support for Carers • We will work together to ensure access to co-ordinated services that provide the right support at the right time. Across all sectors social care, health, and communities.

Prevention – Carer breaks/Respite • We will work with our providers and carers to look at how we can offer regular respite in different environments that are suitable to the carer and the cared for.

Information/Access/Processes • We will ensure that carers have access to good quality advice and support when they need it: a range of options are available to access information and advice to help build connections.

Employment, Education and Training • We will offer support for working carers through carer friendly employment, promoted in collaboration with the national Employers for Carers network.

Young Carers • We will ensure that young carers are identified at the earliest possible opportunity, so they are able to learn, develop and thrive and to experience a positive childhood.

The report provides members with an update on progress to further develop Cheshire East All Age Carers Strategy since presenting the strategy to committee in March 2021. This update will evidence how we have implemented the carer pathways through strong working partnership working with health, social care, adult social care commissioning, the voluntary, community and faith sector and embracing carers across all age groups including those over 18 years and disability groups.

Effective support for unpaid, informal, or family-based caring arrangements remains critical to the sustainability of our health and social care system and the success of commissioning of the all age carers hub **provided by** Making Space has, and will play a pivotal role in this. Also, the hospital discharge to home initiative to support carers designed to further shift the focus from acute interventions to care and support delivered closer to home.

2. Recommendations

- 2.1. That Committee note the progress details provided for the All-Age Carers Strategy 2021-2025. The All-Age Carers Strategy was published in September 2021.

Appendix A – All Age Carers Strategy 2021-2025

3. Reasons for Recommendations

- 3.1. The All-Age Carers Strategy plays an important role in ensuring that the Council meets its statutory duties under the Care Act and supports the choice and control of carers, thereby increasing their independence, choice and options and allowing health and wellbeing and young carers to thrive and develop and reach their potential.

Cheshire East carers are a diverse group. Improving the wellbeing of carers in Cheshire East and ensuring that all are offered the right support at the right time is a cross cutting priority that requires a whole system approach.

Below are some key local drivers that also outline on-going work to support carers.

4. Other Options Considered

5. Background

5.1 Recommission of the All Age Carers Service

Our Cheshire East carers played a significant role in choosing the new provider of the All-Age Carers Service. The providers who submitted their application for the bid were requested to present and demonstrate how they would support our carers.

They were interviewed by a cohort of carers on different days.

The groups of carers included were:

- Adult carers and working carers
- Parent carers
- Young carers and young adult carers

The above carers then scored each provider on a matrix following the conclusion of a question-and-answer session.

Making Space were the successful provider and they have been working closely with commissioners and carers to mobilise the service, which went live on 1st January 2023. The contact details and name remain the same 'Cheshire East Carers Hub' to avoid any confusion for those already previously registered.

Cheshire East Carers Hub Implementation Plan Appendix B

5.2 Development of All Age Carers Forum – The forum oversees the implementation plan and will challenge where progress has been slower than anticipated. There have been 6 carer forums held where updates have been shared, and these have been well attended by carers, who have had their voice heard at a strategic level.

The carers forum played an active role in the Learning Disability Conference held at Cranage Hall in June last year

The next carers forum will be held face to face at Sandbach Town Hall where the new all age carers service will be present to meet the carers and to celebrate Young Carers Week

5.3 Young Carers Forum

There are 3 forums for Young Carers

- All Hallow School
- Sandbach High School
- Alsager High School

These will be supported by the appointed young carer support officers within Cheshire East Carers Hub and CEC officers from children's services and the education team, working with young carer champions. A plan is also underway to ensure we have carer forums across the whole of the borough.

Information and Advice workshop was held on the 4th of October 2022

In attendance were carers, volunteers, health and social care professionals and commissioned services. Carers shared their experiences around information, advice and communication. Although it was hard to hear, it was loud and clear that there's plenty of systematic changes to be made to create better services and clearer pathways especially within the hospitals.

A map was developed of all the information that is available for carers across Cheshire East. When you hover over the map there is so much information, but when you look closer it seems to go round in a circle from the deliverers of services and not much to the actual carers. At the workshop you could see there was a lot of duplication of people doing the same thing and receiving the same information and sharing it with the same people. An action for the Cheshire East Carers Hub will be to lead on this to streamline and improve IAG for carers of all ages.

As Health and Social Care are becoming more integrated, you can see some improvement, however, for carers there must be a constant pressure and drive to ensure the momentum and the raising of awareness for all carers is constant in both areas.

Carers Info Map | Flourish Appendix C

5.4 Identify Carers

Carers need to be identified as early as possible to ensure that appropriate support, advice, and information are offered to them. Often carers only seek or are offered support once they reach a crisis point. Early identification can support the carer with the tools, knowledge, and confidence to enable them to manage their caring role, while still having a life of their own and maintaining their own health and wellbeing.

We need to ensure that parent carers are identified as carers and their support needs are recognised and met.

NHS Long Term Plan (Jan 2019) 23. This plan outlines a revised health model in which patients get more options, better support, and properly joined-up care at the

right time in the optimal care setting. Supporting carers is recognised as an important strand to this model.

To investigate and challenge the above statement a bid was submitted to NHS England to deliver a project to develop, test and evaluate a hospital discharge pathway for carers and raise general carer awareness amongst staff. The project was a collaboration of Cheshire East Council, Cheshire West and Chester Council, Mid Cheshire NHS Trust, with Cheshire East taking the lead

This took shape by engaging with key stakeholders to develop an integrated pathway, that would identify carers prior to discharge and signpost them for advice and support in preparation for discharge and once they were back home.

We opted to test out a digital approach to supporting carers, to overcome the challenges faced with trying to recruit specific Carer Champion roles for wards and the restrictions imposed by COVID 19. Following research of digital support that was available, we teamed up with Mobilise www.mobiliseonline.co.uk who currently deliver 21 contracts across the UK commissioned by Local Authorities, NHS and local carer support services. They provide online support and information for carers, empowering those that care to thrive.

The online resources developed and provided by Mobilise for carers focused on the following:

- Information and advice from others who had been through this process.
- Emotional & bespoke support available in the form of an individual support call with a 'Carers Coach' or via live chat on the website.
- The opportunity to "ask anything" as it was likely that situations will be individual, and solutions may be specific to local circumstances.
- Signposting to local support.

We identified a small number of wards at each of the three hospital sites where we could test out the new approach, focusing on those wards who supported older frail people to identify and signpost carers for support, in preparation for being discharged home.

Key themes that came out of engagement with carers and staff were the lack of information and support available for carers, poor communication with carers, and carers not knowing what to do when things didn't go as expected.

We developed a pathway to help guide staff through the process and know who and where to signpost carers to for support. Discharge Co-ordinators from the identified wards shared the contact details for the Mobilise website with the carer, or if they are not digitally enabled, they could directly book them a telephone support slot with Mobilise or give them the number for their local carers centre. For people being cared for with Dementia or cognitive impairment, the Discharge Co-ordinator would send the carers contact details to the Alzheimer's Society, where an officer would

follow them up with a phone call, offering to arrange a home visit or telephone appointment for an assessment, working with the carer to agree a support plan. They were also able to refer and signpost the carer and extended family to statutory services, voluntary services, Mobilise and to the relevant carers centre.

In addition to the referral pathway, we explored training for staff and tested out an e-learning package, to help staff better understand, involve and signpost carers for support.

We had positive feedback on the Mobilise website from both carers and staff, with 225 people visiting the site over the four-week testing period. Ward staff have actively been using the support pathway and providing carers and people being cared for with signposting information.

Learning that can be taken away from this project.

- It is essential to involve carers at the earliest opportunity in the discharge process.
- The way that a person is asked the question about whether they are a carer is important, as many carers don't recognise themselves as carers or as needing support, and don't reach out until they reach crisis.
- Carer awareness is essential for staff and should be a core part of their induction and training.

From a carer's perspective, we received the following feedback:

"Thank you so much for the website link it has been invaluable in learning about how to navigate mums care in the UK from here!"

Daughter of Hospital Patient, living in Canada.

"Thank you, I have checked it out, could be useful if Dad ends up in hospital again."

Daughter/Carer for Dad living at home.

"Thanks for the link, can never have enough information."

Carer/Husband.

"It's good to know there are sites like this for when we feel lost, my daughters are helping me have a look through while my husband is in hospital."

Carer/Wife.

The learning from this project will be shared across the other wards in the hospitals that care for older people and with community teams who support people at home following their discharge from hospital.

Trust Discharge Project Report - Appendix D

5.5 **Carer Awareness**

Cheshire East All Age Awareness E-Learning Module – This has been co-produced with carers from Cheshire East. It consists of two modules, adults, and young carers. On completion successful candidates will wear their carers champion badge with pride.

Most of the hospital discharge teams have completed the training as have the front-line social work team. They have used the training as part of their continuation of their registration status.

Prompt cards have been devised to encourage junior doctors and other therapy teams, including social prescribers to ask the question ‘have you identified a carer?’

There has been a 30% increase in carers being registered as a carer within their G.P practice.

Health and Social care students have completed the e-learning and are Carer Champions.

[Monthly progress report 2-20230515_101607233.xlsx](#)

<https://cheshireallagecarers.astute-elearning.com/>

5.6 **Hospital Discharge to Home Scheme / Carers – October 2022 – Present**

Due to the current crisis within the NHS and Winter Pressures we needed to start exploring options and solutions to alleviate some of the pressures and free up hospital bed capacity quicker but more importantly reach out to our unpaid carers via the Carer Hospital Discharge to Home Scheme, a one-off incentive payment can be paid to an unpaid Carer (family/friend) to support them in their caring role upon discharge

- To create space in the current Care Market, safely
- To support the Integrated Discharge Teams at Macclesfield and Leighton Hospital to free up hospital bed capacity.
- To support and recognise the Carers of Cheshire East.
- To identify hidden Carers in Cheshire East.

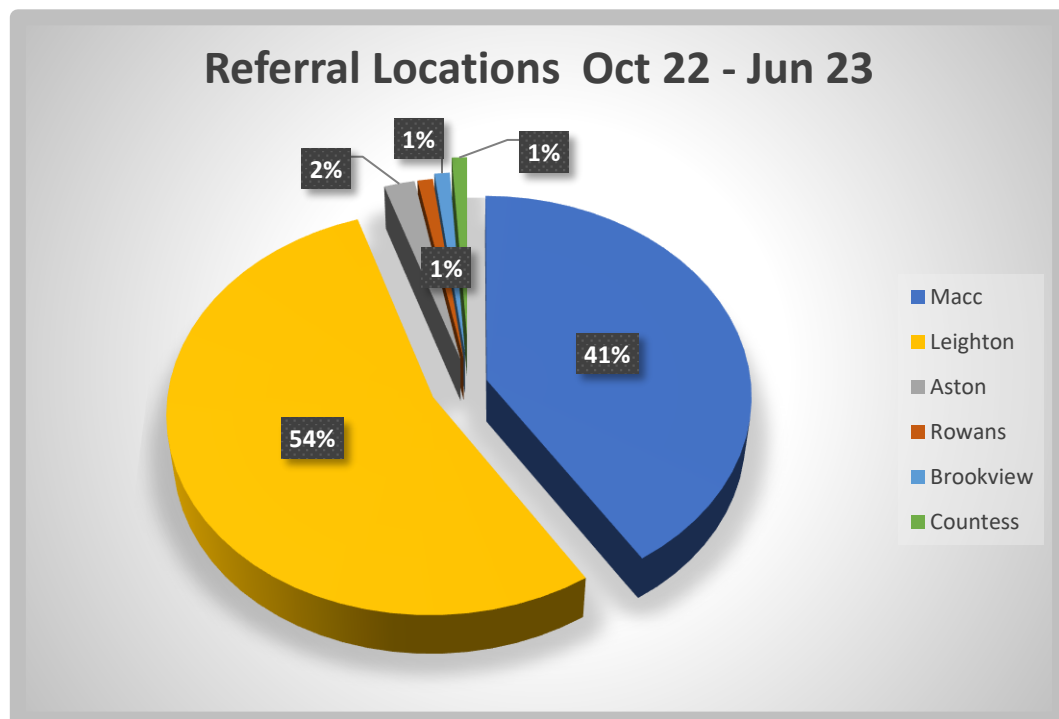
The scheme is aimed at patients who are ready for hospital discharge but need some support to recover or recuperate, which could be met through informal care, either entirely or alongside reduced formal support, which helps to:

- Reduce delayed discharges and free up hospital bed capacity
- Reduce the need for formal care at home and short stays
- Support Reablement packages and help to reduce their input
- Support the Integrated Discharge Team and become an integral part of the discharge pathway
- Support informal Carers in their role by paying them a one-off incentive payment

This has been a huge success and, to 15/06/2023 we have received 121 referrals into the scheme,

DISCHARGE LOCATION	Referral Numbers
Macclesfield Hospital	40
Leighton Hospital	53
Aston Ward	2
The Rowans	1
Brookview	1
Elmhurst	
CE DTA Bed	
Countess Bowmere	1
TOTAL	98

** 30 of the referrals above are currently at the 'Pending' stage



As of 15/06/2023, 23 referrals have declined the support offered under the scheme. This is mainly due to declining patient health, a change in care needs and moves to 24-hour care, and those that felt they were managing okay at the moment but may want to engage in support at a later date and were appreciative of the offer.

As a result of this all 'Declined Referrals' will be revised at a determined point during the Scheme to see if circumstances have changed and support is now required.

A Dashboard is currently being developed to show referral numbers received, Hospital and Community locations of these referrals, KPIs vs performance and budget vs actual spend. It will also track trends identified for our different carer cohorts.

The demographics of our referrals will also be closely monitored to identify the footprint and LSOAs, and barriers to service deprivation which is predominantly in rural areas and can indicate limited or no public transport and social isolation.

Hospital Discharge to Home Scheme / Carers - Appendix E

Comments from carers and health professionals regarding the scheme

"This scheme has been pivotal in supporting discharges from East Cheshire NHS Trust since it started in January. It provides a truly person-centred approach and offers support to carers so that they can continue caring. Jill and her team are the driving force behind this and never miss an opportunity to promote this amazing offer!"

Debbie Burgess - Deputy Associate Director Community Services

"Thanks for getting in touch as it shows he has not been forgotten about and people have his interest at heart. The information provided by yourselves was a great help"

Male Carer for his Dad who was supported by the scheme

"I could cry, you really don't have to do that. It's been so hard and that's the nicest thing that's happened to me. I feel like I'm constantly battling with someone to get what my mum needs and it is exhausting"

Female Carer for her Mum who was supported by the scheme

"I don't know what you did or said but I feel like we have made great progress today. Thank you once again for your help - I can't tell you how much our family appreciate it"

Carer / daughter to mum

Oh goodness, this has helped, it is such hard work and I feel as if no one notices me. The care service has got back to me, I'm now registered with my doctor too.

Working Carer for her Mum who was supported by the scheme

I have had to finish work as a paid carer to care for my husband who has at last come home. My five children are so good, they help me and their dad, I just need support for my 15yr old who is struggling with school currently and housing are going to visit, at last!

Young Mum caring for her husband and 5 children between the age of 7 to 18

5.7 **Working Carers**

It is estimated that 5 million people juggle work and care in the UK - 1 in 7 in every workplace - and this figure is set to increase. Given the stresses and strains that can result from balancing work and caring, it is unsurprising that 1 in 6 carers give up work or reduce their hours at work to care.

We have worked closely with CEC Human Resource team and have collated an information and advice section for our CEC working carers on the Centranet.

We are currently looking at the Working Carers Policy to see if we need to enhance the offer we currently have. We have encouraged managers to reach out to working carers within their PDR and supervision sessions.

We have developed a school's guide for working carers and been commended by our trade unions.

We held a Support session for staff in September 2021 with over 30 officers including managers on the call. Another session is planned for June 2023.

The 'Coffee and Chat Sessions' with our CEO in Westfields have been very well received, the first one was 7th March, and a further session is planned over the coming weeks.

The Working Carers Policy within CEC – is nearing completion. We are working jointly with CEC HR department, and it will be linked to PDR's and supervisions.

School guide for Working Carers – Appendix F

5.8 **Male Carers**

More than four in ten (42%) of the UK's unpaid carers are male. The report 'Husband, Partner, Dad, Son, Carer?' investigates the experiences and needs of male carers to help raise awareness of the fact that male carers may not be getting the support they need.

- Employers and health and social care professionals need to be aware that male carers in employment are less likely to identify or describe themselves as a carer to others. Their need for support may not therefore be immediately obvious and might result in them missing out on vital help.
- Awareness raising is needed of the caring role many employed men undertake, and the support available to them. Employers need to have, and make sure all staff are aware of policies to support carers at work.
- Support needs to be developed in a practical, supportive and non-stigmatising way for men taking on caring roles, particularly later in life, who may find aspects of domestic work difficult if they have previously been done by the person they now care for and for men providing intimate or personal care for women.

[Male carers: Husband, Partner, Dad, Son, Carer? | Men's Health Forum \(menshealthforum.org.uk\)](https://menshealthforum.org.uk)

Within CEC we have connected with some male carers, and they have shared their experiences.

A working group has been developed and this has provided an opportunity for us to listen, hear and try and understand the pressures and concerns.

We have played an integral role in a two Domestic homicide reviews where male carers have been at the centre of this situation.

Adults Delivery Plan – Appendix G

5.9 Young Carers

The recent consultation and engagement event, concluding with a report with our young carers and professionals considers the specific experience of young carers and the needs they present. We will commit to ensuring the support available to them is appropriate, tailored and readily accessible.

Making Space are the new commissioned All Age Carers Hub for Cheshire East, they started on 1st January 2023; along with the senior programme lead and the children's and family service representative. We meet on a fortnightly basis to support the new contract going forward.

A young carer co-ordinator and two young carer assessors were recruited in June 2023 within CEC Children and Families, and they will work collaboratively with Cheshire East Carers Hub supporting all young carer assessments.

Our vision is that young carers feel supported and confident to say that they are a young carer. They are identified, recognised, valued, and supported, to be protected from providing inappropriate care, to achieve their full potential, and to have access to the same opportunities as their peers. They have a strong voice that results in services that work for them, and we hear their voice when the responsibility of caring is not their choice. Across the system, staff have the tools, skills and knowledge to increase identification of young carers, enable young carers to self-identify and provide the right support to young carers and their families.

Values

- We are 'young carer' focused, ensuring they are considered in every service and by every individual
- We have a whole family approach, meaning we support the young carer in the context of what the wider family needs
- We provide the right support at the right time for young carers, in their community, recognising their needs before they escalate
- We focus on continuous improvement in our services for young carers, ensuring that we provide the best support possible
- Our services will promote inclusivity and diversity Strategic Priorities
- Increased awareness, visibility and support of young carers in education, health and social care

- Training for improved identification of young carers and a whole family approach
- Improved transfer of information
- Consider young carers in any system change
- Staff have a good understanding of young carer's rights and young carers and their families have the tools they need to advocate for themselves
- Ensuring that young carers and their families feel able to request a young carer's assessment and staff have the skills to put them in place
- Championing young carer's rights
- Transition to adult services
- Young carers are enabled to and feel safe to self-identify
- Young carers have access to appropriate services that meet their needs
- Information and peer support for young carers
- Young carers have improved Emotional Wellbeing and Mental Health (EWMH) 12
- Young carers safeguarding needs are identified and supported
- Appropriate referrals made for early help to avoid any escalation and preventing the threshold of 'significant harm' being reached

The Hospital Discharge Scheme is identifying many young carers as part of families and carers own wider networks. For example, one main unpaid carer identified from Leighton Hospital had 4 young carers supporting as well and they were all part of the same family. None of these unpaid carers had been identified or supported previously and the scheme was able to provide that wrap around support and single point of contact (SPOC) which will be invaluable for all their future caring roles.

Young Carers Delivery Plan - Appendix H

5.10 Covid -19 Young Carers – Ongoing Appendix J

Working with partners to identify Young Carers who could experience hidden harm due to their caring role, such as Mental Health, substance abuse, domestic abuse. Pathways were adjusted to include YCs as vulnerable in February 2022 with CGL, our substance misuse commissioned service.

During the Covid 19 pandemic, 73% of YCs reported feeling more anxious, isolated, and lonely. They fear catching the virus and passing on to family members.

Young Carers accessing A&E services with self-injurious behaviours to be identified and signposted for support. Young carers included in pathways dealing with self-harm.

The Hospital Discharge Carers Scheme, that went live in February 2023 has identified 12 young carers during the start of the scheme, there was also a safeguarding concern. 6 of those identified were referred to the scheme via Accident

and Emergency and 1 from a home visit where we worked closely with education to support that young individual.

5.11 **Schools**

An action plan to work closely with schools and education to raise the profile of young carers is beginning to take shape. The drive, commitment and enthusiasm from the Director of Strong Start, Family Help and Integration needs to be commended.

We will ensure all staff complete the all age carer awareness training and become carer champions, commencing September 2023. The training will raise the profile of young carers and encourage staff to recognise the following and what steps to take:

Who are young carers?

Do you have pupils that are...

- Absent from lessons
- Struggle to take part in after school activities or trips
- Late with homework
- Tired or distracted
- Concerned about keeping their phone on, or staying in touch with a family member during school hours

Census 2021

- One in 5 secondary aged pupils estimated to have caring responsibilities
- 22% said they 'never' or do 'not often' have someone at school to talk to about being a young carer or young adult carer
- Young carers have significantly lower educational attainment at GCSE level – the difference between nine Cs and nine Ds

We have worked closely with the mental health lead for CE schools within education and we have added a question to the mental health review, '*Are you a carer?*' This is across all schools within Cheshire East, young carers have been referred via this pathway to the carer's hub

Alsager School has a young carer representative, and we can see how well this works, supporting young carers.

There has been a thematic session held at the school during assembly on young carers and we plan for this to happen across all the schools to raise the awareness of young carers.

A piece of work to involve school nurses to support and identify young carers, will take place in September 2023, there are some excellent school nurses across our Cheshire East Schools, so we need to ensure this is replicated across the whole of the borough. We are planning to set up a buddy system across schools. They will automatically refer into the Cheshire East Carers Hub to be registered when a young carer is identified. This will be part of the action plan starting in September 2023. School Nurses will also complete the All Age Carer Awareness Training.

Cheshire East Carers Hub will visit schools to raise awareness for young carers. This will form part of the action plan for September 2023. Already the cares hub are attending children's team meetings to introduce themselves and offer their support and share what their offer is.

An updated one-minute guide has been produced and circulated across adult and children's health and social care.

Following on from a restructure within health there will be support from a project manager to support the all age carers agenda.

Young carers forums to be led by Cheshire East Carers Hub and a lead officer from Children's team and education. Young Carer Champions to be identified following the All Age Carer Awareness e-learning for all staff. Now we have the young carer co-ordinator and two young carer assessor officers they will link in with the cares hub and schools to promote and encourage the young carers forums. A communication plan regarding this is being drafted in conjunction with the carer's hub and CEC children and family's team.

As already mentioned, Cheshire East carers hub went live on the 1st January 2023, weekly mobilisation meetings have taken place, these will be moved to quarterly and there will be a representative from adults and children's team joining the group.

A follow up session with the young carers who supported in the co-production of the All Age Carers Strategy has taken place, April 2023, via face to face and telephone contact. Some of the young carers stated that their caring role has increased and there is more pressure on them as they have moved from mainstream school to college.

Action:

We have met with Crewe College and Cheshire University and the All Age Carer Awareness Training has now formed part of the health and social care training department, not only to identify young carers but to ensure all carers are at the fore front in all that they do.

The college and university will start to have a carers board to support all carers and be able to sign post

This is also happening within the two hospitals in Cheshire East.

Meetings planned for July 2023 with all social prescriber who work within G.P practices, one of their actions is to ensure there is an all age carers board with current information. They will also identify young carers and ensure they are registered as a carer on the Emis system. Waters Green Medical Centre have been exemplar regarding carers, and we have just awarded all of their social prescribers their carer champion badge. Using this good practice, we will encourage practices to become buddies so they can support each other.

5.12 Operations Team

The Senior Programme Lead supports all the Operations Team within Adults and Children's Services. Working closely on individual cases where there is a carer involved. Since October 2021 there have been over 68 cases where carers have been supported.

Comments from the team:

"The involvement from a carers support perspective changed the working dynamics between the local authority and carers in a positive manner"

"I feel that the carer felt valued and respected, she had someone to discuss her concerns with and work through some of the challenges she faced, before becoming reactionary with her actions"

"This created more positive working relationships and kept her son and his best interests as the main focus throughout"

"We did recognise how powerless she must have felt at times when the local authority had taken on some of the aspects of the caring role away from her e.g., Nearest Relative, however since the introduction of your input I do believe she felt included with any decisions made which is vitally important to her and any mother when their child's future needs are been considered"

"Your focus helped to remind her of the importance of self-care and to consider her own needs away from the caring role"

Mental Health Practice Manager CEC

"A big emphasis on building up confidence regarding the input of the local authority and valuing her input as a carer, your input improved the working relationship which had become fractured previously. The carer began to build a routine based around well-being, relaxation and self-care with the range of services offered for carers"

"You offered mediation when needed and the outcome was recognised as very positive. The carer no longer felt she had to fight to get what she thought her son needed, communication was improved, and this had a great beneficial impact upon the whole family"

CEC Social Worker

Recent Activities with our Cheshire East Young Carers

Cheshire East Carers have been working closely with local organisations, youth clubs and schools to support our young carers with activities. They wanted to share some of the activities with committee members.





6. Implications

6.1. Legal

- 6.2. The Care Act ensures that Carers have as many rights for support as those they care for. For those assessed as having eligible needs, authorities are required to provide advocacy and personal budgets.

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Local Authorities must have regard to Carer participation in education, training and recreation The Care Act ensures that Carers have as many rights for support as those they care for.

The Care Act 2014 also makes specific provision for Young Carers in the transition from children to adult's services

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted> 1.3.3

6.3. Finance

- 6.3.1. The All-Age Carers Hub is funded in full via the Better Care Fund.

6.4. Policy

- 6.4.1. The All-Age Carers Hub provides a strategic approach to addressing the support and services for carers in Cheshire East.

6.5. Equality

- 6.5.1. An Equality Impact Assessment is available.

6.6. Human Resources

There are direct implications arising from the strategy itself.

6.7. Risk Management

6.8. Rural Communities

We have linked closely with the rural communities and the hospital discharge to home scheme has assisted our carers who live in the rural areas of Cheshire East. The incentive has been able to support carers to reach out to their wider family and tap into support around carer respite for paying for fuel costs and using the internet. Commissioned care at home providers have difficulty in recruiting staff and deliver services in these areas.

Access to community-based support is particularly useful for carers in rural communities who may find it harder to access support networks and public transport. Making Space will link in with our rural communities to seek further support for our carers.

6.9. Children and Young People/Cared for Children

- 6.9.1. This is a progress report on all age carers.

6.10. Public Health

- 6.10.1.** Carers provide a huge amount of care and support in for their loved ones in the community. Public Health offers the opportunity for carers and the public to obtain greater reassurance through knowing that they would be supported around their health and wellbeing programmes. The hospital discharge to home scheme for carers.

6.11. Climate Change

- 6.12.** The hospital pilot carried out in October worked with a digital organisation called Mobilise who sought to support carers across the whole of Cheshire. Making Space are now working with Mobilise to improve the digital offer for our carers. This came about when our carers asked questions to the providers submitting their bid to become the new All Age Carers Service around how they would support the environment now and in the future. This was pretty evident from our young carer's questions and answer session that this was very important to them.

- 6.13** During the tender process, Making Space committed in their bid to embedding Cheshire East's social value environmental priorities into their service provision, by incorporating numerous mitigations/measures.

These included:

- Minimising environmental waste
- Reducing food wastage by donating unused food to the Cheshire East food network, developing their recycling systems
- Promoting sustainable travel at every opportunity aiming to reduce pollution, especially pollution by ozone depleting substances and vehicle emissions
- Making Space staff/volunteers will enrol onto the "We are Cheshire East" portal to support other initiatives such as the Cheshire East Waste Reduction Programme
- Running their own greenspace initiatives for carers/cared for and staff including funding Earth Day activities/party games e.g., plant potting parties, Earth Day art projects, recycle games (young carer friendly). We will pledge to join the Cheshire East Crowd to crowdfund such initiatives through Spacehive, alongside support from our in-house fundraising team
- Investing in volunteer/support worker hours to support the Cheshire East Green Space Strategy e.g., contribute hours towards the Green Infrastructure Action Plan in Crewe, partaking in composting, tree planting and river/street cleaning

Access to Information	
Contact Officer:	Jill.stenton@cheshireeast.gov.uk
Appendices:	Appendix A – All Age Carers Strategy 2021-2025 Appendix B - CECH Implementation Plan

	<p>Appendix C - Carers Info Map Flourish</p> <p>Appendix D – Trust Discharge Project</p> <p>Appendix E – Our Cheshire Hospital to Home Scheme April</p> <p>Appendix F – School Guide for Working Carers</p> <p>Appendix G – Adults Delivery Plan</p> <p>Appendix H – Young Carers Delivery Plan</p> <p>Appendix I – Action Plan for Parent Carers / SEND</p> <p>Appendix J - CEC Young Carers Findings Recommendations Report</p>
Background Papers:	

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Cheshire East Council

All Age Carers Strategy 2021-2025



Open

Fair

Green

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Developing the Cheshire East All Age Carers Strategy 2021-2025



Shaping the Cheshire East All Age Carers Strategy 2021-2025

Caring for a family member or friend, unpaid, is a vital, valuable and important contribution to the delivery of adult social care and health services. Carers are the experts in caring for those they look after, so we we have developed this strategy together with carers in Cheshire East. This strategy aims to:

- adapt local services to identify and support carers in their caring role
- help adult carers live a life outside of caring
- support young carers to access meaningful respite that reduces the negative impact of their caring role.
- review our cared for services in conjunction with their carers.

It is important that decisions about how to improve support for unpaid carers across Cheshire East are shaped by and for carers. We really value the contributions carers have made in developing this strategy.

It has been jointly written by carers in Cheshire East, Cheshire East Borough Council and Cheshire Clinical Commissioning Group.

Foreword

Welcome to the All-Age Carers Strategy 2021 – 2025 for Cheshire East. This strategy has been written for and has the support of carers, partners and other key stakeholders across the partnership who want our aims and ambitions to be clear and succinct and offer all carers which include those who are adults, parents, working or young carers an opportunity to live, work, stay connected and be a vital part of their local communities.

The COVID -19 pandemic continues to have a monumental impact on unpaid carers' lives – not only because of the increased amount of care that many are having to provide, but because of the far-reaching effect that providing this level of care is having on many aspects of their lives: their relationships, their mental and physical health, their paid work and finances, and their emotional wellbeing.

Over the last 2 years we have tried to ensure that all carers are seen as a priority and that their needs are paramount. Within Cheshire East we know that there are over 40,000 carers but so many do not identify themselves as carers and therefore do not come forward for information and support.

At some point in our lives, we are more than likely to become a carer for somebody that we know and love. At the time we may not realise or recognise the role as such, but we want all carers to know that we as a local authority we have this strategy in place that will recognise you as a carer and will provide the vital support and information at the right time and in the right place.

We recognise that carer support needs to be localised where possible, within strong, inclusive communities, delivered in a way that helps carers to be happy and healthy. By working together with carers and key

organisations, we can ensure we are taking a 'whole systems approach' to supporting carers in Cheshire East. We will achieve this by strengthening the current pathway and reviewing our commissioned arrangements to ensure they are fit and appropriate for the future.

We will also increase efforts to identify carers who do not currently know what is available to support them, enabling them to access support and reducing their risk of carer breakdown. Carers make a tremendous contribution to their families, communities, workplace and society. It is important that we continue to recognise and value this contribution, and that we work "all together for carers" in the future.

Taking on a caring role should not mean that people have to give up work, and having to do so might lead to financial hardship and/or social exclusion. Carers should be supported in the workplace to maintain their employment status.

Where organisations have moved toward 'Carer friendly' employment practice they have been able to demonstrate strong business benefits such as significant savings made in unplanned absences and improved employee retention.

We as an organisation and our colleagues from health are committed to support our working carers.



Adults and Health
Committee Chair



Children and Families
Committee Chair

Introduction

Unpaid carers are our unsung heroes, and the COVID -19 pandemic amplified the importance this role has on society and public services. Most of us will become an unpaid carer at some point in our lives and it is essential that advice, information, guidance and support that is available is accessible, appropriate and timely for carers.

The Care Act 2014 defines a carer as:

'A "carer" is an adult who provides or intends to provide care for another adult (an "adult needing care")'
'A "young carer" is a person under 18 who provides or intends to provide care for another person.'

Carers play an integral role within their community by providing care which can have an impact in terms of their own health; education; ability to remain employed; relationships and social life. Legislation such as the Care Act 2014 and Children's and Families Act 2014 provides an opportunity to enhance our support to Carers as, for the first time, it places them on an equal footing with those they care for and recognises the importance of their own 'wellbeing'.

Research tells us that the number of family and unpaid carers who provide care and regular support to another individual will increase substantially over the next ten to fifteen years because people are living longer, including the cared for. This means that there will be an increase in the number of people who are carers. Therefore, they will be undertaking caring roles for longer periods of time. The physical and mental health conditions associated with the ageing process means that family and unpaid Carers will need a range of support to enable them to feel valued and manage their caring responsibilities alongside enjoying their own lives.

It is estimated that there are over 40,000 hidden carers residing in Cheshire East (this number is approximate for the size of Cheshire East's population. The statistics are difficult to estimate, as we know, but this is ranged between 1 in 8 adults and 1 in 6 adults.

Cheshire East Council recognise the diversity of the caring role and aim to offer the right support at the right time through a whole system approach through all its policies and strategies.

The All Age Carers Strategy has been co-produced by carers, statutory partners and voluntary and community sector partners who provide services or have an interest in carers.

It demonstrates our commitment to carers and seeks to respond to local issues, outlining how everyone across the system is working together to improve the lives of our carers and those that they care for.

This Strategy gives the context and background of national and local policy, using these to inform and shape Cheshire East priorities. We want to demonstrate how our priorities in Cheshire East have been created through the review of the data produced from the Carers Joint Strategic Needs Assessment (JSNA) and the review of our current provision which will be produced and aligned with this strategy. We also aim to draw on and reflect the lived experiences of Carers across Cheshire East and use these to help shape our priorities.

This strategy covers the general principles that apply to all adult carers. We want carers supported across the whole system, and for carers to be seen as everybody's business. In order to achieve this, the Carers Strategy seeks to take account of and link to other strategies. Equally, the expectation is that carers are reflected in all other system strategies, for example the Cheshire Palliative and End of Life Care Strategy; Dementia Strategy; Live Well for Longer Strategy; Learning Disabilities Strategy; and Physical Disabilities Strategy.

There is a significant number of young carers in Cheshire East—children and young people who provide support and/or care. We are committed to providing them with the support they need and to protect them from caring responsibilities that are inappropriate.

A recent consultation and engagement event, concluding with a report with our young carers and professionals considers the specific experience of young carers and the needs they present. We will commit to ensuring the support available to them is appropriate, tailored and readily accessible. With this document we want to create a truly all age approach.

National Legislation



The Care Act 2014

The Care Act replaces previous legislation regarding Carers and people being cared for and has the following provisions:

- All Carers have the right to an assessment when they appear to have needs
- All Carers have the right to support if they meet the eligibility criteria
- Local authorities have a duty to provide information to Carers
- Local authorities may arrange for other organisations such as charities or private companies to carry out assessments of need
- Local authorities have a duty to promote an 'individual's wellbeing' which includes protection from abuse and neglect.
- Local authorities must support carers to achieve the outcomes they want in day-to-day life
- Local authorities must have regard to whether the carer works or wishes to do so
- Local authorities must have regard to Carer participation in education, training, and recreation

The Care Act ensures that Carers have as many rights for support as those they care for. Duty for advocacy starts from initial contact and carers have advocacy e.g. during carers assessments, if they have substantial difficulty and no appropriate support.

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

The Children and Families Act 2014

The Care Act replaces previous legislation regarding Carers and people being cared for and has the following provisions:

The Children and Families Act 2014 gives young carers the entitlement to the same help and support as adult carers. The legislation means that all young carers under the age of 18 are entitled to an assessment of their support needs. The Local Authority has to consider what services it can provide to meet these needs. Specific duties for Local Authorities under this legislation are:

- Taking reasonable steps to identify the extent to which there are young carers in their area with needs for support and, if so, what those support needs are
- Carry out an assessment for young carers upon request

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

The Children Act 1989

A Local authority in England must assess whether a parent carer within their area has needs for support and, if so, what those needs are. A local authority in England must take reasonable steps to identify the extent to which there are parent carers within their area who have needs for support.

<http://www.legislation.gov.uk/ukpga/1989/41/contents>

National Legislation

Young Carers

The Care Act 2014, and Children's and Families Act 2014, make specific provision for Young Carers in the transition from children to adult's services. A young carer is someone aged under 18 who helps look after a relative with a disability, illness, mental health condition, or drug or alcohol problem. Young Adult Carers are young people aged between 16 and 25 who are caring for another child or young person, or an adult.

In relation to Young Carers, the Care Act requires that:

- Where it appears to a local authority that a Young Carer is likely to have needs for support after becoming 18, the authority must assess:
 - Whether the Young Carer has needs for support and if so, what those needs are
 - Whether the Young Carer has needs for support after becoming 18, and if so, what those needs are likely to be

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>



Assessments for Young Carers

The Care Act 2014 requires local authorities to consider the needs of Young Carers if, during the assessment of an adult with care needs, or of an adult carer, it appears that a child is providing, or intends to provide care. In these circumstances the local authority must consider whether the care being provided by the child is excessive or inappropriate; and how the child's caring responsibilities affects their wellbeing, education, and development.

Local authorities should ensure that adults' and children's services work together to offer Young Carers and their families an effective service, are able to respond to the needs of a young carer, the person cared for, and others in the family. This avoids the need for multiple assessments where children and adults find they are expected to give the same answers to professionals from different services, coming into their home at different times.

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

National Policy

The Government's Carers Action Plan 2018 – 2020 'Supporting Carers Today'

This remains the current national policy for supporting Carers. The plan sets out the cross-government programme of work to support Carers until 2020. It is structured around the following themes:

- Services and systems that work for Carers
- Employment and financial wellbeing
- Supporting Young Carers
- Recognising and supporting Carers in the wider community and society
- Building research and evidence to improve outcomes for Carers

<https://www.gov.uk/government/publications/carers-action-plan-2018-to-2020>

National Legislation

The Prime Minister's Challenge on Dementia 2020

The Prime Minister's challenge on dementia 2020 sets out a vision to create a society where those with dementia, their Carers and families, receive high quality compassionate care from diagnosis to end of life across all settings: at home, hospital or care home. Carers of people with dementia provide a vital role and we know that the availability of appropriate care and support and the quality of services has a significant bearing on whether Carers feel able to take a break from their caring responsibilities. Providing Carers with better information, training and coping strategies, including emotional and psychological support, improves their quality of life.

<https://www.gov.uk/government/publications/prime-ministers-challenge-on-dementia-2020>



NHS England's Commitment to Carers 2014

This identifies eight priority areas for the development of increased support to Carers in Primary Care. These are:

1. Raising the profile of Carers
2. Education, training, and information
3. Service development
4. Person-centred, well-coordinated care
5. Primary care
6. Commissioning support
7. Partnership links
8. NHS England as an employer

NHS Strategic Aims for Carers

- To secure better outcomes of care for patients, and for the millions of people who care, unpaid.
- To build a carer-friendly NHS to a greater extent than ever before.
- To start to build an NHS where no carer feels left alone, and that the NHS is there to support them in their caring journey
- To change things so that carers are better able to look after their own health and wellbeing, manage the care of the person being cared for and are less likely to go into crisis.
- To increase recognition of carers as a vulnerable community and caring as a social determinant of health

<https://www.england.nhs.uk/wp-content/uploads/2014/05/commitment-to-carers-may14.pdf>

NHS Long Term Plan Commitment to Carers – Deliverables 2020-2024

- Identifying and supporting carers, particularly those from vulnerable communities
- Introducing best practice quality markers for primary care
- Adoption of best practice carer passport schemes and development/ introduction of quality markers in hospital settings
- Ability to share caring status with healthcare professionals wherever they present via electronic health record
- Carers understand the out-of-hours options that are available to them and have appropriate back-up support in place for when they need it
- Young Carer “top tips” for general practice to include preventative health approaches, social prescribing, and timely referral to local support service.

This plan outlines a revised health model in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting. Supporting Carers is recognised as an important strand to this model, and in particular the following priorities are identified:

- Greater recognition and support for Carers in both primary and secondary care (including the implementation of Quality Markers for GP practices developed by CQC)
- Focus on supporting Carers in vulnerable communities
- A more proactive approach to identifying and supporting Young Carers
- Develop digitally enabled support
- Include Carers themselves in the development of Carer services

<https://www.longtermplan.nhs.uk/>



NHS Long Term Plan Commitment to Carers – Deliverables 2020-2024

NHS Care Quality Markers 2019

The NHS has introduced Care Quality markers that have been created through working in partnership with Carers Trust, Carers UK, and The Children's Society, and have been endorsed by the Care Quality Commission (CQC).

The markers consist of six questions that can be used by care services to demonstrate how effective they are in recognising and supporting Carers.

The questions have been based on what Carers, and their representatives, have told us matter most to them, and require the care service to show how they go about supporting Carers for each of the six themes identified. Each question is supported by a number of practical ideas that care services can put into place to help them develop the support they give to Carers. The care service completes an annual declaration as evidence of how it is supporting Carers and this evidence can be used for CQC inspections.

<https://www.england.nhs.uk/publication/supporting-carers-in-general-practice-a-framework-of-quality-markers/>

Social Care Institute for Excellence (SCIE) and Carers UK

Guidance was issued in June 2019 on providing and commissioning Carers' breaks, plus advice and information for Carers on how to get a break. Research by Carers UK shows 46 per cent of unpaid Carers were unable to get a break in the last five years, even though they wanted one. Evidence indicates that there needs to be a wider choice of breaks available, and to ensure they are accessible, personalised, and enjoyable for both the carer – and the person they care for.

<https://www.scie.org.uk/carers/breaks/adults/commissioning>

<https://www.scie.org.uk/news/mediareleases/carers-respite-press-release>

Integration of Health and Social Care

There is a drive throughout England for healthcare, social care, district and borough councils and the voluntary, community and faith sectors to develop integrated approaches to designing and delivering services. Cheshire East is driving hard on this agenda along with other partners to have an Integrated Care System (ICS). This will focus on the delivery of services in a local footprint. Promoting closer partnership working, these arrangements harness the potential of organisations that can link together to support carers and undertake their own action plans to align with the priorities in the strategy. There is a robust track record of health and social care working in partnership to envelop the support available to carers. However, we recognise that there is more to do, particularly to strengthen the governance that supports partnership work

Local Context & Demographics

From the 2011 Census, we know that 12,453 people in Cheshire East identified themselves as caring for 20 hours per week or more, with a further 27,481 caring between 1 and 19 hours per week. Altogether that is almost 11% of the population of Cheshire East. Caring for 50 hours or over has increased by nearly a third since 2001 to 8,014, with over 42% of them aged 65 or over Carers caring for 50 hours or more per week.

The 2021 Census is currently being evaluated.



All Age Carers Strategy 2021-2025

1 The Purpose of the Strategy

The All Age Carers Strategy for 2021-25 will support the shift in social care and health transformation, providing key messages for specific markets and carers. It will start with asking the following questions:

- Who are our carers – demographics
- What support and services are in place at the moment, and what is not available and should be?
- What carers tell us, including the accessibility and quality of services for carers and what they tell us is needed?
- What support and services the council think people will need in the future?

2 Our Vision

Health and social care work effectively in partnership with other providers of services to support carers of all ages in Cheshire East ensuring that their voice is centre stage and that their wellbeing and identified priorities

are at the heart of all decisions. To make this real for carers, all the partners work as a team to support them and their families, involving them in service and product design, delivery and evaluation.

3 Our Mission

We will ensure that carers within our community are recognised, valued and provided with timely and

appropriate support. We will listen, understand, and engage with carers and together design robust support for all.

4 Our Priorities

Carers have told us about the values they believe should underpin all action and we have put them at the heart of the strategy. They have also been shaped by contributions from our partnership of NHS and social care, children's services, and our education, voluntary, and community and faith sector, comprising many local charities and groups.

These values are important to enable carers to continue caring. They help carers to achieve a balance between caring and a life outside of their caring role, to maintain their wellbeing and determine how they manage their caring role. The values will protect young carers from undertaking inappropriate levels of care.

Cheshire East Carers Forum will continue to work together to support carers to achieve the outcomes that make a difference to them. Carers will be involved in all aspects of designing services and measuring how these services perform, and deliver.



All Age Carers Strategy 2021-2025

Carers have told us that our priorities should be



Health & Wellbeing

- We will work across the place to ensure a diverse offer is available for our carers of all ages to stay healthy, well, active and to have fun
- We will ensure carers are supported to have a life outside the caring role, including employment, training, volunteering, keeping in touch with family and friends, relaxation and leisure activities.



Early Support for Carers

- We will work together to ensure access to co-ordinated services that provide the right support at the right time, across all sectors social care, health and communities



Prevention – Carer breaks/Respite

- We will work with our providers and carers to look at how we can offer regular respite in different environments that are suitable to the carer and the cared for
- We will explore the range of community breaks available and offer emergency respite when required either in the carers own home or a place of their choice.



Information/Access/Processes

- We will ensure that carers have access to good quality advice and support when they need it: a range of options are available to access information and advice to help build connections.



Employment, Education and Training

- We will offer support for working carers through carer friendly employment, promoted in collaboration with the national Employers for Carers Network
- We will ensure that the right specialist resource is available to support social care staff to identify carers and to undertake carer's assessments as per their statutory duty
- We will ensure that staff who carry out assessments for an individual with care and support needs are fully supported and trained to recognise the needs and aspirations of the carer
- We will ensure that practitioners who carry out or contribute to carers' assessments have training and skills in that role and access to specialist advice
- We will ensure all staff are aware of the benefits of a carer receiving a statutory carer's assessment.



Young Carers

- We will ensure that young carers are identified at the earliest possible opportunity, so they are able to learn, develop and thrive and to experience a positive childhood
- We will offer a life course approach for those who go on to become Adult carers.



The **Carers Voice** is the golden thread in all that we do

All Age Carers Strategy 2021-2025

5 Our Aims

Will be to ensure that all carers:

- Are valued and respected by relevant stakeholders.
- Are feeling safe for the carer and cared for.
- Are identified and recognised by health, social care, employers, education settings and wider partners.
- Are supported to have a life outside the caring role, including employment, training, volunteering, keeping in touch with family and friends, relaxation and leisure activities.
- Have access to good quality commissioned services.
- Are confident that they know who they can contact when they need information and advice.
- Have the time to take care of their own health and wellbeing needs
- Have a voice and are listened to.
- Have the right to be supported if they decide to stop caring or the caring role ends



All Age Carers Strategy 2021-2025

6 How the Strategy was developed

The co-production and consultation followed the principles of the council's **Together** guidance.

We consulted with carers, organisations, and stakeholders on the development of this strategy. We first engaged with carers to develop a draft strategy, and then consulted with carers on the draft strategy.

The consultation and engagement events revealed the positives learnt from the pandemic, and explored how we can build on these.

We consulted with carers, providers (including staff) and customers around what support can be offered to carers and how can they be identified and supported to relevant services to continue their caring responsibilities in a positive way.

A consultation document was shared with our providers onto the CHEST (this is an electronic portal that offers opportunities for partners and customers to seek further information and ideas around what is the local offer to support our carers and what ways can they as a provider support this).

A key part of consultation around the all age carers strategy was operational staff undertaking reviews and reassessment of individual needs, aspirations and outcomes, at the request of other strategies taking place including Cheshire East Connected Communities Strategy (what will be the offer for our carers from the VCFS).

We have consulted with the above stakeholders to develop and review services that support our carers.

To avoid engagement overload, we 'piggy backed' on the engagement activities of other services so we could ensure that carers are at the forefront of everything we do. We need to ensure that carers were fully engaged and assist in the co-production of services that support the carer and the cared for.

We also consulted with our colleagues and other stakeholders in other areas of the council to ensure that the All Age Carers Strategy works in conjunction and aligns with other strategies and ensures carers play an active role in the development of those services which in turn aligns to the All Age Carers service.



Work is progressing regionally and nationally, CEC commissioners are engaged in all national and regional developments some of which will inform the All Age Strategy for example:

- Carers Passport
- G.P. registration for carers
- Employment for carers
- Care Ambassadors in our schools
- NICE Guidelines.

All Age Carers Strategy 2021-2025

7 Our Journey So Far - 2014 to 2021

In 2014, Cheshire East health and social care came together as partners through the local Health and Wellbeing Board. One of the roles of the board is to look at our population and agree strategic plans that would support our citizens not just for carers but also the wider issues around social care and health.

Two transformation programmes were set up within Cheshire:

- South Cheshire 'Connecting Care'
- East Cheshire 'Caring Together'

Both programmes had a priority to identify carers and provide support.

This was the start of the consultation and engagement with carers, partners, and professionals in Cheshire East. During these consultation and engagement events carers told the council that they needed a single point of access, 24/7 helpline and help much earlier to prevent carers breakdown. The Children and Families Department identified the need to provide an individual young carers assessment. These comments and concerns were fed into the Cheshire East Carers Strategy 2016/18. Subsequently, the council in partnership with the Clinical Commissioning Groups tendered for an organisation that would provide the Cheshire East Integrated All Age Carers Hub.

The All Age Carers Hub Model

The integration of carers service through an 'Hub and Spoke' model refers to a distribution method in which everything is centralised, it will either originate in the hub or the hub will distribute to our customers. The Hub would coordinate early help and support for adult, parent, and young carers, and has provided a single point of access at any stage of a carers journey. **It also provided other many benefits, below is a snapshot of some of the All Age Carers Hub key activities:**

- Single point of access
- 24/7 Carers Helpline
- Peer Support, networking
- Access to early help services e.g. Living Well Fund and Take a Break, crisis support

- Community based support
- Online assessments via Live Well
- Reduce hospital admissions

The Integrated All Age Carers Hub to date (June 2021) has 5061 carers registered with the service and has been key in developing a single point of access and assessment for carers.

Re-design of Carers Respite services

Bed based Carer Respite and Community Respite

Carer Respite support was recommissioned in December 2018. At the time, it was recognised that despite people being allocated a number of "nights" in a residential care home environment in order to provide a much needed break for carers, some customers and their carers were not making use of the support they were allocated.

Consultation with them resulted in the service being re-designed. Market engagement with service providers took place and in response to feedback from customers, carers and key stakeholders, the model of support was extended to include community respite support.

It was apparent that the bed based support offered a lifeline for many, however, some customers and carers were telling us that they didn't want to go into a residential care home, even if only for a few days. However, carers still needed a break. Community respite was designed to enable the cared for person to access support in their own home and to look at other options.



All Age Carers Strategy 2021-2025

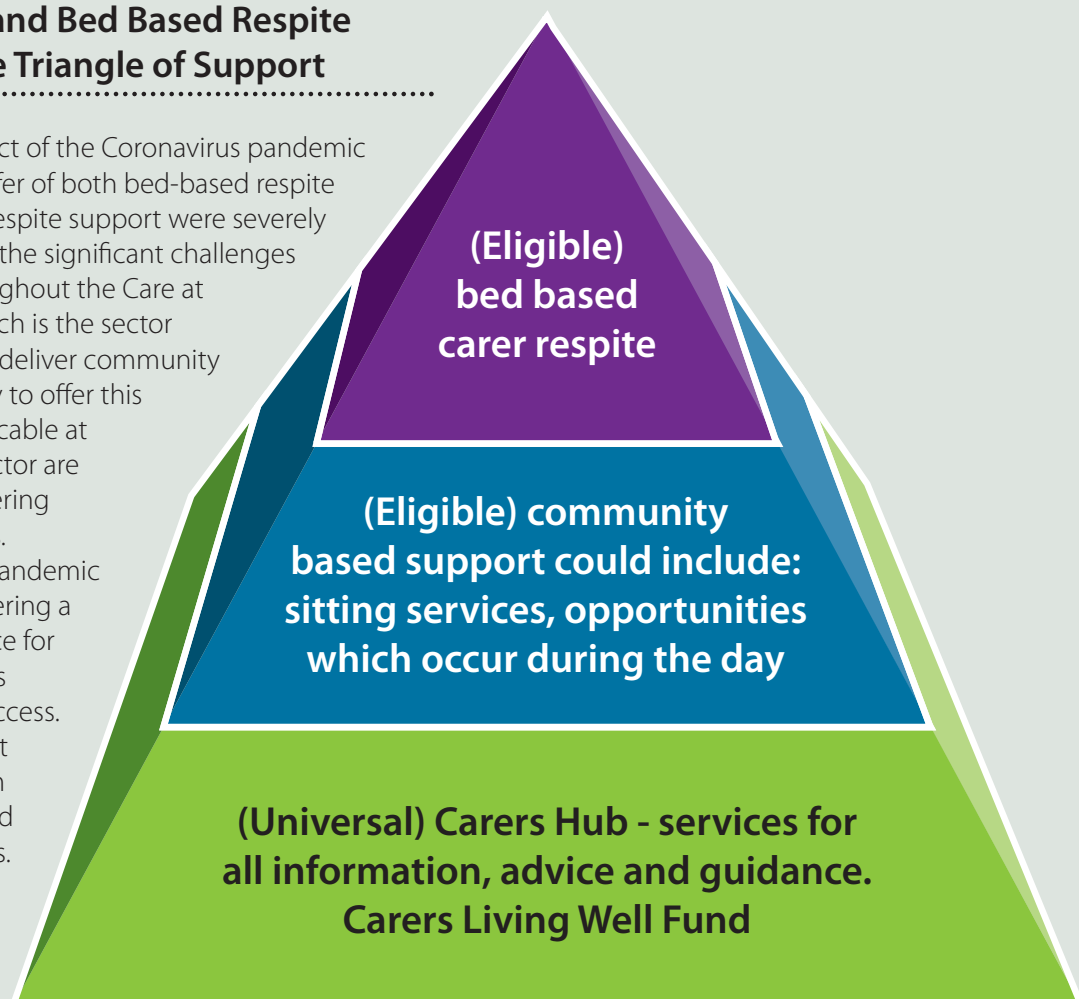
Carer Respite Scenario - Mrs Jones (the carer), has become socially isolated as she is the sole carer for her husband Mr Jones (the cared for person). Mrs Jones' emotional and physical wellbeing is deteriorating, Mr Jones is aware of this and it is exacerbating his condition as a result of the stress he is feeling. Both Mr and Mrs Jones are adamant that Mr Jones will not access bed-based respite support in a care home.

The community respite service could provide 6 hours of support every 4 weeks, to enable Mrs Jones to take a break and see her friends who she used to go walking with (improving both her emotional and physical wellbeing). Mrs Jones knows that Mr Jones is cared for in his own home and Mr Jones can receive the support he needs in an environment where he is comfortable.

The new model of carer respite support, incorporating both a community and bed-based offer of support was implemented between December 2018 and April 2019. The community respite provision is a less intrusive model of support, however, the take up of the Community Respite offer was fairly limited, possibly because it was a new way of facilitating support for carers. **The diagram below illustrates the model of support:**

Community and Bed Based Respite Support - The Triangle of Support

By 2020, the impact of the Coronavirus pandemic meant that the offer of both bed-based respite and community respite support were severely impacted. Due to the significant challenges being faced throughout the Care at Home sector (which is the sector commissioned to deliver community respite), the ability to offer this service isn't practicable at present, as the sector are focusing on delivering essential care calls. Throughout the pandemic we have been offering a take a break service for our carers. This has proved a huge success. We want to look at this in more depth with our carers and other stakeholders.



All Age Carers Strategy 2021-2025

Development of the Carers Forum 2021

The Cheshire East Carers Forum will facilitate two-way communication between carers and services used by all carers and their families in Cheshire East. The forum will work to provide feedback on services, offer constructive challenge to current services and input into decision making and planning for future service provision.

By working co-operatively and collaboratively with local service providers carers can contribute to improvements in the services delivered for carers:

- The carers forum will be a key group in terms of co-production and implementation of the delivery plan for the strategy in terms of holding us to account.
- Ensuring a diverse forum membership and representation of diverse views from carers from all backgrounds and sectors of the community.
- Promoting a reputation and image of the Cheshire East Carers Forum which reflects its aims and values.
- By establishing the Cheshire East Carers Forum, it will help facilitate health and social care commissioners to work in partnership with Carers to develop and evaluate innovative new ways in supporting Carers and their cared for.
- Coproduction is key, the carers forum will work together as equal partners to improve, develop, and deliver services towards a common goal for all our children, young people, families, and adults.
- Using the Together guide that has been coproduced together with children, young people, families and adults living in Cheshire East.



Engagement and Co-production

Commissioners continually engage and consult residents on our services and strategies. Some recent consultation and engagement activities include:

- Carers and their response to Day Opportunities Strategy
- Carers and their response to Assistive Technology charging policy
- Carers and their response to Dementia strategy
- Making Carers Visible CEC, NHS CCG and My CWA webinar – Carers supporting people living with dementia and Domestic Abuse
- Carers response to the autism strategy
- Transition Strategy
- Mental Health Strategy
- The End-of-Life Strategy
- Young Carers and professional engagement
- Engagement with a cohort of all age carers to review the digital offer for carers that will sit on all social platforms including GP practices, health, and social care. Including shared experiences of the pandemic and how they can share their message around protection of their cared for
- We are working with our Procurement and Consultation teams to share all relevant consultation and engagement materials related to carers to ensure we reach out to our providers that offer support to carers and the cared for.

Carers are the continuous link in all that we do - they are part of all the delivery plans with the above strategies and will continue to co-produce and consult with carers of all ages.

For everything we commission, recommission or decommission for the future there is a section within all our service specifications requesting information on **'what is their offer for carers, how do you identify a carer'?**

All Age Carers Strategy 2021-2025

8 Where are we now?

Cheshire East are in a position where services need to continue to be aligned, not only to address the current financial climate and population growth, but also to ensure that services are streamlined to work closely together to provide the most effective service in a timely manner. This will benefit the carer and their families as the most appropriate service(s) will be offered.

The strategy will address the following elements, and these will be incorporated into the strategic intentions:

- Health and social care needs
- Value of carers
- Population growth
- Financial challenges
- Whole system approach (including recent strategies).
- Employment and carers
- Young Carers within schools / education

The carer remains at the focal point of this strategy and future commissioned services that will support this.

Figure 1: Elements of caring that need to be addressed



All Age Carers Strategy 2021-2025



Carers play such an important role in all that we do. The diagram above (Figure 1) shows that with every health and social intervention there is a carer involved. If we ensure that there are clear pathways for carers in all of the highlighted circles it will allow us to deliver the right support at the right time. For example, Young carers need to be identified as early as possible, so they receive the right support; e.g. a carer identified within their GP practice to ensure they receive the right support at the right time.

Carers are not a homogenous group; their circumstances are wide ranging in terms of the type of care they provide and the amount of their time they spend caring. Some may care for a few hours a week, yet others may care for over fifty hours per week.

Covid-19 has impacted on carers dramatically and we can see this by the high increase on carer referrals to the Cheshire East Carers Hub (over 500 new referrals in the last 9 months).

The COVID-19 pandemic continues to have a monumental impact on unpaid carers' lives – not only because of the increased amount of care that many are having to provide, but because of the far-reaching effect that providing this care is having on many aspects of life:

- Relationships
- Mental and physical health
- Work
- Emotional wellbeing
- Finances
- Education
- Loneliness and isolation
- Work life balance

There have been positive innovations in technology-based support for carers; though a vast majority of carers have found life significantly more difficult. A decrease in support and sometimes complete closure of local services alongside the increase in needs of individuals being cared for has led to most carers having to provide much more care.

<https://www.carersuk.org/for-professionals/policy/policy-library/caring-behind-closed-doors-six-months-on>

National Context & Demographics

- **1 in 8 adults** (around 6.5 million people) are carers
- Every day another **6,000 people** take on a caring responsibility – that equals over 2 million people each year.
- **58%** of carers are women and **42%** are men.
- **1.3 million people** provide over **50 hours** of care per week.
- **Over 1 million people** care for more than one person
- As of 2020, Carers UK estimates there are around **13.6 million people** caring through the pandemic.
- Carers save the economy **£132 billion** per year, an average of £19,336 per carer.
- **5 million people** in the UK are juggling caring responsibilities with work – that's 1 in 7 of the workforce.
- However, the significant demands of caring mean that **600 people** give up work every day to care for an older or disabled relative.
- Carer's Allowance is the main carer's benefit and is **£67.25** for a minimum of 35 hours, the lowest benefit of its kind.
- People providing high levels of care are **twice as likely** to be permanently sick or disabled.
- **72% of carers** responding to Carers UK's State of Caring 2018 Survey said they had suffered mental ill health as a result of caring.
- **61%** said they had suffered physical ill health as a result of caring.
- **8 in 10** people caring for loved ones say they have felt lonely or socially isolated.

Key statistics

- 4 in 5 unpaid carers (81%) are currently providing **more** care than before lockdown.
- More than three quarters (78%) of carers reported that the needs of the person they care for have **increased** recently.
- There were up to **9.1 million** unpaid carers across the UK before the COVID-19 pandemic, providing everything from a few hours of support a week to intensive and complex round the clock care.
- The pandemic has resulted in millions of new carers - **4.5 million** new to caring since the start of the pandemic, 2.8 million of whom are juggling work and care.
- Most carers (64%) have **not been able to take any breaks at all** in the last six months.
- **More than half** (58%) of carers have seen their physical health impacted by caring through the pandemic, while 64% said their mental health has worsened.
- **11%** of carers reported that they had reduced their hours to manage their caring responsibilities, and 9% had given up work because of caring.



National Context & Demographics

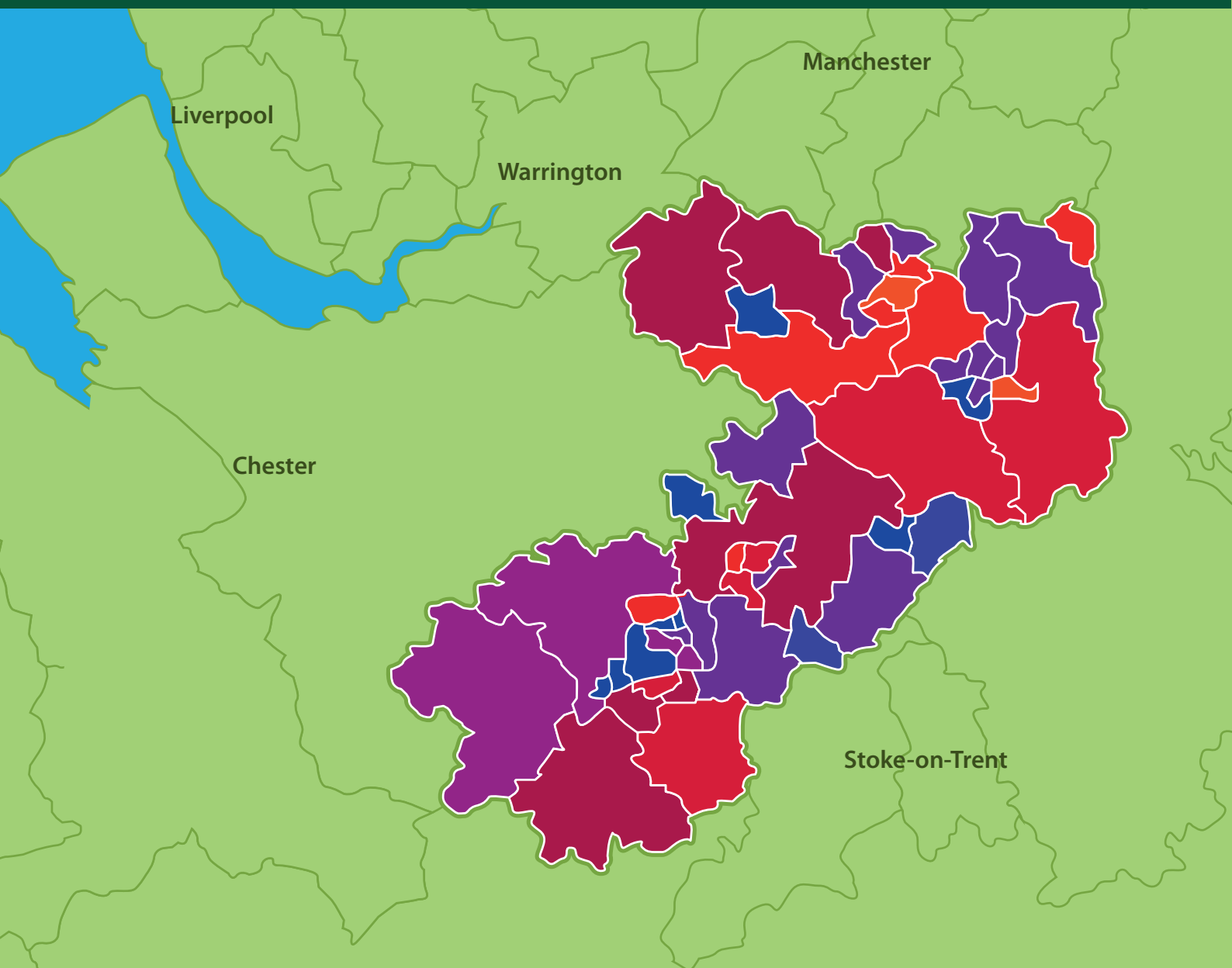
Young Carers

- Young Carers **aged 5-17 years** care for an adult or family member in the UK
- The 2011 Census indicated that almost **178,000 under 18s** nationally have caring responsibilities
- The majority provide under **20 hours** of care a week, however thousands provide even higher levels of care
- This is a wide spectrum which means caring will affect these young people in different ways
- Broader definitions put the figure of young carers higher, as close to **three million** children live in households with a disabled family member but not all of these will have caring responsibilities
- Their caring responsibilities are likely to impact on their education and they are more likely to be not in education, employment or training
- A **third of Young Carers** reported having a mental health problem
- To meet the needs of young carers in school, it is vital that all school staff understand why young carers need support to enjoy and achieve at school, and the simple things they can do to raise the attendance, attainment and wellbeing of these pupils as part of their wider roles within the school.
- Building staff understanding about young carer issues does not mean creating additional functionality within staff's existing roles. Rather, by being aware of how to identify and support young carers, staff will be better equipped to fulfil their existing roles within the school, and schools will identify and support young carers more effectively.

Through the recent engagement events with our Young Carers and professionals we can see there has been a massive impact on them due to the pandemic. Their caring duties have increased and their schooling / education has been affected. As a priority we will be working with our stakeholders and education to review the current offer for young carers. Below is the illustration developed by our young carers of how they wish to be supported to enable them to flourish.



Carers caring for 50 hours or more per week by Cheshire East Ward



Provides 50 or more hours unpaid care a week (2011)

● 273 - 409	● 101 - 120
● 205 - 273	● 92 - 101
● 156 - 205	● 79 - 92
● 120 - 156	● 51 - 79

Health and Wellbeing

In Cheshire East there is a single point of access for carers to receive information, advice, and support through the Cheshire East Carers Hub. This is an all age service and supports young, adult and parent carers. At the end of March 2021 there were 5,061 carers registered with the Hub. 1,160 new adult carers and 124 new young carers accessed the service in 2020/21.

The Cheshire East Carers Hub also carries out statutory carers assessments on behalf of the council. Between April 2020 and March 2021, the Hub completed 589 adult carers assessments and 99 young carers assessments.

Cheshire and Merseyside Health and Care Partnership Plan

The Cheshire and Merseyside Health and Care Partnership Plan has committed to actions that need to be taken across Health and Social Care and considers a more joined up approach to supporting all age Carers.

Cheshire Clinical Commissioning Group Commissioning and Contracting Intentions 2020/21

The Cheshire Clinical Commissioning Group recognises the importance of Carers within their Cheshire Commissioning & Contracting Intentions 2020/21. Priority one is the development of a new service model to deliver person centred care for individuals and their Carer's.

The CCG wants to see:

- Increased number of people accessing support via social prescribers
- Increased focus on personalised care and people feeling empowered to self-care using digital options to make informed choices
- Reduced demand for appointments – GP, Hospital and Community Services
- Improved staff awareness of personal health budgets (PHB)
- Support Carers to maintain their caring role
- More people to access support to maintain their caring role
- Increased support to Young Carers
- Consistent offer for Carers across Cheshire



Health and Wellbeing

They plan to implement this by:

- Supporting the implementation of social prescribing link workers
- Continuing to expand on the personal health budgets offer and expanding this to children and young people and section 117 aftercare
- Community contracts to support staff development and training around person and patient centred care.
- Continue to build on programmes such as One You, Healthy You, and the NHS Long-term Plan
- To develop digital options for people to manage their own wellbeing
- Further developing an all age model to support Carers across Cheshire

<https://www.cheshireccg.nhs.uk/media/1782/cheshire-commissioning-and-contracting-intentions-2020-21.pdf>

This strategy aligns with these priorities.





Key Delivery Actions

To enable us to successfully deliver the All Age Carers Strategy for Cheshire East, several key delivery actions have been identified.

We will develop an outcomes-based approach to carers and their cared for. Where services are provided for a carer they will also achieve a set of results for the cared for.

We will deliver outcomes through working with the joint commission of the Carers Hub Service and by the development and co-production of the All Age carers Strategy:

- Identifying the outcomes that are expected to be achieved prior to making any referrals to services
- Contracting for services based on outcomes and then monitoring based on those outcomes e.g. joint commissioned carers service
- Work collaboratively with our health partners to ensure seamless pathways to support our carers

Delivery of the strategy will be overseen by the Cheshire East Carers Forum. The group is an effective mechanism to ensure that the support available to carers in Cheshire East is shaped by all partners – statutory agencies, voluntary and community sector organisations.

Useful Information



Local Need and Strengths (Assets)

<https://www.cheshireeast.gov.uk/pdf/jsna/carers-jsna-june-2018-final-v2.pdf>

Healthwatch data

<https://healthwatchcheshireeast.org.uk/wp-content/uploads/2019/10/Experiences-of-Unpaid-Carers-Registering-with-their-GP-Practice-in-Cheshire-Report-1.pdf>

Co-production together guide

<https://www.cheshireeast.gov.uk/pdf/livewell/together/together-our-coproduction-guide-and-definition.pdf>

Corporate Plan

https://www.cheshireeast.gov.uk/council_and_democracy/council_information/consultations/corporate-plan-consultation.aspx

Social Value

<https://www.cheshireeast.gov.uk/pdf/business/procurement/cheshire-east-social-value-policy-nov-20.pdf>

Shorter version of The All Age Carers Strategy

<https://livewellservices.cheshireeast.gov.uk/Documents/Download/770/Carers-Strategy-Sh>

Cheshire Young Carers Co-production and Engagement Recommendation Report

[CEC Young Carers Findings_Recommendations Report](#)

All Age Carers Survey 2021

<https://livewellservices.cheshireeast.gov.uk/Documents/Download/769/All-Age-Carers-Survey>

Insights Report Exploring Young Carers Experience throughout the Coronavirus Pandemic

<https://livewellservices.cheshireeast.gov.uk/Documents/Download/774/Young-Carers-and-COV>

Story of the challenges carers face and their covid-safe message

<https://youtu.be/8SrKTmCenJs>

For further information please contact:

Jill Stenton – Senior Commissioning Manager

jill.stenton@cheshireeast.gov.uk



Appendix B

Implementation Plan - Phase Two Cheshire East All Age Carers Service

Responsible Persons	Key
Cath Magee - Head of Regional Operations	CM
Keri Smith - Head of Development	KS
Chris Mizzi - Head of IT	CMZ
Lisa Taaffe - Senior Development Manager	LT
Gareth Davies - Development Manager	GD
Thomas Atherton - Deputy Business Development Manager	TA
Jane Reeves - Service Manager	JR
Hester Pownall, HR Business Partner	HP
Anna Evans - Learning and Development Manager	AE
Pippa Penfold - Marketing Manager	PP
Joanne Priest - Adult Carers TL	JP
Cara Fullelove - Young Carers TL	CF
Sandra Curren - Purchase Ledger Coordinator	SC
Ian Griffiths - Management Accounts	IG

Version Control	Date / Version Number	Version Number
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	05.02.23	V1
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	06.02.23	V2
Implementation Plan - Phase Two - Cheshire East All Age Carers Service	09.02.23	V3

Implementation Plan - Phase Two
Cheshire East All Age Carers Service

Progress Tracking Key: Complete Scheduled Delayed

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Incentive or Target	Prevalent Notes
Commissioner Contract Meetings	JR / LT / CM														
Internal Implementation Meetings	LT arrange / All responsible persons attend														
Incentivised Indicators															
Development and implementation of service pathways with Children's early help, education and youth services (list not exhaustive)														£10,000	
1. School outreach plan mapped out	JR / CF														
1a Use of reception videos and referral cards	JR / CF														
1b. Referral and communication plan documented	JR / CF														
2. Referral and communication pathway agreed with Children's early help	JR / CF														
3. Referral and communication pathways agreed with key Youth Services (tba)	JR / CF														
Track identification of hidden young carers. Achieving annual target of 'new' young carers referred into the service.	JR/CF											TBC By 31/12/2023		£5,000	
Development and implementation of service pathways with GPs, hospitals, hospices and social care (list not exhaustive).															
1. GP reception videos and referral cards rolled out by Social Prescribers (track progress)	JR / JP														
2. Outreach plan for surgeries that do not engage with video/referral card pathway	JR / JP														
3. Outreach plan for Hospitals - agree referral and communications pathway - document	JR / JP														
4. Outreach plan for Hospices - agree referral and communications pathway - document	JR / JP														
5. Engagement plan with all social care teams - document current referral/comms pathways	JR / LT														
Carers' engagement and co-production plan (including annual satisfaction surveys) to be produced and monitored at quarterly contract reviews												TBC By 31/12/2023		£5,000	Start circulating and collating responses Oct 23.
1. Annual Satisfaction Survey Adult & Young (by post / email / survey monkey / txt)	JR / JP / CF														
2. Engage at carers forums	JR / JP / CF														
3. Establish a Young Carers steering group	JR / CF														
4. Establish a Parent Carers steering group	JR / JP														
5. Establish an Adult Carers steering Groups	JR / JP														
6. Informal steering feedback to be collected at all groups/activities	JR / CF / JP														
Development and implementation of the Take A Break service suitable for all carers (adult, parent and young):												TBC By 31/12/2023		£10,000	
1. Previous providers used as a temporary measure to provide take a break now	JR														
2. Agree solution for Young Carers (clubs and groups incl.)	JR / CF														
3. GRI explored as an alternative area wide/all needs solution - pilot period to be carried out	HP / JR / JP														
4. Explore possibility of recruiting own staff	HP / JR														
4a. Process/procedure and responsibility would need to be agreed - if responses are received from job advert	JR / JP														
4b. Place job advert for bank workers to provide sit in service	JR														
5. Alternative Day Services sourced and utilised	JR														
KPIs - Numbers/volumes															
REVIEW BUDGET PERAMETERS FOR ALL ACTIVITIES / MARKETING TOOLS ETC	CM / JR / LT														
Awareness raising events / activities planned	JR / JP / CF													4	1 per qtr.
Approach in place to offer outcomes review to all carers with a support plan	LT / JR / JP / CF													90% per quarter	Report separately for adult and young
Approach in place to complete as many reviews as possible (intervals / approach / method - KEY Review items ONLY those outcomes 'scored/identified' at assessment)	LT / JR / JP / CF														
Approach in place to implement emergency / contingency plans (automatically generated as part of SNA)	JR / JP / CF														
Track/review the number of carers referred to Take a Break service	JR / CM														
Plan/track adult & parent carer sessions	JR / JP													16 per month	
Track the number of individual participants attending adult & parent carer sessions	JR / JP														
Plan/track young carers sessions delivered (young and adult)	JR / CF													16 per month, 12 per year	
TRACK - Cheshire Young Carers session provision (no. of events and attendees)	JR / CF														
Attempt to track No. of new informal support groups set up in the community	JR / Vol Coord														
Training courses delivered (either direct or via other organisations) - Immediate requirement for Dementia (DISC) and Meds training)	JR / CM													12 per year	3 per qtr.
Track the number of schools engaged with	JR / CF													15 different schools per year	
Plan/track the young carer awareness training delivered in schools engaged with	JR / CF													90% per year	13 of the 15 schools must have had yc awareness training (3-4 a qtr.)
Plan/track the schools that have a young carers champion of those we have engaged with	JR / CF													80% per year	12 of the 15 schools must have a young carers champion (3 per qtr.)
Service Support Quality															
Triage Process - parameters reviewed against data	JR / JP / CF														
Category/intensity of support - parameters reviewed against data	JR / JP / CF														
Modes of support - number by type reviewed	JR / JP / CF														
Intervention Types - number of each reviewed	JR / JP / CF														
Time/motion - review time allocated to each mode and intervention type	JR / JP / CF														
Outcomes - WEMW EBS Outcomes reviewed	JR / JP / CF														
Outcomes - SNA Outcomes measure reviewed	JR / JP / CF														
Outcomes - Needs review outcomes reviewed	JR / JP / CF														
Outcomes - Young carers outcomes reviewed	JR / JP / CF														
Experience Questionnaire - Outcomes reviewed	JR / JP / CF														
Groups - Review range offered and engagement levels	JR / JP / CF														
Activities - Review range offered and engagement levels	JR / JP / CF														
Carer training - Review range offered and engagement levels	JR / JP / CF														
Living Well Fund - Review use and link to outcomes (if possible)	JR / JP / CF														
Take a Break fund - Review use and link to outcomes (if possible)	JR / JP / CF														
Hospital Discharge fund - Review use and link to carers assessments (if possible)	JR / JP / CF														
Emergency Card - Review take up levels	JR / JP / CF														
Fundraising															
CCST / CBT / COUNSELLING - For Young carers / Adult	LT														

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Prevalent Notes
Processes - Procedures LINKED TO Charity Log														
Charity Log built to collect all data required to report requirements of 'Performance Workbook' - SEE 'Software Work' tab	LT / CMZ													
Contract KPI's (collected/reported in CL - templates for when cant directly enter data) :														
Referral Template	LT / JP / CF													
Contact record template	GD / TA	Temp				Update versions								
Consent/privacy Template (led by when confidentiality is broken)	GD / TA	Temp				Update versions								
Adult CSNA template (matching Liquid Logic)	LT / JP					Review								
Adult Needs Review template (for those not having a SCNA)	LT / JP													
Young CSNA template (unique to Liquid Logic):	LT / CF													
1. CE still to confirm who is responsible for Young CSNA	LT													
2. In mean time agreed to continue CSNA (NOT contractual requirement)	LT													
Parent CSNA template (TBC with CE)	LT													
Adults Support Outcomes Monitoring Tool (Matching Liquid Logic):	LT / JP													
1. Agree with CE that score system can be used without need for other score mechanisms	LT													
2. Discuss Liquid Logic score system with CE - request change	LT / JP													
Young Support Outcomes Monitoring Tool (unique to Liquid Logic - remove PANOC)	LT / CF													Review when SNA clear
Support plan template (built out from Outcomes monitoring tool) Young and Adults	LT / CF / JP													
Young Carer Review template (for those not having a SCNA)	LT / CF													
Support Effectiveness Review template Young and Adults	GD / TA													
WEMWBS - Short version implemented	GD / TA													
Experience Questionnaire (5 light touch review questions) template - to be used at every opportunity	LT													
Contract Outcomes - collect items NOT recorded as part of outcomes measure / annual review / experience questionnaire	LT / JP / CF / JR													
Short and Long Term Report - Data set agreed with CE	LT													
MDS Client Dataset - Data set agreed with CE	LT													
Contract Demographics - Agree with CE to match the Short and Long term report requirements	LT													
Emergency Card brief to marketing	LT													
Emergency Card generated by marketing	JR													
Emergency Plan to accompany template created	GD / TA													
Risk Assessments:														
For home visits	GD / TA													For all
For groups/activity venues	GD / TA													For all
For co-location venues where one to ones are carried out	GD / TA													For all
For when someone shares information around risk to self	GD / TA													
For when someone shared information around risk to others	GD / TA	Temp												
Safeguarding/incidents record	GD / TA													
Review temporary approach for effectiveness	GD / TA													
Peninsula implemented with supporting template	GD / TA													
Attendance Log template for groups/events	GD / TA													
Service feedback form to use at ALL engagements/groups with carers (informal steering discussions)	LT / JP / CF													
Accurate list/account of all interventions provided	LT / JP / CF / JR													
Record of contact with referral partners/agencies	LT / JP / CF / JR													
Living Well Fund application	GD / TA													
Take a Break application	GD / TA													
Hospital Discharge record	JR						Review							
BACS transfer request sheets (provided by Finance)	LT / SC													
BACS failed query sheet (provided by Finance)	LT / SC													
Eligibility Criteria agreed for Living Well Fund (based on extent of needs identified during assessment)	LT / JP / CF / JR													
Eligibility Criteria agreed for Take a Break Fund (based on extent of needs identified during assessment)	LT / JP / CF / JR													
Volunteer / Peer / befriending approach	JR													
Volunteer chat line - reviewed and re-established - tbc	JR													
Service protocol complete in line with guidance for accurate use of Charity Log	LT													
Cheshire East Carers - SLA in place and performance monitored - MUST ensure all carers accessing are also registered with service	LT / JR / CF													
Free post address arranged	JR													
COMMUNITY REGIONS AND VENUES REVIEWED - MAPPED OUT 'NOW' AND 'TARGET' REGIONS	LT / JP / CF / JR													
Marketing														
Promotional material for Adults - updated	JR / JP / PP													
Promotional material for Parents - updated	JR / JP / PP													
Service Information Handbook														
Website - content managed	JR / JP / CF / PP													
Social media - content managed	JR / JP / CF / PP													
Branded banner etc. for events (Adult and Young)	JR / JP / CF / PP													
YOUNG CARER COMMS PLAN/PROJECT	KS / JR / CF / PP													
Schools video and cards created	JR / CF / PP													
Professional communications material/docs. created (referral partners - SEE Incentivised targets)	LT / JP / CF / JR													
Policies														
Risk Assessment Policy	JR													LOCATE AND SUBMIT
Business Continuity Management Plan	JR													TO BE DEVELOPED
Service User Consent	GD / TA													TO BE DEVELOPED/EXPANDED
Service Development	LT													PHASE 2 IMPLEMENTATION PLAN FOLLOWED BY ONGOING SERVICE DEVELOPMENT PROJECT PLAN REQUIRED

Implementation Plan - Phase Two

Progress Tracking Key:

Complete

Scheduled

Delayed

Cheshire East All Age Carers Service

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Target	Prevalent Notes
Staff Related															
Staff Inducted / onboarded	JR / KS / GD / LB														
Recruit to gaps (Vol Coordinator)	JR														
Review of training record from N-compass	JR / AE														
Review of service training Matrix	JR / AE														
One to one for TL's - Roles and responsibilities / Job descriptions /performance targets etc	JR														
One to one for all staff - Roles and responsibilities / Job descriptions / performance targets etc	JR / JP / CF														
Training / CPD agreed for all staff	JR														
Team Targets (See KPI sheet)	Cheshire East Council														
Individual targets agreed based on hours worked	JR / JP / CF														
Continual assessment of targets for appropriateness	JR / JP / CF														
Equipment review - all staff access to hardware/software required	JR														
Team meetings	JR														
Weekly check ins	LT														
Office storage / organisation in place	JR					Review / new order									
Confidential waste in place	JR														
Notice boards up	JR														
Final Training Matrix confirmed	JR / AE														
Additional Office space in building - parameters of use	JR / CM														
COMMUNITY REGIONS AND VENUES REVIEWED - MAPPED OUT 'NOW' AND 'TARGET' REGIO	JR / JP / CF														

Implementation Plan - Phase Two

Progress Tracking Key:

Complete

Scheduled

Delayed

Cheshire East All Age Carers Service

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Prevalent Notes
Charity Log and Data														
Review of N-Compass Data	LT / CMZ													
Identify incompatible N-compass Data	LT / CMZ													
Solution for staff to access all N-Compass data if not compatible with CL	LT / CMZ													
Core Data build (Demographics etc.)	LT / CMZ													
Review all data reporting req (SALT & Contract)	LT													
Confirm parameters for reducing duplication with CE	LT													
Work Flow build	LT / CMZ													
Outcomes build	LT / CMZ													
Groups/Activities Build	LT / CMZ													
Feedback/Review Build	LT / CMZ													
All drop down lists generated	LT / JP / CF													
Organisations list generated	LT / JP / CF													
Import Compatible N-Compass Data	LT / CMZ													
Staff training	CM / Dizions													
Trial Use	JR / JP / CF													
Back dated entried	TBC													
Liquid Logic														
Review new Assessment doc.	LT													
Agree use parameters with CE	LT													
Implement use of new Adults CSNA	LT / JP / Team													
Solution required for Young Carers SNA	LT													
Solution required for Parent Carers SNA	LT													
Feedback/review of use with CE	LT / JP													
Delegation process implemented	LT													TBC

Milestones/KPI	Responsible Person	02.01.23	16.01.23	30.01.23	13.02.23	27.02.23	13.03.23	27.03.23	10.04.23	24.04.23	08.05.23	22.05.23	05.06.23	Target	Prevalent Notes	CL
Social Value - Tracking																
Environment-local initiatives	JR													1 initiative per qtr	Run a minimum of 4 of our own initiatives per annum, over 16 hours and volunteer an additional 30 hours of staff volunteering time per annum to green space initiatives resulting in £778.78 time invested per annum (NT86). Provide narrative of steps taken.	
Environment- other measures	JR													Target 1 tCO2e	Provide narrative of steps taken	
Social- partnerships	JR													3 culturally appropriate activities/events per annum	Provide narrative of events provided	
Social- funding support	Fundraising Team													Provide narrative of grants applied for / awarded	Provide narrative of grants applied for / awarded	
Social- staff resources	JR													Target 12 hours staff volunteering time per annum, 3 per qtr	Provide narrative / update of engagement	
Social- provision of expert advice	KS													Commit a minimum of 5 hours of staff expert time per annum	Provide narrative response	
Economic- employee skill sets - training	JR & AE													Target 2 training weeks	Provide update using training Matrix developed for the service to show training provided - already includes SCIE Strengths based training	
Economic- employment opportunities														48 hours volunteering towards NEETS	Provide evidence	
														16 weeks 4 week per person	3 unpaid/1 paid work placement	
														52 weeks	1 Apprenticeship	
	JR & VOL COORD													Employ 1 carer per annum	Provide evidence	

Volunteering management project set up - Induction / active / resting / activity / reason for leaving etc

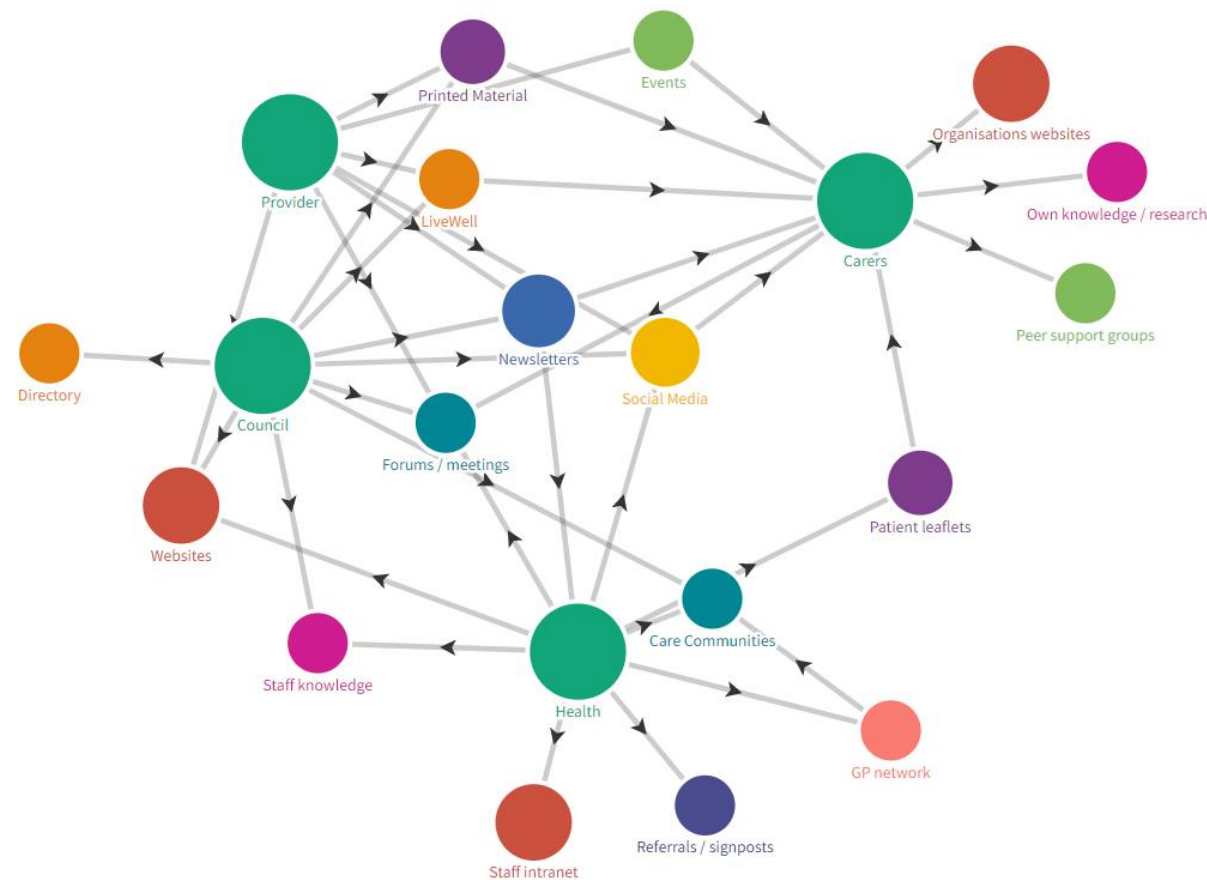
RISK Register

No	Description of Risk	Date identified	Impact	Probability	Mitigating Actions/Countermeasure (What we can do to stop it happening or having an impact)	Risk owner	Risk Assessment Post Contingency
			High	Very likely			
			Medium	Possible			
			Low	Unlikely			
1	Software not in place to record support provision from 01.01.23	03.01.23	Medium	High	Data from N-Compass not 'clean' for import. Reporting criteria needs to be reviewed before software complete. Reduce duplicate entries in CL and LL. MOST recording criteria collected manually for data entry later. Outcomes tools and measurements wont be as final 'tools' only just being confirmed.	LT	Low
2	Staff resistant to change.	03.01.23	High	Very likely	BUT not applicable to the whole team. Extent of impact being assessed as of 06.02.23. Performance management protocol deployed to either win hearts and minds or allocate responsibilities to staff able to implement what is required.	JR	Medium
3	Time taken to collect responses to the 17 page Adults SNA	28.01.23	Medium	Possible	Ongoing pro-active assessment of changes with CE and/or steps staff can take to reduce time taken	LT/JR	Low
4	Referrals received with expectations of a 'break' or access to the LWF as purpose for referral	28.01.23	Medium	Possible	Work with referral partners to clarify ideal message that carers should receive about the service and support offered	LT/JR	
5	Implementing an effective approach to completing reviews that Carers respond well to	28.01.23	Low	Possible	Implementing the use of experience questionnaire that allows the carer to provide feedback in a less formal approach.	LT	Low
6	Non intervention related tasks	28.01.23	Medium	Possible	Ongoing review of tasks and time taken for discussion with CE regarding value and contribution to achieving outcomes for carers	LT	Low
7	Young Carers SNA - if a continued need for the service what % of staff time will this take from other objectives/targets	28.01.23	Medium	Possible	Work with CE to agree best approach to both Young SNA as well as how/what to prioritise other KPI's for YC as a result	JR	Low
8	Confusion in Cheshire East about our offer compared with Cheshire Young Carers	28.01.23	High	Possible	Pro actively work with Cheshire Young Carers regarding their approach and offer in the CE community. Where we are sub-contracting groups create a joined up approach. Encourage for all activity in the region to be 'joined up' but we recognise there needs to be an appetite for that from CYC.	LT	Medium

Place a date in the field when the employee has completed that training	Service Manager	Team Leader	Team Leader	SW 1	SW 2	SW 3	SW 4	SW 5	SW 6	SW 7	SW 8	SW 9	SW 10	SW 11	SW 12	SW 13	Vol Coord	SW 14	Vol 1	Vol 2	Date Personal Performance Plan Updated with record of individuals capabilities (at least every 6 months)
Induction Training including Service Model																					
Organisation Introduction (Including Governance Structure)																					
Service Model Understanding - Protocol/Processes/Pathways/Community based																					
Charity log																					
Outcomes Monitoring (SNA compliant)																					
Carers Assessments																					
Safeguarding Adults & Children																					
HSSE (Health and Safety - including fire awareness/safety)																					
First Aid - One day option																					
Equality and Diversity (including equal opportunities)																					
Lone Working and Risk Assessment																					
Risk Assessment to Self Assessment																					Best practice training sought from Psychological Therapies Dept
Risk to others Assessment																					Best practice training sought from Psychological Therapies Dept
Infection Control & prevention																					
Manual Handling / Moving and handling																					
Mental Capacity Act																					
Mental Health Awareness training																					
Communication Skills (Effective communications in line with individual needs - while demonstrating empathy, integrity and professionalism)																					On a needs basis
Service Key Performance Indicators - (Including the Accurate recording and reporting required information and Data Collection Tools)																					On a needs basis
Confidentiality/Data Protection (Information Governance)mandatory Information Governance training (NHS Toolkit level) covering: • Data security: Protecting Information • Introduction to Data Security Awareness • Breaches and incidents • Introduction to the Law																					
Report Writing/Keeping Accurate Records																					On a needs basis
SCIE - Dementia Training																					Course option decided appropriate to current level of knowledge/skills/quals
Effective Partnership Working																					
SCIE - Strengths Based Training, including:																					
Community Mapping																					
Risk Assessment																					
Positive Risk Taking																					
Person Centred Support Planning and review /Promoting and encouraging increased Independence (strengths and asset based)																					
Promoting healthy lifestyles and recovery for improved independence																					
Ongoing/Refresh Training within 12 months of Induction (Not All Mandatory)																					
Safeguarding Adults & Children																					
Positive Risk Assessment and management																					
Health and Safety																					
Service Key Performance Indicators - (Including the Accurate recording and reporting required information and Data Collection Tools)																					
Person centred Support / Promoting Independence (strengths and Asset based)																					
Multi-Disciplinary / Expert Training																					
Adult Early Help Team																					
Memory Clinic																					
CAHMS																					
Children's services																					
Social Care Locality Team																					
Cared for conditions (ALL)																					
CMHT's																					
Dietician																					
Council Safeguarding Training																					
Other																					
Continued Professional Development																					
Shadowing Internal Team																					
Management and Leadership Training																					

E-learning

Carers Information Connections



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Appendix D

NHS E&I Commitment to Carers Trust Hospital Discharge Final Project Report

Report writers: Jill Stenton & Louisa Thompson

Organisations: Mid Cheshire NHS Foundation Hospital Trusts
East Cheshire NHS Trust
The Countess of Chester NHS Foundation Trust

Date: 05/05/2022

Executive summary. Maximum 750 words.

Mid Cheshire NHS Foundation Hospital Trusts, East Cheshire NHS Trust and the Countess of Chester NHS Foundation Trust worked jointly to deliver a project to develop, test and evaluate a hospital discharge pathway for carers and raise general carer awareness amongst staff. The project was a collaboration between health, social care and the third sector, funding via the NHS England and Improvement Commitment to Carers programme.

The project involved engaging with key stakeholders to develop an integrated pathway, that would identify carers prior to discharge and signpost them for advice and support in preparation for discharge and once they were back home.

We opted to test out a digital approach to supporting carers, to overcome the challenges faced with trying to recruit specific Carer Champion roles for wards and the restrictions imposed by COVID. Following research of digital support that was available, we teamed up with Mobilise www.mobiliseonline.co.uk who currently deliver 21 contracts across the UK commissioned by Local Authorities, NHS and local carer support services. They provide online support and information for carers, empowering those that care to thrive.

The online resources (appendix one) developed and provided by Mobilise for carers focused on the following:

- Information and advice from others who had been through this process.
- Emotional & bespoke support available in the form of an individual support call with a carers coach or via live chat on the website.
- The opportunity to “ask anything” as it was likely that situations will be individual, and solutions may be specific to local circumstances.
- Signposting to local support.

We identified a small number of wards at each of the three hospital sites where we could test out the new approach, focusing on those wards who supported older frail people to identify and signpost carers for support, in preparation for being discharged home.

Key themes that came out of engagement with carers and staff were the lack of information and support available for carers, poor communication with carers, and carers not knowing what to do when things didn't go as expected.

We developed a pathway to help guide staff through the process and know who and where to signpost carers to for support (appendix two). Discharge Co-ordinators from the identified wards shared the contact details for the Mobilise website with the carer, or if they are not digitally enabled, they could directly book them a telephone support slot with Mobilise or give them the number for their local carers centre. For people being cared for with Dementia or

cognitive impairment, the Discharge Co-ordinator would send the carers contact details to Alzheimer's Society, where an officer would follow them up with a phone call, offering to arrange a home visit or telephone appointment for an assessment, working with the carer to agree a support plan. They were also able to refer and signpost the carer and extended family to statutory services, voluntary services, Mobilise and to the relevant carers centre.

In addition to the referral pathway, we explored training for staff and tested out an e-learning package, to help staff better understand, involve and signpost carers for support.

We have had positive feedback on the Mobilise website from both carers and staff, with 225 people visiting the site over the four-week testing period. Ward staff have actively been using the support pathway and providing carers and people being cared for with signposting information.

Learning that can be taken away from this project;

- It is essential to involve carers at the earliest opportunity in the discharge process.
- The way that a person is asked the question about whether they are a carer is important, as many carers don't recognise themselves as carers or as needing support, and don't reach out until they reach crisis.
- Carer awareness is essential for staff and should be a core part of their induction and training.

In terms of next steps, we are aiming to build upon the work already undertaken as part of this project as follows:

- Access to support via the Mobilise website will continue for the next six months, allowing us to build upon the success of the trial. We will promote the use of Mobilise more widely, scaling up from the initial testing that took place with one or two wards per hospital Trust, to include all wards as well as community teams supporting people who have recently been discharged from hospital.
- Roll out the carer awareness e-learning training to staff across the three Trusts, continuing to gather feedback/evaluations and look to get it included as mandatory training for certain staff groups.
- Continue to gather feedback from carers on the support available.
- Continue to regularly promote carer awareness and support via Trust comms.
- Continue to develop discharge process and protocols to include carers and promote Mobilise via discharge packs and letters.
- Explore opportunities for reaching out to and providing resources for carers and potential carers in advance of a hospital stay.
- Build and support a network of Carer Champions to support peers and aid the identification of informal carers across all settings.
- Develop as part of the discharge pathway, the one-off personal health budgets to support families and carers to access personalised care and support, when identified need cannot be met via commissioned services.

Method/Process. Maximum 500 words.

We established a project group that met fortnightly, to plan, develop and implement the approach. Representation was as follows:

- NHS Cheshire CCG

- Cheshire East Council
- Cheshire West and Chester Council
- Alzheimer's Society
- Mobilise
- East Cheshire NHS Trust
- Mid Cheshire NHS Foundation Hospital Trusts
- The Countess of Chester NHS Foundation Trust
- Central Cheshire Integrated Care Partnership

We identified the key stakeholders that we would need to engage and communicate with throughout the project, which included the following:

Organisation	Team/Role
Hospital Trusts x 3	Discharge Team (Matrons & leads)
	Discharge Co-ordinators
	Ward teams
	Dementia Advisor
	Customer Care Team
	Admiral Nurses/Safeguarding Team
	Memory clinic
	A&E
	Community Teams (Nurses & Therapists)
	Comms Team
Local Authority/Social Care	Discharge team
	Brokerage Team
	Home First Team
	Living Well team (Cheshire East)
	Commissioners
Third sector	Alzheimer's Society
	British Red Cross
	Cheshire East Carers Hub
	Carers Trust Cheshire & Warrington
	Audlem & District Community Action
Primary Care	Waters Green Medical Practice
	Social Prescribers

The original project proposal was to recruit three Carer Champions via a secondment opportunity for a period of four months, who would sit within selected wards at each hospital Trust, to help support carers upon discharge. Unfortunately, the timing for the recruitment of the Carer Champions was December 2021/January 2022, which coincided with the very busy Winter period for the hospitals, and the rapid spread of COVID via the Omicron variant. This meant that both health, social care and third sector organisations did not have the capacity to release staff who were interested in the secondment opportunity, and subsequently led to delays with starting the project. In order to deliver against the original outcomes of the project, it meant that we had to explore alternative approaches to deliver the project.

The project team carried out some research into digital support offers, which would allow us to work around the recruitment issue and avoid having to place additional staff on hospital

wards when Omicron was rife. Mobilise were one of the companies who we researched and met with to discuss the project. They were able to provide a solution that we could tailor to the needs of our project and work with us to achieve our original outcomes.

When designing the package of support for carers, we split the design phase into the following three activities, acknowledging the time constraints on carers, practitioners, and professionals.

1. Research and listening: Engagement took place with professionals and support workers via meetings to connect them with the project. We were able to learn about the opportunities and challenges that were being experienced in signposting carers, at the same time as sharing about the work of the project and reframing professional's thoughts about who carers are, broadening the scope to friends and family (who are often unidentified carers or about to begin a caring role).

2. Learning from carers' stories: An initial broad piece of content was used as a starting point "A carer's guide to hospital discharge" which drew on the wisdom and experience of carers who were already part of the Mobilise community. This was shared back with the community who were then invited to share their experiences of hospital discharge, including what they wish they would have known and what support they found helpful.

3. Design Workshop: The Mobilise team, with the support of an external design facilitator, held a half day workshop to bring together learning from the above activities and designed a framework of what a support platform could look like, and what should be included.

Working collaboratively across the three hospital Trusts resulted in agreement to pool the funding, to help distribute resources fairly and make payments via one route. Decisions were taken to the project board for approval, but there were challenges when setting up processes to commission providers, because although it was a joint project, there was still approval required from three project sponsors and funding to manage/co-ordinate from three Trusts. This led to delays with getting processes and approvals set up.

Another challenge was the lack of face-to-face contact with carers on wards due to COVID visiting restrictions, which limited our lines of communication. It did however allow us to test out digital communication approaches as part of this project.

Key findings. Maximum 2000 words.

The project had two key outcomes, which were:

1. The development of an integrated pathway to identify carers and to signpost them for support.
2. Development of a training package co-created with carers, health, social care and third sector.

The first outcome was achieved through the development of an integrated pathway, which identified carers upon the commencement of discharge and signposted them for support and advice across a wide range of local services, via a digital platform or via telephone support. The pathway has been developed with and includes support from health, social care and the third sector, making it a truly integrated approach.

The second outcome took a focus on developing a training package for staff, to raise awareness of carers and their needs. Research into training approaches and packages, led

to the testing of an e-learning package. Opting to deliver the training online has the advantage of it being easily accessible to a variety staff, without the logistics associated with running face to face sessions. An existing e-learning package, which is already being used by a Local Authority elsewhere in the country was tested with 75 health and social care students at the University of Chester along with a number of local Social Prescribers. This evaluated well and has been commissioned for 12 months in the first instance, with a plan to roll out to 3,000 staff across the three hospital sites and community teams (1,000 per site).

The responses that Mobilise has gathered from carers across the country highlighted some common themes:

- Lack of information and support available for carers
- Poor communication with carers
- Carers not knowing what to do when things didn't go as expected

Mobilise website - In total 225 people arrived on the Mobilise digital platform over the four weeks of live delivery. Although people were not asked to register, they were able to complete a quick and easy online quiz style tool to direct them to resources appropriate to their situation. In this way we were able to learn more about them and focus the content on their current situation through the analytics gathered from the website. Further information can be found in appendix three.

Results show that we were reaching people at each of the key stages identified and that 72% were as a result of an emergency admission.

Of the carers who accessed support, the situation/location of the person who they cared for was that 35% were still in hospital, 32% were preparing to leave hospital and 32% had already been discharged home.

The split of carers accessing support broken down by hospital site was 45% from Macclesfield Hospital, 31% from Leighton Hospital and 24% from The Countess of Chester Hospital.

Alzheimer's Society support - There were four referrals to the Alzheimer's Society over the four-week trial period. One from Macclesfield hospital and three from Leighton hospital. Although the numbers were low, the use of the referral pathway was positive, and the process worked well.

Outcomes for the four referrals were as follows:

- Two carers carer took up the offer of community support with one accepting the offer of a telephone call assessment and a home visit. Clear actions and outcomes were noted during the home visit. Primarily the carer wanted to talk through next steps in the care for her husband. Previous interactions had involved contact with the local Carers' Hub where she received generic advice, but the need was for a conversation with someone with more dementia knowledge and expertise. Following the home visit, further dementia specific written materials have been provided by post and email.
- Two carers did not require support; one did not feel the need for it and the other was going to be supported by the residential care setting where the person they cared for had been moved to long term.

Social Prescribing - The link with Primary Care via the Social Prescribing Team resulted in changes being made to protocols in GP surgeries for identifying, recording and signposting

carers for support. The awareness raising that the Social Prescribers have undertaken has already increased identification and support of carer in medical practices.

Carer pathway – Carers are being identified on admission to the ward as part of the new pathway to support carers upon discharge. There is a clear process that staff can follow once they identify a carer and they know who and how support can be accessed. Staff feel more confident in the identification of carers and signposting for support. If they need help, they know where to go. Please refer to quotes in appendix four.

Supporting resources – Leaflets, posters, pull up banners, prompt cards and pin badges have been developed, with a branded logo co-created with carers (appendix five). The leaflets, posters and pull up banners have the contact details on for Mobilise and the two local carers hubs. They also have a QR code, text responder service and simple URL to streamline transition from offline leaflet to online services. This has the added benefit of allowing us to track how effective the different marketing materials. The leaflet is available in printed copy and e-flyer.

The leaflets are included in hospital discharge packs, which is helpful for those people who may want to look through it in their own time or access support at a later date.

Carer support notice boards have been put in place within a number of secondary and Primary Care settings.

Prompt cards have been developed for use by staff, to get them thinking about what actions they will take to include and support carers.

Carer Champions - Staff within various settings have been identified and supported to be a champion when it comes to identifying and supporting carers.

Carer awareness training – Awareness of the impact of caring has been raised amongst professionals in secondary, primary and community settings through various engagement opportunities. An e-learning training package has been sought and tested with students and will be rolled out to 3,000 staff over the next 12 months, to continue to build carer awareness across a variety of teams. Staff who complete the training will be given a ‘carer champion’ pin badge, with the aim of helping to build a network of staff who actively promote carer involvement and are visible to other staff and carers.

Learning that can be taken away from this project is that it is essential to involve carers at the earliest opportunity in the discharge process, allowing them to provide an inclusive plan for the cared for and preventing information overload upon the day of discharge. It also helps to ensure that service provision is in place, avoiding carer breakdown.

The way that a person is asked the question about whether they are a carer is important, as many carers don’t recognise themselves as carers or as needing support, and don’t reach out until they reach crisis point. More than ever people associate the word carer with a paid professional. Prior to hospital admission an individual may not have had anyone caring for them, so asking about family and friends who will be supporting them when they return home is more relevant. By reframing the way in which the question is asked, for example do you have someone help you with shopping, help you to prepare meals, or drive you to places etc, will help to understand whether someone is undertaking caring responsibilities.

Carer awareness is essential for staff and should be a core part of their induction and training. It needs to be short, flexible, interactive and accessible, recognising that staff are constantly busy.

The following benefits have been realised through the project:

- Better engagement with carers
- Better engagement with staff around carers
- Increased staff awareness and knowledge of the carer role and how to support them
- Clearer pathways to support and signpost carers
- Improved access to carer support and information locally

The indicative timescale was extended by a month from the end of March to the end of April, to take into account the difficulties experienced during the few two months of the projects with trying to recruit to a Carer Champion post. The extra month allowed us to develop the approach and test it out, with a full month of data to support the evaluation.

Conclusions. Synthesis. Maximum 750 words

Through engaging with a wide range of teams and services, we have been able to build strong links with a number of voluntary sector organisations who have previously struggled to reach out to the various hospital and community Health/Social Care teams. We have received positive feedback from carers, staff and the third sector.

The project has been able to link in family members who live out of area with local services and support via Mobilise. The use of a digital platform has allowed relatives such as sons and daughters who live at the other end of the country or abroad (Canada in one instance) to feel more involved in the care and support for their family member following hospital discharge.

All wards across the three hospital Trusts where older people are admitted to will benefit from this project. This will include the carer, the person being cared for and staff. The carer will have access to support and advice, tailored to their needs, which will give them the confidence and ability to undertake their caring role. This will ultimately benefit the person being cared for, who will have the support of a carer who feels equipped to manage their role. Staff will benefit from the expert input from the carer and will understand how to include carers in discharge planning in a meaningful way. It has given staff the confidence and a tool that allows them to better engage with carers.

From a carer's perspective, we have received the following feedback:

"Thank you so much for the website link it has been invaluable in learning about how to navigate mums care in the UK from here!"

Daughter of Hospital Patient, living in Canada.

"Thank you, I have checked it out, could be useful if Dad ends up in hospital again."

Daughter/carer for Dad living at home.

"Thanks for the link, can never have enough information."

Carer/husband.

“It’s good to know there are sites like this for when we feel lost, my daughters are helping me have a look through while my husband is in hospital.”

Carer/wife.

The learning from this project will be shared across the other wards in the hospitals that care for older people and with community teams who support people at home following their discharge from hospital.

Regular communication, engagement and awareness raising will help to raise the profile of unpaid carers and keep it in everyone’s mind.

The caring role in many cultures and communities is not always seen as an additional role. Using language such as “supporting someone who is coming home from hospital”, “family and friends” and removing the threshold of needing to “register” or identify as a carer before having access to helpful information and resources creates a more equitable service that could reach a more diverse population.

We underestimated the difficulties in recruitment due to timescales, this was exacerbated by the COVID crisis.

Work needs to continue to raise awareness of the carers and the possible negative impact when appropriate support is not in place. This needs to be across whole systems and where Carers can be added to existing pathways and protocols this results in achieving our goals without the need for additional work for busy staff. Staff need to be confident in the identification of carers and be able to signpost on for appropriate help but also feel supported themselves. Carers Champions in settings can contribute to this.

It is essential that Carers are involved in all aspects of the process and feel listened to, giving them choice and control. Feedback suggests they often feel too much information overload and so it’s vital the process is commenced sooner on admission if possible. Many relatives really struggle with self-identification “What is a carer”. Carers struggling need to know who to contact post discharge. Support is crucial to prevent carer breakdown.

Carers identified during the discharge process can then be registered via the GPs surgeries. This has enabled informal carers to access carers MOT healthcare checks, flexibility of appointment times. Carers can then access support ongoing via the Social Prescribers teams who can advise and signpost to a range of services allowing carers to protect their own health and wellbeing and thus supporting them to continue to care. This support helps to remove barriers to accessing healthcare and reduces the health inequalities of this vulnerable group.

Conclusions. Next steps. Maximum 750 words

Now that the Mobilise platform has been set up and tested, proving that it is able to cope with significant volumes of user traffic, we are in the position to be able to scale up the outreach to carers, to include all adult hospital wards and further follow up from professionals working in the community discharge situations.

Any carers connected to Mobilise as a result of the trial will have ongoing access to support through both the hospital discharge situation and their onward caring journey. An agreement has been made for an extension to the work. The Mobilise platform will be available for further carers to be signposted and receive support for a further six months so we can build

on the momentum of the project, collect longer term data and make updates to resources as required.

With the relaxation of COVID rules, carers, friends and family will begin to have increased access to hospital wards and face to face conversations with staff, there will be more opportunity to signpost to the Mobilise platform. There might also be other opportunities that take pressure away from busy healthcare professionals, such as heavy traffic areas like cafes, car parks and public transport may provide creative opportunities.

Action for the next 6 – 12 months include:

- Access to support via the Mobilise website will continue for the next six months, allowing us to build upon the success of the trial. We will promote the use of Mobilise more widely, scaling up from the initial testing that took place with one or two wards per hospital Trust, to include all wards as well as community teams supporting people who have recently been discharged from hospital.
- Roll out the carer awareness e-learning training to staff across the three Trusts (aiming to train 3,000 staff), continuing to gather feedback/evaluations and looking to get it included as mandatory training for certain staff groups.
- Continue to gather feedback from carers on the support available.
- Continue to regularly promote carer awareness and support via Trust comms.
- Continue to develop discharge process and protocols to include carers and promote Mobilise via discharge packs and letters.
- Explore opportunities for reaching out to and providing resources for carers and potential carers in advance of a hospital stay.
- Build and support a network of Carer Champions to support peers and aid the identification of informal carers across all settings.
- Develop as part of the discharge pathway, the one-off personal health budgets to support families and carers to access personalised care and support, when identified need cannot be met via commissioned services.

We will measure success in the following ways:

- The number of people continuing to access and be supported via Mobilise
- Referrals to the two Carer Hubs
- Referrals to Alzheimer's Society
- Hospital discharge surveys
- Number of Carer Champions trained across the three Trusts.

The evaluation report and key learning will be shared across the various Boards within the three hospital Trusts and via staff e-bulletins, newsletters and social media across health, social care and third sector partners. We also have plans to share the project findings and our collaborative approach with regional groups such as the Association of Directors of Adult Social Services (ADASS) North West Carer Networks, NHS Commitment to Carers 'Lunch and Learn' and Cheshire & Mersey Carer's Strategic Partnership Board.


Reflection. Not compulsory. Maximum 250 words.


Finding people across the health and social care system that are passionate about supporting carers has been key to the drive and energy needed for this work. Champions for both the project and carers in general in key locations has helped to build enthusiasm and gain buy-in from teams that are under considerable pressure. Demonstrating to

professionals how identifying and signposting carers could make their work easier and more effective, rather than being an additional burden, created a breakthrough.

Appendix One

Website link to Mobilise site www.mobiliseonline.co.uk/hospital




 Home Help & advice Cuppas Blog For organisations More [Subscribe](#)

Are you supporting someone in hospital?

If you are supporting someone who is coming home from the hospital, we're here to help guide you through.

Take our simple quiz to receive the right support for you right now.



Take our simple one minute quiz to receive your pack

Which of these best describes the current situation for the person who is/was in hospital?



They're in hospital




They're preparing to leave hospital




We're already home

[Next](#)

powered by  involve.me






[Home](#)
[Help & advice](#)
[Cuppas](#)
[Blog](#)
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[More](#)
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Help for Carers

Whether we're new to caring or been at it a while, having the right help as carers can really enhance our lives. Browse our A-Z guide which covers support for carers across the UK. Including the key practical, emotional and financial support for carers.

[Why do carers need help and support?](#)
[What help is available for carers?](#)
[How to get carer support?](#)
[Support for carers of dementia patients](#)
[Support for carers of mental health](#)
[Support for carers near me](#)
[Carer support and respite](#)






[Home](#)
[Help & advice](#)

Join other carers for a virtual Cuppa

The Mobilise online, or virtual, cuppa is a free 45 min video call where you can connect with around 12 other people who are also looking after a loved one.

[View our timetable](#)


We're entirely focussed on supporting unpaid carers, rather than the person they look after. Share a laugh or some tears, we've all been there and you won't find a more understanding group. Our cuppas and the community around them is created by carers, for carers.

It's just great to know others are there, to listen at least. Great to actually 'see' other carers as well as talk to them and share ideas

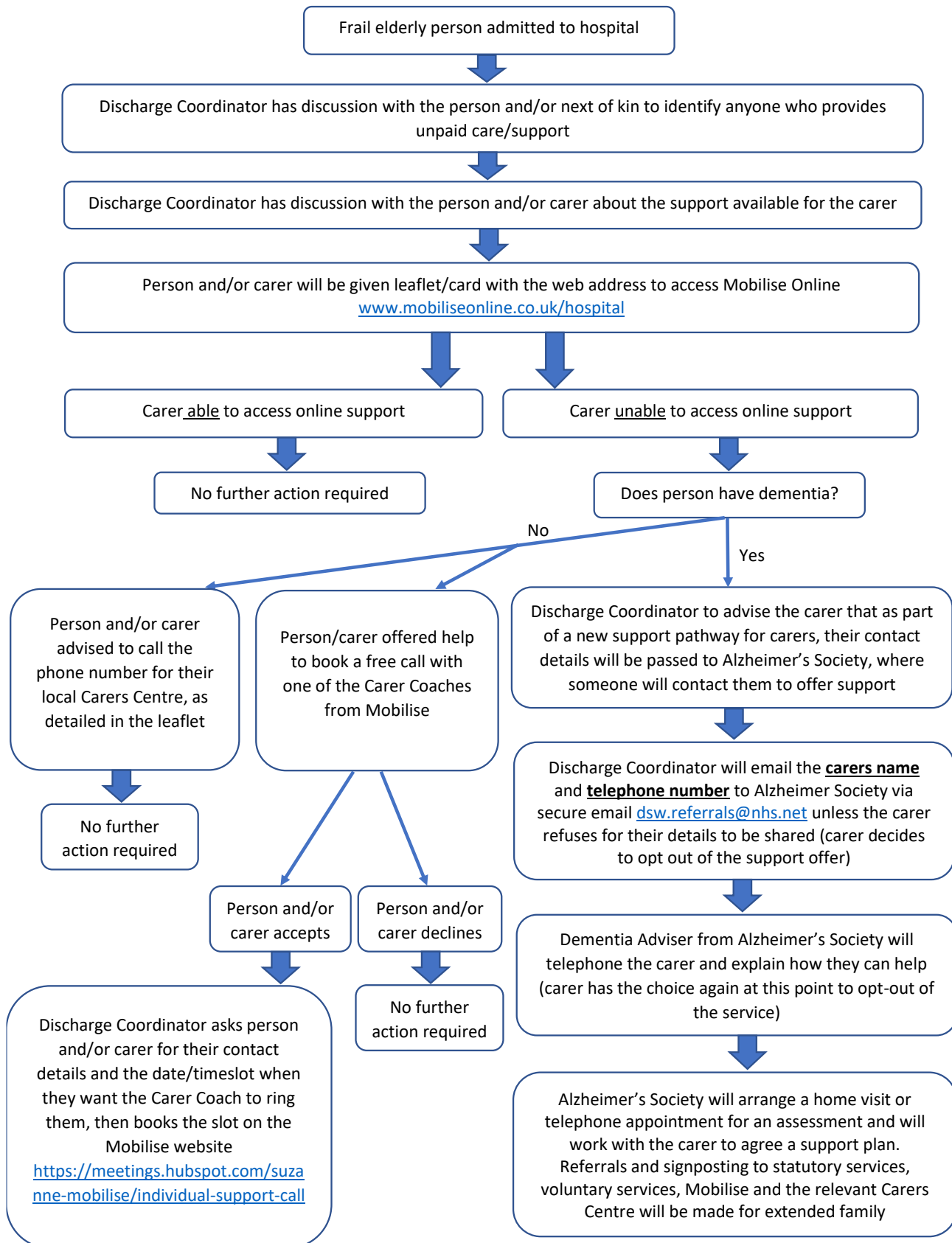
All you need to join is a device with access to the internet, a microphone and speakers. A camera is also useful but not essential. Most smartphones will work just fine.

With over 500 cuppas under our belt, we're experienced at facilitating a cuppa. Each of our cuppas has a theme and everyone gets a chance to express themselves.

Every unpaid carer is warmly welcomed to join us, simply choose a time to suit you from our timetable.



Appendix two

Carer Hospital Discharge Support Pathway

Appendix three – Mobilise data / Insights



Mobilise website insights

Data from the landing page created for this project.

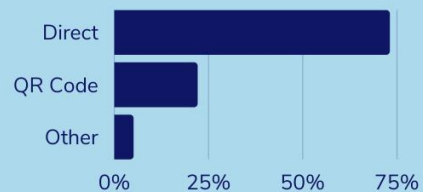
225
Visits to the Mobilise website

46% Conversion

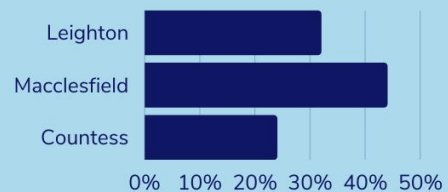
104
People start the quiz

68% Conversion

71
People finish the quiz

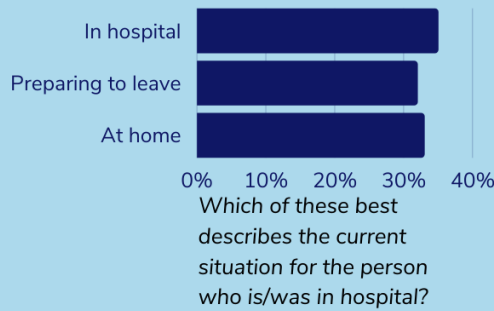


Breakdown of how people arrived at the website.

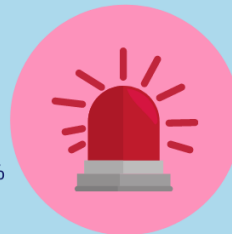
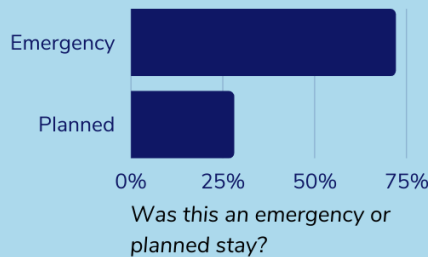


The hospital respondents said the person they care for is receiving treatment.

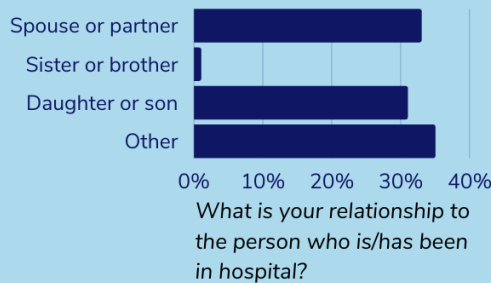
Mobilise quiz insights



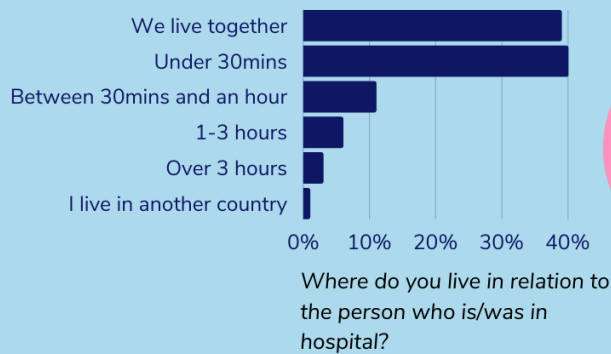
Those potentially being cared-for were found equally across all situations.



Most people who used the website did so as the result of emergency admittance.



Siblings are very unlikely to support a person in hospital. And more options are needed to determine what constitutes 'Other'



Very few of the respondents travel further than one hour to reach the person who might need care.

Appendix four – Quotes

Mobilise Feedback – Care hospital discharge pilot		
Healthcare Staff	Social Staff	Real Carers
Ever since it was shown to me I have told every single patient carer I have in contact with, it's always great to have something to help people feel less alone. <i>Social Prescribing Team Leader</i>	I found that the website is easy to navigate and seems informative and straight forward to use. <i>Social Worker</i>	Thank you so much for the website link it has been invaluable in learning about how to navigate mums care in the UK from here! <i>Daughter of Hospital patient (Living in Canada)</i>
This is a very helpful tool for patients' families/ carers. <i>Practice Manager</i>	I also found the briefing useful and have saved this in my resources folder <i>Social Worker</i>	Thank you I have checked it out, could be useful if Dad ends up in hospital again. <i>Daughter/ carer for Dad living at home</i>
Mobilise is a great tool to share with carers! I've told my patients families who haven't needed it yet, but they know it's there when they do. <i>District Nurse</i>	I have had a quick look and think it's great. The information is clear and easy to understand. <i>Cheshire East</i>	Thanks for the link, can never have enough information. <i>Carer/Husband</i>
Patients I have done care plans for have thanked me for including Mobilises leaflet as they know there is some extra information in with their important documents that might support their family if they are taken into hospital. <i>Care Coordinator</i>	There are so many professional staff that have been so helpful when SU have needed that extra support and reassurance. I would like to say Thank You and I would like this service to continue. <i>Social Care Assessor</i>	It's good to know there are sites like this for when we feel lost, my daughters are helping me have a look through while my husband is in hospital. <i>Carer/wife</i>
"I will take a look around the site to see what I can find that may be helpful because there is certainly a lot on here which is great. The site looks excellent!" <i>Care Coordinator</i>		Thanks for your advice I am guilty of not talking things through with my family as I don't want to burden them but will try to talk to them. Carer balancing work and care, via Mobilise live chat, prompted to have conversation with both line manager and wider family.

Appendix five – Resources

Are you supporting someone who is coming home from hospital?

Mobilise are here to guide you through.

You might be supporting your husband, wife or parent. It can be helpful to have guidance and information on what to expect through the process.



Get your free Mobilise Home-From-Hospital pack, which takes you step-by-step through the things that you need right now. It only takes a few seconds, no sign-up necessary.

Find out more:
text CHESHIRE to 88802
or visit:
mobiliseonline.co.uk/hospital



Texts are charged at your normal network rate.




Are you supporting someone with Dementia or a potential dementia diagnosis?

If you are supporting someone with Dementia, or are concerned about early signs then additional support is available from the Alzheimer's Society too.

Telephone: 0300 369 0570
 Email: cheshire@alzheimers.org.uk



If you prefer not to use online services...

Depending on where you live, you can also access support related to caring for someone and leaving hospital from your local carer centre.

If your council is Cheshire West and Chester get in touch with Cheshire & Warrington Carers Trust 0300 102 0008

Or, if your council is Cheshire East, get in touch with Cheshire East Carers Hub 03450 138 208



Are you supporting someone who is coming home from hospital?



We're here to guide you through.


You might be supporting your husband, wife or parent. It can be helpful to have guidance and information on what to expect through the process.



Get your free Mobilise Home-From-Hospital pack, which takes you step-by-step through the things that you need right now. It only takes a few seconds, no sign-up necessary.


Find out more:
text CHESHIRE to 88802
or visit: mobiliseonline.co.uk/hospital

Texts are charged at your normal network rate.

Is there a carer?

Please refer to social prescribing team



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The Carers Hospital Discharge to Home Scheme is now live. Here's a look at the offer.

How To Make A Referral?

What is the scheme?

- Due to the current crisis within the NHS and with Winter Pressures we are exploring options and solutions to alleviate some of the pressures and free up hospital bed capacity quicker.
- Via the Carers Hospital Discharge to Home Scheme, a one off incentive payment can be paid to an informal unpaid Carer (family/friend) to support them in their caring role upon discharge.
- The scheme is aimed at patients who are ready for hospital discharge but need some support to recover or recuperate, which could be met through informal care, either entirely or alongside reduced formal support.

What will the scheme do?

- Help to reduce delayed discharges and free up hospital bed capacity.
- Help to reduce the need for formal care at home support and short stays.
- Support Reablement packages and help to reduce their input.
- Support the Integrated Placement of Care Hub (IPOCH) Team.
- Support unpaid Carers in their role by paying them a one off incentive payment.

How can we support your team?

- Offer another support pathway to enable patients to be discharged from hospital once ready.

Our initial vision

- To create space in the current Care Market, safely.
- To support the IPOCH Team and Hospital Discharge Teams at Leighton Hospital to free up hospital bed capacity.
- To support and recognise the Carers of Cheshire East.
- To identify hidden Carers in Cheshire East.

Who can refer?

- IPOCH Team, Hospital Ward Discharge Teams, Reablement Team, Hospital Social Work Team, Therapy Teams, Community Connectors, Carer self refer.

Email the team at carershospitaldischarge@cheshireeast.gov.uk with the key details (patient name, Liquid Logic number, ward location, information about the Carer(s), patient needs identified etc)

Please note below the **referral criteria:**

- Has to be a main unpaid carer(s) in place who is willing and able to support on discharge
- Has to be a Cheshire East Resident
- Has to be registered or willing to register with the Carers Hub (Carers Assessment required)
- Have to be on Pathway 0 or 1 and ready for discharge at Leighton Hospital
- Max of 6 weeks incentive payment

Meet The Team

Jill Stenton



Email: Jill.stenton@cheshireeast.gov.uk

Tel: 07833 490822

Danni Stuart



Email: Danielle.stuart@cheshireeast.gov.uk

Tel: 01625 374207

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Working Carers Guide for Schools



Guide for Headteachers/Managers –

Bringing together information and advice available for working carers to help support you and your teams in schools

Purpose

We recognise that some staff have caring responsibilities which can be unpredictable and demanding, so aim to offer them as much support as reasonably practicable



This guide defines what a carer is and provides you (headteachers/managers) with resources to help signpost and support working carers in schools

What is a carer?



Anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support ([Carers Trust](#))

Anyone can become a carer, and carers come from all walks of life, all cultures and can be any age. Many feel that they're doing what anyone would do in the same situation, caring for a mother, father, wife, husband, son, daughter or best friend, for example.

Key Facts



- Around 3 in 5 people will be carers at some point in their lives.
- 1 in 8 adults (around 6.5 million people) are carers.
- Every day another 6,000 people take on a caring responsibility – that equals over 2 million people each year.
- 58% of carers are women and 42% are men.
- 1.4 million people provide over 50 hours of care per week.

Your role as a Headteacher/Manager

If an employee comes to you to talk about their caring responsibilities and/or struggles, be supportive. **Listen to them, take the time to understand their situation and encourage them to be open** – often, having this kind of two-way dialogue will help uncover some solutions and help to support their needs.



External information and advice



- [careLinks and poster \(PDF, 1MB\)](#) - CarerLinks+ is a free service dedicated to supporting and understanding the needs of unpaid carers from the LGBT+community across Cheshire East
- [Skills for Care](#) - Information to allow employers to ask important questions around the prevalence of carers they employ, acknowledge the important role that carers play and suggests how carer's skills can be retained and developed
- [Carers UK](#) - National advice, support and information

External information and advice



- [Carers Trust](#) - Action, help and advice. Getting help, money and benefits, local carers centres and discussion boards
- [Employers for Carers](#) - Cheshire East Council is a member of the Employers for Carers scheme, which gives staff full access to their resources for advice and information, specific to working carers. For full access to this site you must first create an account via the link on the homepage. The Cheshire East membership code is: **#EFC1929**
- [NHS choices](#) - provides information from the NHS for carers and people who are planning for their future care needs, including details of the [Carers Direct Helpline](#)

External information and advice



[Macmillan Cancer Support](#) - Manager guidance - supporting staff with cancer or who are caring for someone with cancer

[Age UK](#) - provides sources of emotional, practical and financial support that are available to carers of older people.

[Alzheimer Research UK](#) - provides details of information, support and care services to people with dementia as well as their families and carers.

External information and advice

[Joint All Ages Carers Strategy 2021-2025](#) - this strategy is health and social care's response to the stated needs of carers



Internal information and advice

[Cheshire East Hub](#) A single point of access for all age carers in Cheshire East. The service is delivered by Making Space. They provide a range of support from 1:1 support, peer support groups, information and advice, carers breaks and statutory carers assessments.



Any employee of Cheshire East Council can contact the service for information, advice and guidance about their caring role. Where an employee lives outside of the Cheshire East boundary they will be provided with information and advice and supported to contact their local carers service.

Internal information and advice

E-learning course – Carer Aware

This e-learning course is available from the Astute eLearning platform, and takes approximately 50 minutes to complete. It gives helpful information regarding who carers are, problems that they face, carers and the law and meeting their needs. It can be accessed through the link below (you will need to self- register).

<https://cheshireallagecarers.astute-elearning.com/>



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Internal information and advice

Occupational Health Unit (OHU)

The role of Occupational Health is to assess the impact of 'health on work' and 'work on health' and to help maintain the health of the workforce. A host of services are available.



Discuss with the employee whether an OHU referral is appropriate – only you, as a headteacher/manager, can make the referral.

Policy and Guidance



There are various policies available to support carers at work, please see below for details of the model policies:

Flexible working policy and procedure- Working carers may benefit from flexible working in order to balance work and caring responsibilities. The request can cover changing hours, times or place of work. See policy and procedure for more information.

Leave and time off policy- Carers may want to use their annual leave for caring responsibilities or to take a break. Employees also have the right to take 'reasonable' time off to care for dependents (including immediate family or someone relying on you as a carer), in the event of an emergency. An emergency might be an accident at home or a breakdown in care arrangements.



Policy and Guidance



Ordinary parental leave policy - There will be occasions when working parents wish to take time off to care for or spend time with their child or children. The policy sets out a general outline of statutory rights and responsibilities to take up to 18 weeks' unpaid Ordinary Parental Leave in respect of each child.

Equality and diversity in employment policy - It is illegal to discriminate against a carer because of their responsibilities as a carer, or because of the individual(s) they care for. Equality is about treating people alike according to their needs. The policy details more about this.

Policy and Guidance

Wellbeing policy- Supporting someone else as a carer can impact physical and mental health. The school has a responsibility for the health and wellbeing of its staff. The policy sets out the approach to managing its obligations to support and enable staff to maintain their physical and mental health wellbeing.



Useful internal contacts



- Human Resources
 - Email: HRenquiries@cheshireeast.gov.uk
- Senior Commissioning Manager, Integrated Adult Commissioning
 - Email: Jill.Stenton@cheshireeast.gov.uk

Appendix G - Adults Delivery Plan



					Meetings Stauts			
Priority	Lead [s]	Organisation	Role	Contact Details	1	2	3	4
Support for families and carers	Jill Stenton	Cheshire East Council	Commissioning Manager	jill.stenton@cheshireeast.gov.uk		04/03/2021		
	Lesley Hilton	NHS	Senior Project lead	<a href="mailto:HILTON, Lesley (NHS CHESHIRE CCG) <lesley.hilton2@nhs.net>">HILTON, Lesley (NHS CHESHIRE CCG) <lesley.hilton2@nhs.net>				
	Julie Roberts	Cheshire East Council	Commissioning Officer	julie.roberts@cheshireeast.gov.uk				
	Georgia Carsberg	Cheshire East Council	Public Health Data Analyst	georgia.carsberg@cheshireeast.gov.uk				
	Lisa Taaffe	Making Space - CE Carers Hub	Commissioned Provider - Business D	lisa.taaffe@makingspace.co.uk				
	Jane Reeves	Making Space - CE Carers Hub	Commissioned Provider - Service Ma	jane.reeves@makingspace.co.uk				
Assessment	Cheshire East Carers Hub							
Education	Lisa Carden-Dorey	Cheshire East Council	Cheshire East Childrens	<a href="mailto:CARDEN-DOOREY, Lisa <Lisa.Carden-Doorey@cheshireeast.gov.uk>">CARDEN-DOOREY, Lisa <Lisa.Carden-Doorey@cheshireeast.gov.uk>		03/03/2021		
Service Provision	Liz Smith	Cheshire East Council	Integrated Commissioning	<a href="mailto:<Liz.Smith@cheshireeast.gov.uk>"><Liz.Smith@cheshireeast.gov.uk>		26/02/2021		
	Kelly Brighthouse	Cheshire East Council	Integrated Commissioning	kelly.brighthouse@cheshireeast.gov.uk				
	Lesley Hilton	NHS	Project Lead	<a href="mailto:HILTON, Lesley (NHS CHESHIRE CCG) <lesley.hilton2@nhs.net>">HILTON, Lesley (NHS CHESHIRE CCG) <lesley.hilton2@nhs.net>				

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
A11	Accessibility to information advice and support: Carers Week/Carers Rights Day/Young Carers Awareness Day Development of Carer Champions to increase awareness: Forensic Carers/Identification of carers/ Complementary work with Dementia Workers/Care Navigators Continued awareness with Health: Local Practices and Hospital/ Communities and neighbourhoods Peer Led Support: Being with liked minded people	1.1 Scope carer training being undertaken in organisations across education, health and care in Cheshire East, and identify any gaps - Work with health and Mobilise (digital provider supporting hospitals linked to carers)	Support & Training Working Group Lisa Carden-Dory Julie Roberts Jill Stenton			Various members collating specific details: SENDING in the News Commissioned Providers	
		1.2 Identify which staff groups need which level of training (e.g. describe local Tier 1-3) - similar to Safeguarding training approach	Support & Training Working Group: Julie Roberts - CEC Lisa Carden-Dory - CEC Lesley Hilton - health			Linked in with all schools vis LCD.	
		1.3 Devise the training offer for different tiers of staff	Support & Training Working Group: Task and Finish Group [including Learning & Group]			Link in with Mobilise E-learning package developed and available for staff in different settings	
		1.4 Review offers in other areas - what available, how managed	Jane Reeves, Cara Fullove, Graham Phillips (cheshire young carers)			Making Space training offers for carers hub staff - training matrix set up following TUPE & induction to review gaps. They will also look at training that can be offered to carers.	
		1.5 Contract and quality requirements agreed within Contract meetings	CEC Contract Management Kelly Brighthouse contract manager	Ongoing			
A12	Ensure that an e-learning programme or digital programme	2.1 scope what carer awareness sessions are out there. Work with schools to support teachers	Julie Roberts Jill Stenton - Adult carers			Review Scoping exercise review scoping from adults - provider	
		2.2 Identify (or develop) a mandatory e-learning module for Autism for all professionals across LA education and care professionals and Health professionals (where another mandatory e-learning is not already available within the organisation).	Support & Training Working Group: T&F group including Learning & Group				
A13	Develop Care Ambassadors in schools, hospitals a network of knowledgeable carer individuals, their families to promote consistency and clarity	3.1 Define the role of an Care Champion across Cheshire East	Jill Stenton				
		3.2 Identify which groups need/ have Carer Champions					
		3.3 Identify the named individuals within each sector and create a network that links care Ambassadors					
A14	Maintain the Live Well pages ensuring that there is clear transparent information for all carers	4.1 Ensure access to information for Adult, parent, older and young carers	Jill Stenton, Julie Roberts, web team			On-going updated. Session held with stakeholders to map information available and how/where/when carers can access it	
		4.2 Identify which Live Well Pages to be linked carers.	Jill Stenton, Web team			Scope inclusion of adults	
		4.3 Consult with Carers forum, children & young people and adults carers. what do they want to see reflected within the Live Well Pages e.g. providers, resources, training resources?	Julie Roberts and Jill Stenton			Develop a focus group around what carers want to have available on the live well site. Use the Ice creates report that gives solutions following the YC and professional event.	
		4.4 Ensuring Commissioned providers have accurate information on the Live Well Pages				Mobilise the digital platform provider re hospital discharge.	
A15	Ensure support and information is available for carers and their families to access as soon as it is needed	5.1 Recommissioning of the carers hub service to include innovative ways around communicating a including a digital offer	Liz Smith, Jill Stenton, Kelly Brighthouse			Service specification for recommission included need for digital solutions & dedicated website for information.	
		5.2 Refresh and circulate a comprehensive Carers Information Pack for carers within all settings. Ensure all current information for carers are available in hospital and health settings including G.P practices	CECH, Lesley Hilton			Check with providers that they are sharing the Information Pack	
		5.3 Revisit the tranistion around young carers	Julie Roberts and Jill Stenton			Existing hard copy Transition Pack is available	

Early support for carers

Our Strategy aims to ensure that carers are identified, supported, and empowered to manage their caring role, and are able to have a life outside of caring. When professionals understand the importance of carers and the role they play, the positive effects on the individual, their families, and carers can be immense

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
SU1	Embed Think Carer throughout services and Continue to strengthen Person Centred Planning	1.1 Ensure we are actively promoting the carer views, and that these have helped to shape the development of service specifications	Jill Stenton	Apr-21		Carers Forum - 5 sessions held. Next meeting to be face to face and will include intro to new provider Making Space	
		1.2 We all have appropriate mechanisms for identifying carers in primary and secondary care?	Jill Stenton	Oct-21		Template - GP's every carer is registered	
		1.3 Signposting to local support services and providing advocacy support to carers. Local and national organisations should continue to work in partnership to raise the profile of carers within their networks and use volunteers as a way to reach unidentified carers	Commissioned Service	Ongoing		Carers HUB	
		1.4 Work collaboratively with health to ensure a clear pathway is in situ for appropriate hospital discharge	Jill Stenton	Ongoing		Fragility team - working towards Carers Champions Hospital discharge pilot scheme - 15k from hospital discharge fund allocated to support. Scheme to be developed with dedicated team.	
		1.5 Emergency plan for the carer is completed and used and shared	Jill Stenton	Ongoing		Op Team / Commissioned Service/ Health / Carer emergency cards in development by new provider	
		1.6 The carer is registered on the G.P register and all information is formally inputted onto Emiss	Jill Stenton	Ongoing			
		1.7 All commissioned services ensure they recognise and support carers	Jill Stenton	Completed			
SU2		2.1 Work to ensure person-centred approach remains central to forward planning	Louisa Joyce			Statutory carers assessment redesigned and being used by carers hub - using to inform outcomes reporting	
		2.2 Ensure the voice of the carer informs ongoing treatment and care planning approaches throughout key points in transition between services	Operations / Jill Stenton / Provid	Ongoing		JS has supported operations with 58 cases where carer has been involved	
		2.3					
		2.4					
SU3	Promote Respite provision, develop a database of Respite requests	3.1 Work collaboratively with operations team and ensure they are aware of the respite offer	Commissioning	Ongoing		JS has supported operations with 58 cases where carer has been involved	
		3.2 Continue to update and ensure any changes to respite offers that informs all teams and services	Commissioning				
		3.3 Have a flexible respite offer - Carer Sitting Service	Jill Stenton	Dec-23		Take a Break service included in service specification - Making Space looking at options for delivery. Incentivised indicator in performance management framework	
		3.4 Promote e-brokerage for self-referrals for respite	Commissioning / Contracts			4 more officer: Dan Mc	
		3.5 Capture the views of the self-advocates and their carers on the respite offer to identify gaps / concerns	Jill Stenton	Complete Apr 21		Carers Survey: 31 March	
		3.6 Monitor and evaluate	Kelly Brighthouse / Jill Stenton				
SU4	Development of a clear communication strategy for carers and their families	4.1 Clear communication pathways between services.	Jill Stenton	Apr-23		Pathways to be developed by Making Space - incentivised indicator in performance management framework	
		4.2 Availability of information and signposting to support needs of carers and individuals including information in multiple translations and formats to accommodate diverse needs	Livewell				
		4.3 Accessibility and improved user experience of Live Well website	Health version - link on CCG (Katy)			CQC - look at weblinks / Health Watch	
		4.4 When gaps in information and advice are identified, clear escalation and complaints processes are in place to support carers	CEC: Compliments				
		4.5 Availability of service delivery updates and changes to working patterns, e.g. Covid-19	Monitoring / Eval of commissioned Services	Ongoing		Within Contracts	
		4.6 Ensure right information and advice is updated and shared with all relevant stakeholders	Monitoring / Eval of commissioned Services	Ongoing		Updates for Livewell / E-brokerage / Commissioned Service / GP's	
SU5	Set standards of self-advocacy	5.1 Voice of the individuals and carers prioritised and invited to inform service development and co-production	carer awareness and support	Ongoing		Carers Forum - 5 sessions held. Next meeting to be face to face and will include intro to new provider Making Space. Making Space held pre-launch engagement event to hear carers feedback on previous delivery.	
		5.2 Emphasis on human rights and recognition of value and worth across all organisations and providers	Jill Stenton	Ongoing			
		5.3 Equal access to education and employment opportunities	Jill Stenton	Ongoing			
		5.4 Co-produce the carers strategy	Jill Stenton	Ongoing			

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
AS1	Health & Wellbeing • We will work across the place to ensure a diverse offer is available for our carers of all ages to stay healthy, well active and to have fun • We will ensure carers are supported to have a life outside the caring role, including employment, training, volunteering, keeping in touch with family and friends, relaxation and leisure activities.	1.1	Agree in the recommission of the all age carers service there is a dedicated programme in supporting well being of carers. Revisit the purpose of the live well fund to prevent carer breakdown.	Jill Stenton, health, contract manager	Completed	All Age Carers Hub recommissioned July 22 - service specification included emphasis on carer wellbeing and prevention of carer breakdown. Carers invited to be part of evaluation panel and score presentations. Making Space awarded the contract and new service started 01/01/23.	
		1.2	Scope all carer networks across CE, ensure the Live well site is updated and offer current information			LiveWell updated with new service provider details	
		1.3	Carers will have access to MOT checks via GP.	Annual healthcheck/ Carers MOT via GPs	On request.	Informal Carers to be registered as such in each practice.	
		1.4	Working group to look into suicide amongst male carers	Jill Stenton, Adult Safeguarding	Ongoing	Scoping exercise - look at local, regional & national information. Meeting planned with Lorraine.	
AS2		2.1					
		2.2					
		2.3					
		2.4					
AS3		3.1					
		3.2					
		3.3					
AS4		4.1					
		4.2					
		4.3					
		4.4					
AS5		5.1					
		5.2					
		5.3					

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref
ET1	To have a fair and equitable offer for carers who wish to continue and thrive in their development and to ensure all employers understand and identify a working carer	1.1 Carer E Learning Programmes: Carer Aware for Young Carers and Adults	Cheshire East Council Front line Work Placement Officers	On-going		E-Learning module Cheshire All Age carer awareness for all health and social care staff based at the 3 hospitals. Further availability offered for social care staff.	
		1.2 Through discussion with employers in the Council-arranged Employable events. (Events focused specifically at raising awareness to employers about the positives of employing carers	HR department and CE employees	On-going		Working Carers Policy A presentation is being drafted to share at EDI group of the progress so far Coffee and chat with Lorraine planned for working carers on 7th March at Westfields	
		1.3 Through discussion with partner organisations in Cheshire East's Welfare to Work partnership to coordinate awareness raising to employers	HR	On-going			
Specific workshops for Carers to enhance well-being: i.e. Safeguarding workshops: Carer led							
ET2	Specific workshops for Carers to enhance well-being: i.e. Safeguarding workshops: Carer led	2.1 Links with Schools and Education		On-going			
		2.2 Collaborative Care Partnership: Carers Centre leading on developments to Carers to gain practical skills in their caring role:		On-going			
		2.3 Ensuring Carer provision is innovative effective and efficient		On-going		Working group to produce a toolkit to support staff and parent carers and their young adult around challenging / violent behaviour to wards their parents who have a SEND	
		2.4 Contribute to and influence the shaping of the local Carer Offer.	carers forum				
Recognition of Carers: Carers are listened to, valued and respected as people with lived experience.							
ET3	Recognition of Carers: Carers are listened to, valued and respected as people with lived experience.	3.1 Any commissioned provider will ensure that they have an offer for carer, a support mechanism to identify carers	HR, commissioners,			All Age Carers Hub recommissioned July 22 - service specification included emphasis on carer wellbeing and prevention of carer breakdown. Service offer includes more community based support, carer support worker to work across the two hospitals, as well as 1 to 1, peer support, carers assessments, breaks and training opportunities.	
		3.2 Carers partnership forum				5 meetings held - next meeting to be face to face at Sandbach Town Hall on 5/3 and will also celebrate YC week. Making Space to attend & introduce service.	
		3.3					
		3.4					
ET4		4.1					
		5.1					
		5.2					
		5.3					
ET6		6.1					

Prevention – Carer breaks/Respite

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
SP1	Engage with and stimulate the provider market to increase and enhance the range of available provision to support all carers and the cared for	1.2 Contribute and influence the CEC Commission Market Position Statement	LA and CCG Commissioning Teams				
		1.3 All carers are fully involved at all levels in both individual planning and planning for wider service developments. Work separately with our YC offer for respite and breaks				Carers were invited to be part of evaluation panel and score presentations during the recommission of the carers hub service. Making Space awarded the contract and new service started 01/01/23.	
		1.4 Devise an engagement and comms plan					
SP2	Explore the range of community breaks available and offer emergency respite when required either in the carers own home or a place of their choice.	2.1 Take a Break' included in new service specification for recommission	Commissioned service	Dec-23		Take A Break offer to be finalised by Carers Hub - currently looking into options available including previous pilot providers, using own supported living staff, employing specific staff to provide sitting service	
		2.2					
SP3	work with our providers and carers to provide a range of Carer breaks and respite opportunities. look at how we can offer regular respite in different environments that are suitable to the carer and the cared for	3.1 revisit the community respite offer	care at home commissioners				
		3.2 work closely with the care at home recommissioning	care at home commissioners				
		3.3 ensure local data and surveys are used to influence the decision making on carer respite offer	Jill Stenton , Julie Roberts				
		3.4 Young carers request a different offer - use the ice creates report following on from the YC and professional event	Julie Roberts				
SP4		4.1 Work collaboratively with operations team and ensure they are aware of the respite offer					
		4.2 Continue to update and ensure any changes to respite offers that informs all teams and services					
		4.3 Have a flexible respite offer - Carer Sitting Service	Commissioners				
		4.4 Promote e-brokerage for self-referrals for respite	Brokerage, health				

Further Additions		Further additions following consultation with carers and impact assessment review						
Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref	
Age	Information needs to be offered in a variety of formats other than digital and online.	Easy read format, to meet the needs of the individual.						
		Variety of language options on request.						
Marriage and civil partnerships	Limited information on the impact of the caring role on the relationship.	Further consultation work needs to be carried out through the carers partnership board to assess the impact of the caring role.						
		Respite options to be little and often.						
		Respite to be flexible.						
		Ability to take a break reduces risk of relationship breakdown.						
Race	The consultation has flagged that people from different ethnic minority groups may not seek the support they need. We need to offer information for carer support in an accessible format, tailored to the individual need. This is required to raise awareness.	Raise awareness of care support in these communities.						
		Information available in multiple different languages on request.						
		Further engagement with carer partnership board.						
Social economic status	The consultation flagged that the caring role can have an impact on life chances and presents substantial barriers and inequalities of access.	Flexibility for employment.						
		Support for employees and employers. Targetting advise and information is needed.					Further research on the impact of the carer responsibility.	
		Further work is needed for consultation. Impact on finances. Carers not supported in workplace, stress, mental health and finance issues.						
Mental Health	Explore the impact of COVID-19 on carers mental health. Awareness of the impact on carers mental health when the caring role ceases Mental health carers have feedback that the respite at present is inadequate	Healthwatch and the carers partnership board to review. Loss berevement and counselling.						
Faith Sector	We need to improve communication with faith groups. We need to reach out and raise awareness of carers issues and support available.	Carers awareness training to assist identification. Inform support available.						
Sex/Gender	Consultation tells us that women are disproportionately impacted by Covid due to the increase in their caring role. We require further information r.e age profiles, percentage split and male and female carers.	Further consultation is required, referral to wellbeing board. Carers Partnership Board.						
LGBTQ+	Consultation has raised awareness of the caring needs.	Training to be provided.						
Migrants, refugees and veterans.	Migrants, refugees and veterans need information and trained professionals to signpost.	Caring awareness training. Support for professionals						
Disabilites	Consultation has flagged lack of recognition on the impact of caring as age increases of the carer.	Information on a variety of format that is tailored to the individuals need. Support around end of life and palliative care and related impact on mental health. Further consultation on whether the carer has had to pick up futher workload due to COVID-19.						
Pregnancy and maternity	There is a need for awareness of caring roles in maternity services.	Further consultation is needed due to limited engagment with this group with carer partnership board Respite needs to be little, often and flexiable.						
End of life and palliative care	Carers need to be included in sharing of information and support. Seen as a member of the team carers to be involved in all aspects of the advance care planning, transition and discharge.	Access to finanical and benefit support Choice and control over the level of care Transport issues considered Understanding of the significant emotional burden Carers wish to be included earlier, need more information and help to make decisons Carers assesments, fast track access to mental health for life limited illness and links in to care for practitioners.						

Current Carer Offer			
Service	Main Aims	Funded by	Cost / Budget
1. Cheshire East Integrated Carers Hub (Delivered by Making Space).	Cheshire East Carers' Hub provides a single point of access for all Carers including both young and adult Carers. The hub will ensure that Carers of all ages will have access to information, advice and a wide range of support services. These support services are designed to help Carers continue in their caring role for as long as they choose and to reduce the impact the caring role can have on a Carers own health and wellbeing. Support could include: <ul style="list-style-type: none"> •Statutory Carers Assessments •B-2-1 or group based support •Beer support •Support to take a break •Information, advice and guidance •Support to access community, health and wellbeing services •Access to activities, training, living well fund and much more 	CEC/NHS/Better Care Fund	Core Budget 2022/23 - £751,000 (this includes the LWF breakdown below – points 1.2-1.5). Modification to include hospital discharge funding £15,000 and LD/A carers cost of living funding £21,000. Total for £22/23 £787,000
1.2 Carers Living Well Fund	The Carers Living Well Fund allows for innovative interventions and solutions that promote the health and well-being of the Carer as identified within their support plan. The Carers Living Well Fund will allow Carers to access activities and support that enable the Carer to have relief/ a break from their caring responsibilities. Options may include (but are not limited to) <ul style="list-style-type: none"> •Short break; •Leisure activities (may include access to sports and exercise facilities/ classes); •Hobbies and interests; •Accessing universal services; •Holistic, relaxation and alternative therapies; •Time with friends/ family; •Assistive technology and IT solutions. The Carers Living Well Fund may be used for individual, whole family or group based/ cohort interventions or solutions as identified within individual support plans.	Better Care Fund	2022/23 total (as allocated during tender) £110,854 - for both group & individual grants
1.3 Carers Living Well Fund Grants	The Carers Living Well Fund Grants are intended to enable Carers of any age to look after their own health and wellbeing and continue in their caring role for as long as they choose. If a Carer meets the eligibility criteria, up-to £350 could be awarded dependant on the Carers circumstances.	Better Care Fund	Included in above
1.4 Take a Break	Service for carers not eligible for social care respite support - to allow them to have a break with a support worker/carer looking after the cared for for a short period of time	Better Care Fund	2022/23 total (as allocated in tender response) £110,854
1.5 Hospital discharge	Grant support to carers identified as being able to support pathway D-1 patients and enabling hospital discharge	Better Care Fund (ICB hospital discharge funding)	2022/23 £15,000
2.0 Commissioning Staffing Costs	Senior Commissioning Manager x 2 Contract Manager x 1 Commissioning Officer x 1 (Temp Post)	Cheshire East Council	
3.0 CEC Carers Bed Based Respite		Cheshire East Council	£360,000.00 annually
4.0 CEC Community Respite		Cheshire East Council	£157,500 annually
5.0 Refresh of CEC Carers Strategy		Cheshire East Council	
6.0 Children's Short Breaks		Cheshire East Council	
7.0 Hospital Discharge Programme for Carers (An email course to support carers preparing for patient discharge, pre, during and, post-discharge)	Decrease in readmission rates (average cost £1,700 per admission) Increase in cost efficiency of existing carer support services (through increased usage) Increased carer wellbeing Increased patient wellbeing (reduction in readmission) Increased carer confidence in their caring role Improved communication with carers Increased carer identification		£30,000 (+ VAT) for delivery FEB 22 -APR 22. This includes: £8k tech costs, plus £17k staffing costs (Project management, implementation, training and awareness engagement, creation of resources and tech maintenance), £5,000 outreach and digital marketing.

Future Carer Offer

Service / Offer	Main Aims	Funded by	Cost / Budget
Integration with ICP / ICS			
Community Respite Offer (Delivered by the Carers Hub)			
Development of a Social Care Assessor role within the Carers Hub			
Carer Training for Social Care Staff			

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Young and Adult Carers Strategy



Our vision

To support Young and Adult Carers in Cheshire East ensuring that their voice is centre stage and that their wellbeing and identified priorities are at the heart of all decisions. To make this real for carers and their families we will involve them in service and product design, delivery, and evaluation.

Your thoughts

- Better support for those who juggle both caring and work
- More support to improve health and wellbeing
- Better acknowledgement of young carers
- More support for carers in health care settings i.e., GP practices.
- Carers to be identified and referred to support services

Our Thoughts

- We will offer support for working carers through carer friendly employment
- We will ensure carers are supported to have a life outside the caring role
- We will ensure that young carers are identified at the earliest possible opportunity
- We will work together to ensure access to co-ordinated services that provide the right support at the right time
- We will ensure that carers have access to good quality advice and support when they need it

What you have shared with us...



OFFICIAL

					Meetings Stauts			
Priority	Lead [s]	Organisation	Role	Contact Details	1	2	3	4

Ref	Aim	Actions to achieve this		When by	RAG	Notes	Action Log Ref:
A11	Professionals will have received suitable Young Carers awareness training and be confident in the identification of Young people and referring for support/ assessment. Information regarding Young Carers will be accessible on line and will be influenced and inclusive of the young carers themselves.	E learning package to be promoted across Cheshire East to raise awareness of Young Carers.	Increased awareness training for professionals will result in identification of YC	JR to explore suitable E package. March22 .		Better informed professional on the challenges for YC will result in increased identification, assessment and support. Coventry package possibility.	
		Schools to partner with others to provide Young carer awareness sessions during school assemblies and PHSE.	Partnerships to be developed with voluntary sector to provide training and awareness for schools, team around the schools to support referrals, clubs ect.	Complete in some schools/ roll out.		School to be supported to be aware of YC challenges. Able to ensure YC opportunities to reach potential. Reduction in YC becoming NEET. YC registered within schools. Safe space for YC to be encouraged. Making Space (Carers Hub) working with Cheshire Young Carers around schools engagement & toolkit	
		Development of a network of Young Carer Champions across schools, health, Social care and community settings.	YC Champions assist in identification and support of YC providing point of contact. Able to refer via pathway, will be trained and supported in role.	Commissioned service. Complete in some schools/ roll out		YC will be better connected to the services they need and supported through reasonable adjustments. They will receive information to protect their own health and wellbeing.	
		Use of Social Media and Living well site to promote Young Carer awareness using real life stories.	Use of Apps identified at mode of choice. YC specific website to provide targeted information re support and services. Identification of YC by use of other yc life stories.	Digital platform to be commissioned for carers.		On line safety training required for this vulnerable group due to risk of grooming and exploitation.	
		Young Carer cards/ passports to be developed to promote the identification and recording of Young Carers.	Used within GPS practices, community pharmacies and acute healthcare to ID YC	Explored/Nwales options completed.		Young carers will be identified and included in care planning where they are main carer and be able to access support for their own health and wellbeing.	
	Yc mentors to promote awareness within school. Buddy other YC assisting Pastoral staff in schools young carers support clubs.	YC Mentors to be recruited, trained and supported in school to provide a point of contact . Peer support for Young carers will be available and encouragement to self refer for those hidden carers in school settings.	Increased awareness of issues of isolation and loneliness among YC. Named person for support in school. Friendly face at clubs and assemblies.	Complete in some schools/ roll out to all.		Mentors will require on going training and support in their role.	
				Mentors in some schools/ roll out to all.		Mentors will act as role models in schools and showcase the benefits of accessing support for YC. They will be able to use personal experience of being a YC to discuss range of support available.	
	Posters and information to be displayed in community settings to raise awareness and encourage self referral for support.	Posters and leaflets could be distributed via our YC champions and mentor, displayed in GPS practices, acute and primary settings, schools and community venues.	Posters could flag named Carer champion within settings displayed. Carer champions to be confident in referring on for further support fully aware of appropriate pathways.			Information to include links to appropriate services for identification, assessment and support.	
		Network of community navigators will support the identification and support of Yc across all settings.	School nurse comms team supported with Covid info.	Pin badge for staff Carer Champion. May 22		Photos of Carers champions in setting to aid identification for carers. Add to posters, leaflets.	
		Carers Posters in GP practices/ Primary and Secondary care settings.		Complete		Awareness posters in Secondary and primary care settings.	
	Young carers should have access to information and support and be confident in being able to access and navigate sites. Information should include signposts to service to support but also advice on Mental Health and wellbeing. Information should be in a variety of formats and include Apps for mobile devices. Information must be offered in a variety of formats to meet needs.	Living Well sites to be updated and feature young carers to promote the services on offer. Mental health providers to be made accessible to yc who due to barriers may need alternate ways of accessing support	Explore the use of QR codes to target information for YC. Could be used to inform re Covid. Load on to phone at assessment	JR contacted Adam Jan 22. Explore scope of QR		Young carers feel mobile Apps would work for them, no need of access to internet, laptop, this removing barrier to access. Lack of access to computer/ lap top flagged as an issue.	
		It is imperative that the first contact is a positive experience for YC. As they reach out for support it should be a seamless process in gaining that support. A negative response could result in the aYC remaining hidden.	Issues with initial contact discussed with contract manager Jan 22	01 January 2022		Information must be young person friendly. Adults providing the services signposted to must be YC aware and understand the potential negative impact of caring and barriers young carers face.	
		Reliable information regarding updates on Covid 19 are essential due to increased levels of anxiety experienced during Pandemic.	Links with school nurse leads developed. Info on vaccinations/ drop in shared with schools	Add to QR/ Apps Jan 22 JR DONE		75% of YC report not having access to the internet, quiet space for themselves and struggle with online forums during Covid 19.	AwaitingQR
		Ensure partners within the voluntary sector also have access to Carer awareness training and issues and barriers for our YC	Possible package identified for use with voluntary sector Jan 22 JR	Discussions ongoing.		YC tell us that its really important the person supporting them and giving the information really understands their situation and the barriers they face on a daily basis.	
	Support for Young people currently access other local authority services to be provided an opportunity to identify themselves as a Young Carer.	Social prescribers now trained to identify and support YCs.	Training ongoing across Cheshire East.	Complete			
		There is a link within childrens that delivers a MH toolkit to support YP, it has been agreed that this link will also capture information on YC as an interim	Explore further development of pathway to include question on YC during assessment process.	Action complete. MH tool kit adapted to encompass YCs		To catch up with Lisa Can Dorey to ensure this is action. Completed.	Done
		Information with colleagues in early help and Social Care to ensure YC referred to Hub for assessment and support.	Review of process and quality of assessment SC complete March.	Ongoing/ Numbers via hub.		Further meetings with Lisa to identify ways of adding YC to initial screening tool. Completed.	Done

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Risks
B	Social care will ensure that young carers are identified as part of the cared for assessments and considered in their own right for assessment. They will protect the YC from any inappropriate caring roles. They will identify Young carers needs as part of the whole family and sign post to support. Pathways within social care will include Young carers. Respite will be a consideration and YC offered a variety of options to meet their needs. Transition planning will ensure a smooth transfer onto adult service where this is appropriate.	Current systems of assessment for Young Carers to be reviewed to see if fit for purpose. Assessments to be carried out in a suitable time frame and to be inclusive of the YC views and wishes. Possible support for the family to be raised/ explored. Menu of options in terms of respite to be offered. Links with schools to ensure support within education and registered with Gp as appropriate.	JR & JS to follow up when reviewing the business case that the head of education CW is currently drafting 15/12/2021. Pathway links into MH schools established.	Commenced April 22		Review of assessment process ongoing with Claire Williamson to inform future commissioning of service. Intention to set up internal CEC YC team. Whilst being finalised Carers Hub will continue to carry out Carers Assessments.	Consideration with the new joint commission around assessments. There are areas of discussion required about the assessments for YC by bringing it inhouse. Consideration on reviewing the IT systems and the sharing of information
		Review need for Family support via Early help. Review possible need for CIN.	N Wales provides MST services for the families of identified YC for 3-5 weeks. Explore pros and cons from the team at A/C	15/ JR Meeting 2022		Young carers have expressed they wish to have a menu of options in terms of the respite offered. They wish to have choice and control of their breaks. Making Space setting up YC steering group for engagement.	Parental consent will be needed. If it was VCFS sector they would be confident to approach
		Appropriate level of assessment to be completed. YC not meeting criteria at present to be sign posted to supporting services.	Hub to offer outcome based support. Highlight need for reassessment at transition. Inform GPs/ Schools of YC	Raised as an issue with Kelly. Audit review flagged issues. Explore action plan/CYC.		Person centred approach for YC in accessing respite. YC tell us they would like a menu of choice to meet their needs not YC fitting in with provider. Consideration needs to be made re needs of cared for to reduce anxiety for YC. YC needs assessment to be looked at as part of YC being taken in house.	Need to consider needs flagged in recommissioning of assessment.
			Menu of options to be discussed in terms of respite and service.	Raised with recommission. Look to build capacity April 22 via action plan and partnership working.		Social care services between Childrens and Adults services need to be more to be joined up to prevent Gaps	Action plan to address issues and build capacity March 22.
		Transition planning for YC to be planned as part of a multiagency agency initiative to prevent NEET and support ADDITIONS.	Flag issues with CYC around need for SC referral for yc to prevent NEET.	Meeting 21 Jan. Action complete.		YC would love to do activities they cant do when with their cared for.	
		Explore Personal Health budget re cared for discharge. June 22	Schools/ colleges need to be made aware of YC and included in transition.	Action plan increase school liaison April 22		YCs to be flagged for transition support via YCs workers/ carer champion.	
	Professionals across acute and primary health settings will work to identify YC. They ensure they are recorded within GPs practices and offered self help information around their own health and wellbeing. YC should be included as part of pathway planning and where they are the main carer, included and listen to as part of care planning.	GPs to be aware of the disproportionate impact of Covid 19 on the YC population in terms of Poverty, isolation and anxiety.	School nursing teams to be included in review of YC services and included in pathway development. Info rolled out healthwatch/ EOLU/ March 22	Meetings arranged to discuss issues for YC with Healthwatch Kathryn Olliver JR		Young carers have told us they often feel ignored when meeting with Health professionals and their cared for, even when they are the main carer.	
		Promote the MOT for YCs and need for registration of carers on register. ID Code for YCs to be used in GP register due March 22. Healthwatch to promote.	YC writband/card explore to see if improves identification and access	JR JS Meeting 2022		YC describe themselves as feeling overwhelmed as usual support mechanism disapper.	
		Acute setting to recognise YC during discharge planning where they are the main carer. Support to be identified and request for assessment. Review pathway as appropriate.	Links developed with discharge team/ digital awareness. Mobilise. Spring 22.	JR to find out the school nurses current role (TABOO conference) then YC to be added to their role and responsibilities		School nurses to be actively involved in the identification of YC in schools. To be able to support and offer. Pathways to be inclusive of YC.	
		Work with partners to identify YC who could experience hidden harm due to their caring role such as MH Substance abuse, domestic abuse.	Review commissioned services for opportunities to identify/ support YC>Contact CGL. JR. Meeting June 22	Jan/Feb 2022 Requested Meeting John Findlay CGL		During Covid 19 pandemic 73% of YC report feeling more anxious, isolated and lonely. They fear catching of the virus and passing on to family members Agreement to consider cross referral pathways May 22.	Support Hidden Harm provision to identify YC.
Young Carers to be identified when accessing Mental Health support and signposted to support	ICE CREATES		JS/JR, GC	Completed		Received report from ICE CREATES (24/22/21) to draft a report using the evidence presented by YC. This will align with the all age carers strategy. Completed	
	Behavioural insight		GC	Completed			
	Young Carers accessing A/E services with self injurious behaviours to be identified and signposted for support. Young carers included in pathways dealing with self harm.	Completed pathway adjusted to include YCs as vulnerable Feb22.	HayleyB and Lori have actioned this on our behalf. Lisa CD to include YC in initial screening tool for Mental wellbeing in schools			Joint working in school with Mental wellbeing allows for YC to be identified as part of initial screening.	
	Young Carers support staff must be made aware of correct pathways and flag barriers to them accessing a service.		JR	Links into EHS. Feb 22		Completed Jan 2022	
	Capacity issues with service can be addressed if LA informed.	Commissioner of service informed Feb22.				Capacity of services increased to support increased. March 22.	

Assessments for Young Carers.

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
	Young Carers will be able to access an assessment that looks at their caring role and uses a person centred approach in order to support them. They will have the opportunity to actively participate in its formation. This should then trigger referrals on their behalf to services that can support their health and wellbeing.	Commissioned services will complete YC assessment and associated referrals as part of the process. The YC views will be pivotal in the design of the support offered.	Assessment need evaluation to ensure identified outcomes are met.	YC Assessment & process to be reviewed as part of intention to bring in house		The assessment must dovetail into Liquid Logic. Outcomes identified with YC and reviewed.	
		Review of process to ensure YC can self refer for assessment easily and access support if needed.	Consideration for recommissioning as must be positive first contact for YC			Issued raised with contact review staff.	
		Assessment should reflect the need to protect the YC health and wellbeing and identify partners offering service.	Flag YC to GP, School nurse team and schools. Healthy school and mental wellbeing services.			Explore training to support the caring role.	
		Schools need to be informed of YC on their role in order to be able to support with education and school settings. This will allow an EIP plan to be provided and enhanced transition to be incorporated.	Yc assessment team. to complete referrals at assessment.			This needs to be an essential referral as part of the assessment process.	
	The family of Young Carers who receive an assessment will be offered support as part of an early intervention approach. This may be time but will provide an holistic package of support for the family and young carer.		Checs referral for family is need identified.				
		Referral to Early Help brokerage	The support offered will be time limited and designed to offer holistic support to the family thus indirectly supporting the carer.			This approach to be explored with Children services.	
			Impact of caring on financial aspect of the family can be addressed.			Assessment for the YC must be aware reflect an holistic view for the family as a whole. Whole family approach included in service specification for recommission.	
			Referrals for the cared for and suitable assessments sought if required.				
	Referral to the YC GPs practice should be made to ensure they are identified and recorded on the practice register.	Carers Champions will ensure YC are added to the practice register and supported to maintain their own health and wellbeing. Flexibility of appointment times will be offered to support their caring role.	Carers Champions to be rolled out in all health settings. Spring 22			Referral to GPs at assessment by commissioned service.. Addition to GP register of caring role.	
		Access to Carers mot in their own right.	Social prescribers/ practice team now aware and registering carers in their practices. Feb/ March 22				
		Young Carers could be offered training to support them in their caring role. This could mirror the expert carer program.	Mental Health first aider training identified via Visyon April 22			Explore group sessions/ possible St Johns/ youth service.	
	Young Carers will be offered a range of respite options to support them to take a break and have a life of their own. They will help in the co production of a support plan which meet their individual needs.	Yc worries around the cared for whilst they are on a break need to be address to provide value.	Link into cared for respite if needed.				
		Information on Take a Break options will be provided in a format that is easily accessible. A menu of activities will allow YC choice and control over their respite.	Explore App options.			There is a need to build capacity to meet this. Should provide for peer support along with active breaks. Evaluation of breaks by YCs. Co produce options.	
		Issues around transport need to be address to prevent barriers in accessing breaks.	Breaks must be accessible to all regardless of postcode.			Explore possible bus pass/ discount card. Completed May 22	
		Yc have identified the value of overnight and activity based breaks. These activities provide opportunity that otherwise would not be available with the family.	Action plan looking to build capacity through partnership working. March 22			Explore possible grant funding opportunities for Young Carers festival? Outward bound Duke of Edinburgh.	

Actions Identified by Young Carers Consultation:

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
	Young Carers have identified the importance of their caring role being recognised.	Increase awareness of YCs in all settings to increase identification	All		Green	e Learning package of all age carer awareness to be available to all settings.	
		Build links in schools/Carer champions/peer support.	Commissioned services.	Ongoing	Yellow	Needs to address current post code inequality. Action plan put in place. 13th May 22. Links into emotionally healthy school/ adaptation of screening tools completed. April 22. New commissioned service from 1/1/23 - linked in with Cheshire Young Carers re schools	
		Professional training on YCs awareness.	Commissioned services	Ongoing	Green	Needs to be rolled out across all settings. E-learning package for carer awareness available for different settings.	
		Health professionals to consider the role of YCs in pathway and support planning. Inclusivity needed.	Needs to be embedded into all appropriate pathways	YC Register code due March 2022	Yellow	Link into EOL Partnership and Comm Carer SG. Influence pathways to include YCs. Healthwatch to partner in raising awareness.	
	Young carers have identified the importance of taking a break from caring role.	Menu of respite options giving choice and control.	This action is included in action plan March 22		Yellow	This requires capacity building of breaks available and YCs to co produce and evaluate. Explore partnership delivery with service Dec 22. Initial engagement with YC by new commissioned service in Dec 22. YC Steering Group being set up.	
		Explore digital information to make access easy.	Digital platforms/ Apps/ QR codes all under review	Feb 22 complete	Green	Include in Comms and engagement plan when ready. Mobile available as pilot extended May 22 QR codes awaiting updated info re providers	
		Capacity build to expand available options. Longer breaks beneficial flagged	Commissioning team/ services.		Green	Explore possible match funding options/ grants. Making Space have a fundraising team - potential to raise extra funds for YC breaks / activities	
	Young carers need access to mental health support.	Consultation flagged support for Life limiting illness, palliative care support.	Needs addition of YCs to palliative pathways	Awareness raised March 22	Yellow	Need to build links into EOL services/YC awareness. Links made into EOL specialist nurses. Feb 22.	
		Consideration at end of caring role for bereavement support.	Commissioned services to be aware of YCs. Raised with Vison May 22.		Yellow	Referrals to bereavement counselling via MH support	
		Recognition needed for the impact of Covid 19 on Mental Health and Wellbeing.	Emotionally healthy schools activity involved. Pathways amended to identify YCs Feb / March 22		Green	Referrals to appropriate support to mental health services is actioned.	
		GPS to support YCs to project their own Mental and Physical health.	Need for awareness/YC Champions. Social Prescribers trained and aware. April 22. NHS id code now available.		Green	Amber/ Explore with Healthwatch. Social Prescribers now trained re Carer awareness.	
ET5	Socio-economic impact on the YCs of families living in poverty and subsequent lack of aspiration, confidence and life chances>They feel they face significant barriers due to caring role.	Schools to be aware of YCs on roll, provide support, flexibility to enable achievement of potential.	Schools need support with identification.	Action plan March 22	Yellow	Robust transition arrangement involving multiagency teams. Links to Emotionally healthy schools/ screening for YCs April 22	
		YCs flag lack of understanding and support leading to underachievement. Need to raise awareness of YC issues and challenges within the setting.	Identification needs to lead to support.		Green	Support to achieve potential, improvement of life chances.	
		Support with finances to provide opportunities for F/E for the YCs. Review transport. Advocate for YCs with prospective colleges, employment. CAB/ DWP.	Transition plan, support and advocacy for YCs.		Yellow	Whole family approach may be needed to remove financial barrier to aspirations. Use of LWF to meet needs.	
ET6					Yellow		

Impact assessment highlight further actions for YCs.

Ref	Aim	Actions to achieve this	Responsibility	When by	RAG	Notes	Action Log Ref:
	Possible impact of life chances for the Young Carers.	Need to mitigate possible under achievement in school through identification and support	Commissioned services, schools, YC Champions.			Health also able to assist in identification.	
		Access to support, advocacy and flexibility.	Schools, commissioned services.				
		Building of confidence, self esteem. Reduce negative impact of MH on YCs.	Schools, Emotionally healthy schools program			Further referrals if required to Commissioned services re Mental Health. Share pathways for referral with providers of support. Identify Gaps YCs 5 up link into primary provision MH. CWP. Explore Healthbox?Happy minds.	
		Robust transition planning. Cared for reassessment. Trigger points for SC referral.	Schools/Social Care.			Emotional wellbeing support around transition/ Healthbox.	
		Address impact on family finances of accessing further education. Access to transport	Commissioned services. Transition team.			DWP/CAB Financial review required.	
	Need for recognition of the Young Caring role.	Acknowledge the importance of taking a break for the Young carer.	All				
		Young Carers need a clear pathway to access the respite they need.	Commissioned services.				
		Information on Respite options and what they look like giving choice and control.	Living well. Commissioned services. PCP.				
	End of Life care.	Health providers will need to identify possible YC as sole care and provide advice, guidance and support.	Link into Social Care re support			Important that support for the YC is considered and appropriate breaks, practical and emotional help is given. Links into schools made for flexibility and understanding. Ensure protection against inappropriate caring role.	
		Young Carers to be included in discussions and EOL advance care planning as sole carer.				YCs wish to be recognised in their role and listen to and not dismissed. Many feel invisible in this situation.	
		Support for YCs emotional needs during and post caring.				Counselling made available re both EOL and living with illness.	
		Discharge planning to be inclusive of YC as sole carer. Need to listen openly to YCs views.	Raise awareness within discharge teams and EOL teams.				

Ref:	Item	Action	Who	By when	Update	Progress RAG
A/1	All professionals	Increased awareness and focus	Health/ Education.			
	Social prescribers	Completed Carer IT training.	GP practices	Apr-22	Completed	Green.
	Social Care students	Raised awareness / trained.				Green
	Secondary care discharge staff.	Raised awareness/ trained.	Cheshire East/west/chester.	22-Jan	Ongoing to be rolled out	green
	Health and comm settings	Poster/ Banner/ Badges for champions.	Across all settings	May-22	Ongoing across primary/ secondary settings	Green
	Schools	Action plan to increase schools engaged.	Comm service	Apr-22	Targeted focus needed.	
	Mental Health services	Awareness of YC to EHS staff. Increased identification as result.	Emotionally healthy schools	Feb-22	Pathways/ screening tools adapted.	Green
	Social media life stories	Jan 22. added to living well sites and shared.	Ice creates.	Jan-22	Shared across all settings in Health, education, SC and communities.	Green.
	Carers Champions/ Mentors	Recruited and trained across all settings including schools	All ongoing	Jan-22	Focus on Secondary, primary and education settings	Green.
B1	Review of YC assessment process	Statutory assessment process needs review.	Childrens head of service/ comm team	Feb-22	Ongoing meeting in process.Proposed new way of working to be confirmed.	Green.
	Transition planning raised	Multiagency group looking to address issues.	Education/ Social care and Comm services.	March 22.	Raised awareness need to continue to influence pathways	Green
	Pathways development	Changes to screening tools/ pathways to include Ycs.	All	Feb 22.	Changes to MH/SC/GPs already completed	Green.
	Social Prescribers	Now able to identify YCs and signpost for support.	All settings post training.	Mar-22	Carers Champions recruited across GPs practices.	Green.
	Access to digital platform	Mobilise available post discharge for support.	Secondary/ primary care.	Jan-22	Support inclusive of YCs as main carer.	Green.
	Links into CGL re hidden harm.	Raised as an issue with service.	CGL and Commissioners	May-22	Meeting now planned to consider join working/ pathway development.	Amber.
	YC Forums	Set up in Alsager, Sandbach High & All Hallows	Schools	Dec-22	Completed	Green
	Identifying YC in schools	Delivery plan around identifying YC in schools	Commissioners / Provider	Ongoing	New provider (Making Space) meeting with Children's & Cheshire Young Carers to look at CYC toolkit	Amber.
	Challenging behaviour	How to support staff and parent carers with challenging behaviours	Commissioners / Provider	Ongoing	Working group set up to look into toolkit	Amber.

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Appendix I

Evidence of the need

Parent Carers Quotes

“My 21 year old still has the odd outburst of aggression towards me. I called the police when he was 15 for help. They arrested him which did not help at all. He also runs off after an lashing out at me, I called the police as he was gone for ages and I was very worried because of the state he was in. Every time they say will refer us to someone for help and support but nothing ever happens. Since he's left school, most support has disappeared.”

“It's physically and mentally draining” “we are walking on eggshells so as not to upset my son, he's 11 and once he starts doors slam, things get thrown, people get either hit or something thrown at them”

“I get punched, kicked, pinched, hair pulled out and a lot more! It is so hard trying to stay in control and not let him know it hurts and breaks me every time it happens”

(mother of an autistic 6 year old)

Data

Space for Autism reported a huge increase in requests for support re managing challenging and violent behaviour since the pandemic. There have been 48 requests in the last 12 months for intensive support with behaviour, on top of this 15 have requested the Promoting Positive Behaviour Course that has been run. They also report seeing an increase in the request for therapeutic support, i.e. the counselling for carers to manage their child or for the child themselves. They are hearing more and more of the child being violent to the parent and or siblings. The Cheshire East People Helping People scheme during COVID had dealt with parents who were being challenged by their young person who have a SEN/autism (6 cases) This was so severe they were referred to childrens services.

MyCWA Data - 12 month period September 2021 to September 2022 we had 25 cases referred on for support. Out of this 25 – 7 were identified as on the ASD spectrum or under assessment. This equates to 28%

Principles

- Behaviour is an expression of an unmet need -
- Use of language - Terms such as ‘domestic abuse’ ‘abuse’ present a barrier for parent carers in accessing support
- Co-creation – the insight of those with lived experience are critical
- Whole family response – support for the parent/carers, for the child/young person themselves and for siblings and wider family

- No wrong door – regardless of where or how a family seeks help or support, there should be an easy, frictionless mechanism to get them the most effective support based on their specific needs and circumstances

Overarching aim	Actions	Owner	Timeframe
To cocreate a self-help resource for parent carers and their family	Review existing materials including – MyCWA resources and toolkit		
	Create a self help resource for parent carers (Note from Annette - Leaflet- we did a one page leaflet for the OP group and we feel the same could be done for this issue too. Katie Jones alongside Judith did the last leaflet so maybe Katie would help again?)		
	Agree language (ask parent carers) and review language used through the existing pathways to support		
	Create a VLOG of a parent carer talking through their own experience		
	Create an information and advice page linked to parent carers forum website – link to Livewell – short breaks, adults, DA pages		Launch at parent carers forum AGM?
	Direct support for the child/young person - mental health, self esteem, understanding and management of their condition		
Raise awareness of the specific issues and challenges faced by families experiencing violence from a child/young person with a SEND and challenge perceptions of judgement and blame towards families who are facing childhood behavioural difficulties, to create more compassionate	Awareness raising campaign linked to national campaigns		

understanding, support, and much needed acceptance.			
	A virtual awareness raising event (drawing on learning from the Dementia and DA ops group)		
Develop training/resources for professionals – initially aimed at Police, Childrens Social Care and Health	Create a One minute guide for professionals in adults and children to remind them to consider any safeguarding concerns for the whole family		
	Online training and awareness for professionals – promote through various Boards (Domestic abuse, Childrens safety partnership, adult safeguarding, SEND Partnership Board)		
	Agree target audience for training – include Police, Childrens social workers,		
	Provider toolkit- as a provider could be going into the parent carers home either because the parent carer has their own needs or the young person has, it would be worth revamping the toolkit we did for the OP group to make it relevant for this group which would help providers and other professionals recognise DA		
Improve pathways to support for those families in need of specialist intervention	Offer parent carers training/support sessions – include crisis responses and longer term strategies		
	explore a programme for young people that helps with understanding healthy relationships – Danielle has done some of this work in other areas		
Identify, or create, a risk assessment tool			

Identify gaps in current responses and make recommendations to relevant Boards about how to address these – (eg. Training for parents, programmes for children/young people)			

Partners

- Autism Inclusive
- S4A
- Cheshire Buddies
- School / educational settings
- ChAPs
- Visyon
- Just drop in
- Young carers (siblings)
- CE Carers Hub
- C & W Carers Trust

Learning from the Dementia and Da group

- 2/Leaflet- we did a one page leaflet for the OP group and we feel the same could be done for this issue too. Katie Jones alongside Judith did the last leaflet so maybe Katie would help again?
- 3/Guidance-as discussed in the OP group, we are due to review the DA and adult safeguarding guidance and even though we do have a carers section in there, we could add more about parent carers who have their own care and support needs

- 4/Provider toolkit- as a provider could be going into the parent carers home either because the parent carer has their own needs or the young person has, it would be worth revamping the toolkit we did for the OP group to make it relevant for this group which would help providers and other professionals recognise DA.
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OPEN

Children and Families Committee

10 July 2023

Children and Families Q4 scorecard 2022/23

Report of: Deborah Woodcock, Executive Director of Children's Services

Report Reference No: CF/02/23-24

Ward(s) Affected: All Wards

Purpose of Report

- 1 To provide Children and Families Committee with an overview of performance against the core indicator set within the 3 directorate areas of children's services. This report covers a range of the corporate objectives under the overarching corporate priority of a fair authority

Executive Summary

- 2 This report provides an overview of quarter 4 performance for children and families services for the relevant indicators for the reporting year of 2022-23. It also provides an indicative outturn position for the reporting year end
- 3 The committee will note that the format has changed in line with their request and now includes information around the acronyms used and the alignment with the Corporate Plan Aim of a Fair Council. The report now also reflects a rolling 4 quarter activity with the latest quarter reported highlighted in blue

RECOMMENDATIONS

The Children and Families Committee is recommended to:

1. Scrutinise the performance of children's services for quarter 4 and the indicative performance for the full reporting year

Background

- 4 This quarterly report provides the committee with an overview of performance across Children's Services. This report relates to quarter 4 of 2022-23 (1 January 2023 – 31 March 2023).
- 5 The outcomes framework scorecard contains 52 indicators across the 3 directorate areas within children's services and provides a strategic overview of the core activity with the service areas that demonstrate how we support the children and young people in Cheshire East.
- 6 The following indicators have been highlighted for consideration – please note the numbers relate to the corresponding indicator in the attached appendix outcomes framework scorecard.

Social Care

- **1.13 – rate of referrals.** This has increased from last year suggesting an increased need for support at a statutory level. We still however remain lower than the national and our statutory neighbours average so although the need in the area is increasing our children and young people in the main still enjoy happy and safe lives without the need for statutory intervention.
- **1.14 - % of repeat referrals.** Although this has increased for this quarter, one or two large families can have a significant impact on this indicator. Overall Cheshire East performance remains strong suggesting that support provided is having lasting impact and addressing needs successfully.
- **1.15 - % of assessments completed within 45 days.** Quarter 4 showed a remarked improvement in performance because of an improved staffing and caseload profile and dedicated leadership in this area. This is seen as an early indicator that when needed individuals are receiving support in a timely fashion.
- **1.24 - % of ICPC within 15 days of a S47 enquiry.** A S47 enquiry is undertaken where a child or young person is suspected to be suffering or likely to suffer serious risk or harm. Where the decision is to progress to an Initial Child Protection Conference (ICPC) ideally this should happen within 15 working days. In Q4 there was a drop in this performance. This is an isolated quarter due to an increased number of conference requests (60% increase on the previous quarter) combined with recruitment activity to a vacant Independent Reviewing Officer post. This post has now been filled. The main reasons for a slight delay in the

conferences taking place were primarily due to either late notifications or reports being available. Normally these can still be accommodated within the 15 working days but due to the increased volume it wasn't always possible. The safeguarding manager is working together with the Child in need and Child protection managers to ensure the process is as smooth as possible for all workers. Where delays occur, cases are audited to ensure that there was an appropriate support plan in place and any delay did not result in an individual being put at risk.

- **1.27-1.28 – number and rate of Children in Care.** This continues to increase and is in the main still influenced by Cheshire East's support for the National Unaccompanied Asylum Seekers (UASC) scheme.
- **1.35 – Care leavers not in education, employment or training (NEET).** This has seen a positive reduction to 43% from 48% in the previous quarter. This is due to a wide range of support and activity within the care leavers service to enable our young people to feel confident to enter the workforce or recommence studies.

Education

- **2.1 – 2.12** – The % of primary and secondary schools judged **good or outstanding** has improved throughout the year and now stands at 93% and 91% respectively. This ensures that for the vast majority of our pupils they experience a high-quality education. Work continues with those schools that haven't been judged at that level or are yet to be inspected to ensure that they have the appropriate tools and support to improve.
- **2.16 - % attendance for special school pupils.** This is being prioritised as part of our ongoing Special Educational Needs and Disabilities (SEND) improvement journey to ensure that where possibly some of our more vulnerable pupils receive a full education experience.
- **2.18 – Elective Home Education.** The team supporting this have noticed an increase in the number of parents deregistering their children to electively home educate them as a result of their child's mental health and anxiety about attending school. To mitigate this, a focused session was delivered at the schools' senior mental lead network meeting in April, with peer challenge and support around children experiencing emotionally based school non-attendance. The team continues to complete pre-

deregistration meetings with children, parents and professionals to help inform their decision.

- **2.19 – Children Missing Education.** From January, the attendance and children out of school team have been delivering webinars about children missing education and commenced termly targeted support meetings with all schools. This increased awareness and support with pupil level data has initially led an increase in reporting children missing education. There is a national process for schools to inform local authorities where young people present in their area and we work closely alongside national departments where individuals move abroad.
- **2.26 – 2.27 - New Education and Health Care plans completed within 20 weeks.** This continues on a steady improvement journey together with considerable progress with the average plan now taking around 21.7 weeks down from 24.3 weeks at the start of the year. It is important to balance timeliness with sufficient classroom observation and specialist input to ensure each individual has the best possible plan to achieve their aims and goals.

Strong Start, Family Help and Integration

- **3.14 – 2-year-old offer.** We continue to promote maximum take up of the 2-year-old offer which remains consistently better than the national average.
- **3.15 – 3–4-year-old offer.** The local authority has always been outstanding in ensuring that most of those eligible access the full offer available.
- **3.16 – Supporting Families.** The local authority had a target of 297 families supported in 2022-23 which was achieved towards the end of quarter 3. The services worked hard in quarter 4 to engage new families identified in order to continue with this success for 2023-24 and we are on target to exceed over 50 families with successful outcomes in quarter 1.
- **3.18-3.19** – although the number and rate of overall **NEET** has increased slightly this is still a very low number of young people and the vast majority are actively seeking a range of options with a number with start dates agreed for employment.

Consultation and Engagement

7 Not applicable

Reasons for Recommendations

- 8 One of the key areas of focus for the Children and Families Committee is to review performance and scrutinise the effectiveness of services for children and young people. This is in alignment with the strategic aims of a Fair Council.

Other Options Considered

- 9 Not applicable.

Implications and Comments

Monitoring Officer/Legal

- 10 There are no direct legal implications.

Section 151 Officer/Finance

- 11 Although there are no direct financial implications or changes to the MTFS as a result of this briefing paper, performance measures may be used as an indicator of budget pressures at a service level.

Policy

- 12 There are no direct policy implications.

Equality, Diversity and Inclusion

- 13 Members may want to use the information from the performance indicators to ensure that services are targeted at more vulnerable children and young people.

Human Resources

- 14 There are no direct human resources implications .

Risk Management

There are risks associated with some performance measures, e.g. increases in demand and timeliness of services.

Rural Communities

- 15 There are no direct implications to rural.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 16 Performance reports enable members to identify areas of good performance and areas for improvement in relation to children and young people, including cared for children.

Public Health

- There are no direct public health implications.

Climate Change

17 This report does not impact on climate change.

Access to Information	
Contact Officer:	Bev Harding, Business Intelligence Manager Bev.Harding@cheshireeast.gov.uk
Appendices:	Children and Families Outcomes Framework Score Card March 2023
Background Papers:	None

March 2023 - Children and Families Outcomes Framework Scorecard - This contains a rolling 4 quarters for comparison

Notes: The boxes that are grayed out are where national data is not applicable or data isn't available, for example the schools data is available termly which doesn't always coincide with quarterly reporting

Notes: The column highlighted in blue reflects the most recent quarter being reported on

Notes: Rates are calculated using the 2020 ONS mid year population estimate 0-17 of 78,068 (Office of National Statistics) and are calculated as a rate per 10,000 children aged 0-17. This enables the local authority to be compared on a like for like basis with different local authorities or groups of authorities. The exception is the EHCP rate which we have shown as the rate of 0-25 yr olds in line with the number

Directorate	Indicator	Indicator name	Polarity	21/22 outturn	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	22/23 outturn	Benchmark National (most recent available)	Benchmark Stat N'bour (most recent available)	Corporate Plan Aim	Acronym
Childrens Social Care	1.1	Number of referrals		1951	524	615	609	653				Fair	
	1.12	Number of referrals (cumulative)		1951	524	1139	1748	2401	2401			Fair	
	1.13	Rate of referrals (cumulative)		249.9	67.1	145.9	223.9	307.6	307.6	538	440	Fair	
	1.14	Percentage of repeat referrals	Low is Good	15%	11%	12%	13%	20%	14%	22%	21%	Fair	
	1.15	Percentage of assessments completed within 45 days	High is Good	78%	70%	56%	49%	63%	TBC	84%	90%	Fair	
	1.16	Number of children in need (CIN definition to aid comparison so includes CP/Cared for and some Care leavers)		2122	2063	2166	2168	2070	TBC			Fair	CIN - Child in need collection CP - Child Protection
	1.17	Rate of children in need		272	264.3	277.5	277.7	265.2	TBC	334	278	Fair	
	1.18	Number of S47 enquiries (cumulative)	Low is Good	1158	284	684	989	1321	1321			Fair	
	1.19	Rate of Children subject to section 47 enquiries (cumulative)	Low is Good	148	36.4	87.6	126.7	169.2	169.2	180	146	Fair	
	1.2	Number of Children subject to an ICPC (cumulative)	Low is Good	336	83	181	250	356	356			Fair	ICPC - Initial Child Protection Conference
	1.21	Rate of Children subject to an ICPC (cummulative)	Low is Good	43	10.6	23.2	32.0	45.6	45.6	60	53	Fair	ICPC - Initial Child Protection Conference
	1.22	Number of children with a child protection plan		245	251	262	215	218	218			Fair	
	1.23	Rate of children with a child protection plan		31.4	32.1	33.6	27.5	27.9	27.9	42	37	Fair	
	1.24	% of ICPC within 15 days of S47 enquiry	High is Good	76%	83%	74%	74%	58%	72%	79%	78%	Fair	ICPC - Initial Child Protection Conference
	1.25	Percentage of children with a second or subsequent child protection (CP) plan (rolling yr)	Low is Good	15%	16%	20%	18%	20%	20%	23%	23%	Fair	
	1.26	% of children on CP plans reviewed within timescales	High is Good	88%	94%	82%	90%	86%	88%	89%	87%	Fair	CP - Child Protection
	1.27	Number of cared for children		522	522	540	557	576	576			Fair	
	1.28	Rate of cared for children		66.9	66.9	69.2	71.3	73.8	73.8	70	60	Fair	

Directorate	Indicator	Indicator name	Polarity	21/22 outturn	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	22/23 outturn	Benchmark National (most recent available)	Benchmark Stat N'bour (most recent available)	Corporate Plan Aim	Acronym
	1.29	Children looked after who had their teeth checked by a dentist in the last 12 months (%)	High is Good	51%	37%	44%	49%	54%	TBC	70%	65%	Fair	
	1.30	Children looked after who had their annual health assessment (%)	High is Good	80%	80%	75%	83%	82%	TBC	89%	86%	Fair	
	1.31	% of cared for children placed out of borough and over 20 miles from home address	Low is Good	18%	17%	16%	17%	18%	18%	16%	19%	Fair	
	1.32	% of cared for children placed over 20 miles from home address (Cheshire East and out of borough)	Low is Good	24%	23%	23%	20%	22%	22%			Fair	
	1.33	% Children who ceased to be looked after in the period who were adopted (YTD)	High is Good	9%	11%	8%	8%	7%	7%	10%	11%	Fair	YTD - Year to Date
	1.34	% Children who ceased to be looked after in the period due to a Special Guardianship Order (YTD)	High is Good	11%	8%	6%	9%	10%	10%	13%	12%	Fair	YTD - Year to Date
	1.35	% of care leavers who are not in education, employment or training (aged 19-21) (NEET)	Low is Good	40%	46%	46%	48%	43%	TBC	38%	37%	Fair	NEET - Not in Education, Employment or Training
	1.36	% of care leavers who are in suitable accommodation (aged 19-21)	High is Good	97%	96%	95%	97%	95%	TBC	88%	88%	Fair	
Education and 14-19 Skills	2.1	Percentage good or outstanding primary schools	High is Good	89%	90%	94%	94%	93%		92%	92%	Fair	
	2.12	Percentage good or outstanding secondary schools	High is Good	80%	80%	90%	91%	91%		83%	81%	Fair	
	2.13	Percentage good or outstanding special schools	High is Good	75%	75%	75%	75%	75%		94%	95%	Fair	
	2.14	Percentage attendance for primary pupils year to date	High is Good		94%	Not available in Sept	94%	95%		96%	96%	Fair	
	2.15	Percentage attendance for secondary pupils year to date	High is Good		90%	Not available in Sept	91%	91%		95%	95%	Fair	
	2.16	Percentage attendance for special school pupils year to date	High is Good		89%	Not available in Sept	86%	85%		91%	92%	Fair	
	2.17	Number of permanent exclusions from Cheshire East Schools (latest term available)	Low is Good		21	Not available in Sept	25	Not available				Fair	
	2.18	Current Number of pupils educated at home	Low is Good	496	492	446	482	567	567			Fair	
	2.19	Current number of children missing from education.	Low is Good	64	39	199	151	172	172			Fair	
	2.2	Total number with an education, health and care plan (EHCP) aged 0-25		3521	3698	3879	4011	4160	4160			Fair	EHCP - Education & Health Care Plan
	2.21	Rate of children with an education, health and care plan (EHCP) NB as rate of 0-25 yr old (105,819)		3.3%	3.5%	3.7%	3.8%	3.9%	3.9%			Fair	EHCP - Education & Health Care Plan

Directorate	Indicator	Indicator name	Polarity	21/22 outturn	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	22/23 outturn	Benchmark National (most recent available)	Benchmark Stat N'bour (most recent available)	Corporate Plan Aim	Acronym
Education	2.22	Total % Pupils in CEC Maintained/State-funded with SEN Support. DfE / census measure from Jan census		9.4%	9.4%	9.4%	9.4%	9.4%	9.4%	12.6%	12.1%	Fair	SEN - Special Educational Needs DfE - Department for Education
	2.23	Number of children and young people with an EHCP open to social care (NB includes care leavers)		331	328	338	324	372	372			Fair	EHCP - Education & Health Care Plan
	2.24	Number of children with an EHCP with an EHA		277	288	299	253	250	250			Fair	EHA - Early Help Assessment
	2.25	% of requests for Educational Psychologists (EP) advice completed within 6 weeks	High is Good	74%	52%	72%	84%	85%	85%			Fair	
	2.26	Special Educational Needs – Education, Health and Care Plans completion within 20 weeks including exceptions (cumulative yr)	High is Good	65.3%	42%	39%	40%	49%		58%	66%	Fair	
	2.27	Average number of weeks for EHC Plans to be issued (snap shot at quarter end to which it relates)	Low is Good	20.7	24.3	23.5	23.2	21.7	21.7			Fair	EHCP - Education & Health Care Plan
Strong Start, Family Help and Integration	3.1	Current number of open Early Help Assessments/ plans (excluding short breaks)		1158	1190	1279	1245	1248	1248			Fair	
	3.12	% of all open Early Help Assessments led by Cheshire East Prevention service staff		66%	74%	53%	59%	55%	55%			Fair	
	3.13	% 0-2 yrs engaged at children centres (most vulnerable i.e. CIN/CP/Cared for that have attended 3 or more times in the last 12 months)	High is Good		27%	36%	36%	33%				Fair	CIN - Child In Need, CP - Child Protection
	3.14	% eligible children taking up 2 year old offer (termly figure only)	High is Good		77%	77%	79%	75%		62%		Fair	
	3.15	% children taking up 3 and 4 year old offer (termly figure only)	High is Good		96%	96%	99%	99%		88%		Fair	
	3.16	Number of Families meeting the Supporting Families (previously family focus) criteria where outcomes have been successfully concluded (accumulative fig)	High is Good	332	123	240	297	297	297			Fair	
	3.17	Number of young people accessing the youth support service	High is Good		2419	2932	2148	2176				Fair	
	3.18	Number of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Low is Good	149	194	117	190	200	200			Fair	NEET - Not in Education, Employment or Training
	3.19	% of young people not in education, employment or training (NEET) individuals [yr. 12-13]	Low is Good	1.99%	2.59%	1.50%	2.50%	2.60%	2.60%	2.80%		Fair	NEET - Not in Education, Employment or Training

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Children and Families Committee Work Programme 2023-24

Report Reference	Children & Families Committee	Title	Purpose of Report	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item and Paragraph Number
CF/21/23-24	18/09/2023	SEN Sufficiency Statement	To assess the needs of our children and young people in Cheshire East, evaluate how well our current provision meets young people's needs, and identify any gaps, support us to plan how we will continue to develop our provision over a three year period starting in 2023-2026 so that we can achieve the best outcomes for our children and young people.	N/A	No	Fair	No	No
CF/22/23-24	18/09/2023	Youth Justice Plan	To provide committee with the opportunity to scrutinise the annual youth justice plan.	N/A	No	Fair	No	No
CF/18/22-23	18/09/2023	Annual Progress Report on the SEND Strategy	To update CLT and committee on the progress against the SEND Strategy over the last 12 months.	Yes	No	Fair	Yes	No
CF/31/22-23	18/09/2023	School Catering Review Outcomes	To consider the options appraisal for school catering	No	Yes	Open;#Fair	No	Yes
AH/24/2022-23 & CF/41/22-23	18/09/2023	Cheshire East Place - Learning Disability and Mental Health Plans	The recommendations will be to approved the co-production of the Cheshire East Place - Mental Health Plan and Cheshire East Place - Learning Disabilities Plan	Yes	Yes	Fair	Yes	No
CF/01/23-24	18/09/2023	Children and Families Scorecard Q1	To ensure the Committee has oversight of Children and Families performance	No	No	Open	No	No
CF/03/23-24	18/09/2023	Cared for Children and Care Leavers Committee Annual Report	The report sets out the work of the committee and progress against the Cared For Children and Care Leavers Strategy over the past year.	No	No	Fair	No	No
AH/07/2023-24 & CF/06/23-24	18/09/2023	Emotionally Healthy Children and Young People Recommissioning	To provide information regarding coproduction that already taken place, present suggested model based on engagement findings and obtain approval to recommission service	Yes	Yes	Open;#Fair	No	No
CF/15/23-24	18/09/2023	First Financial Review of 2023/24 (Children & Families Committee)	To note and comment on the First Financial Review and Performance position of 2023/24, including progress on policy proposals and material variances from the MTFS and (if necessary) approve	No	No	Open	Yes	No

OFFICIAL

Children and Families Committee Work Programme 2023-24

Report Reference	Children & Families Committee	Title	Purpose of Report	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item and Paragraph Number
			Supplementary Estimates and Virements.					
CF/12/23-24	18/09/2023	Dedicated Schools Grant Management Plan 2023/24 to 2027/28	To request approval of the Dedicated Schools Grant (DSG) Management Plan for the period 2023/24 to 2027/28 by Children and Families Committee. The plan has been subject to an annual update based on latest information, as requested by members.	No	Yes	Open;#Fair	Yes	No
CF/16/23-24	18/09/2023	Children's Services Improvement Plan and headlines from the self-evaluation	To update committee on our preparation for inspection, our current improvement plan in response to previous inspection findings, and the findings from our self-evaluation.	N/A	No	Fair	No	No
CF/23/23-24	18/09/2023	Pupil place planning sufficiency report	TBC	TBC	TBC	Fair	No	No
CF/25/23-24	18/09/2023	Additional High Needs Funding	To note and approve the utilisation of additional high needs funding for 2023-24	N/A	No	Open	No	No
CF/26/23-24	18/09/2023	SEND Strategy Refresh	TBC	TBC	TBC	Open	TBC	Yes
CF/27/23-24	18/09/2023	Transformation of travel support for children and young people - available walking routes	To seek a decision from the children and families committee on arrangements in relation to available walking routes for children and young people	Yes	Yes	Open;#Fair;#Green	Yes	No
CF/28/23-24	18/09/2023	Children and Families Capital Programme – Approval and Implementation of 2023/24 Capital Schemes	TBC	No	TBC	Open	TBC	No
AH/41/2022-23 & CF/68/22-23	18/09/2023	Complex Needs Commissioning	This report seeks approval to establish a shared marketplace for the future procurement of care and support services across both health and social care for individuals with complex needs, including those individuals in transition to adulthood who have a learning disability and or mental health support needs.	No	Yes	Fair	No	No

Children and Families Committee Work Programme 2023-24

Report Reference	Children & Families Committee	Title	Purpose of Report	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item and Paragraph Number
CF/20/23-24	13/11/2023	Speech and Language Therapy	The Paediatric Speech and Language service (SALT) – The Council has a duty to provide speech, language and communication (SLCN) services to children under the Children's and Families Act 2014 Part 3. This is for children with a EHCP Part F (Education), but also with a need for early identification, prevention and support. The service pathways are linked to the health provision including access to health clinics and a need for service continuity within education and community settings. The Council needs to review and recommission this service, preferably in-conjunction with our health partners to provide a service that will be fit for the future and that rises to the increasing demands for better identification of children's needs within the community.	Yes	Yes	Fair	Yes	No
CF/29/22-23	13/11/2023	Update report on progress against the Mental Health Spotlight Review	To receive an update on progress against the Mental Health Spotlight Review	No	No	Fair	Yes	No
CF/57/22-23	13/11/2023	Development of Family Hubs Update Report	To provide Children and Families Committee with an update on the development of family hubs in Cheshire East, review progress of the transformation so far, and next steps.	No	No	Fair	Yes	No
CF/13/23-24	13/11/2023	Second Financial Review of 2023/24 (Children & Families Committee)	This report outlines how the Council is managing resources to provide value for money services during the 2023/24 financial year. The purpose of the report is to note and comment on the Second Financial Review and Performance position of 2023/24 and approve Supplementary Estimates and Virements.	No	No	Open	Yes	No

Children and Families Committee Work Programme 2023-24

Report Reference	Children & Families Committee	Title	Purpose of Report	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item and Paragraph Number
CF/09/23-24	13/11/2023	Medium Term Financial Strategy Consultation 2024/25 - 2027/28 (Children & Families Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budget alignment approved by the Finance Sub-Committee in March 2023. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Yes	No	Open	Yes	No
CF/24/23-24	13/11/2023	Capital programme build update	TBC	TBC	TBC	Fair	TBC	TBC
CF/29/23-24	13/11/2023	Cared for Sufficiency Strategy	To be confirmed	TBC	TBC	Open	TBC	TBC
AH/22/2023-24 & CF/18/23-24	15/01/2024	Substance Misuse Recommission	To be confirmed	Yes	Yes	Fair	No	No
CF/19/23-24	15/01/2024	Children and Families Scorecard Q2	To ensure the Committee has oversight of Children and Families performance	No	No	Open	No	No
CF/08/23-24	15/01/2024	Third Financial Review of 2023/24 (Children & Families Committee)	This report outlines how the Council is managing resources to provide value for money services during the 2023/24 financial year. The purpose of the report is to note and comment on the Third Financial Review and Performance position of 2023/24 and approve Supplementary Estimates and Virements.	No	No	Open	Yes	No
CF/10/23-24	15/01/2024	Medium Term Financial Strategy Consultation 2024/25 - 2027/28 Provisional Settlement Update (Children & Families Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budget alignment approved by the Finance Sub-Committee in March 2023. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on	Yes	No	Open	Yes	No

Children and Families Committee Work Programme 2023-24

Report Reference	Children & Families Committee	Title	Purpose of Report	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item and Paragraph Number
			changes to the current financial strategy.					
CF/01/24-25	03/06/2024	Service Budgets 2024/25 (Children & Families Committee)	The purpose of this report is to set out the allocation of approved budgets for 2024/25 for services under the Committee's remit, as determined by Finance Sub Committee	No	No	Open	Yes	No

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CHESHIRE EAST COUNCIL**Minutes of a meeting of the Local Authority School Governor Nomination Sub-Committee**

held on Wednesday, 15th February, 2023 in the Council Chamber - Town Hall, Macclesfield, SK10 1EA

PRESENT

Councillors M Beanland, D Edwardes, A Harewood and G Hayes

OFFICERS IN ATTENDANCE

Su Garbutt, Senior Governance Officer, School Governance and Liaison
(joined remotely via Microsoft Teams)
Josie Lloyd, Democratic Services Officer

8 APPOINTMENT OF CHAIR

In the absence of a Chair, it was proposed and seconded that Cllr Beanland be appointed as Chair for this meeting.

RESOLVED:

That Cllr Beanland be appointed as Chair.

9 APOLOGIES FOR ABSENCE

There were no apologies for absence.

10 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

11 DECLARATIONS OF INTEREST

Cllr Hayes declared that the applicant for Vine Tree Primary School was known to him and that he would therefore not take part in the vote.

12 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 5 October 2022 be agreed as a correct record.

13 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item in pursuant to Section 100(A)(4) of the Local Government Act 1972 as amended on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing this information.

14 LOCAL AUTHORITY NOMINATIONS TO SCHOOL GOVERNING BODIES

The committee received the report which detailed the current Local Authority Governor vacancies within Cheshire East maintained schools and academies, in the context of vacancies at a national level, and recommended individuals for nomination to identified posts.

RESOLVED:

That, having regard to the statutory guidance in making nominations, the following be approved:

Nominations for Appointment:

BOLLINGTON ST JOHN'S CE PRIMARY SCHOOL
Laurie Hawthorn

MABLINS LANE COMMUNITY PRIMARY SCHOOL
Paul Marren

ST JOHN THE EVANGELIST CE AIDED PRIMARY SCHOOL
Simon Twigg

ST MARY'S CATHOLIC PRIMARY SCHOOL
Matthew Takaki

VERNON PRIMARY SCHOOL
Pauline Jones

VINE TREE PRIMARY SCHOOL
Anne Gadsden

Nominations for Re-appointment:
DEAN VALLEY COMMUNITY PRIMARY SCHOOL
Karen McCurdy

EDLESTON PRIMARY SCHOOL
Len Simm

LINDOW COMMUNITY PRIMARY SCHOOL
Kate Unwin

15 DATE OF NEXT MEETING

It was noted that the next meeting would take place after the upcoming election and the date would be agreed at full Council in May.

The meeting commenced at 14:00 and concluded at 14:20

Councillor M Beanland

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Parenting Committee**
held on Tuesday, 7th March, 2023 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillors M Asquith, J Buckley, C Bulman, P Butterill, S Handley, S Holland, D Jefferay and M Sewart

ALSO PRESENT

Deborah Woodcock, Executive Director of Children's Services
Annemarie Parker, Head of Service: Cared for Children and Care Leavers
Sue Pilkington, NHS Cheshire and Merseyside ICB
Samantha Walker, Head of Service: Children's Provision
Josie Lloyd, Democratic Services Officer

64 APPOINTMENT OF CHAIR

In the absence of the Chair and Vice Chair, the committee appointed Cllr Carol Bulman to chair the meeting.

65 APOLOGIES FOR ABSENCE

Apologies were received from Cllr R Bailey, Cllr K Flavell and Cllr J Saunders. Cllr M Sewart attended as a substitute.

66 DECLARATIONS OF INTEREST

There were no declarations of interest.

67 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 10 January 2023 be agreed as a correct record.

68 **UPDATE FROM SHADOW COMMITTEE (VERBAL)**

Cllr Carol Bulman provided a verbal update to committee on what it was like to attend the Shadow Committee meetings as a Councillor. Members were encouraged to attend a meeting if they were able to.

69 **THE HEALTH OF CARED FOR CHILDREN AND YOUNG PEOPLE ANNUAL REPORT 2021 – 2022**

The committee received the report which outlined the delivery of health services to children in the care of Cheshire East Council during the period from 1 April 2021 to 31 March 2022.

Concerns were raised regarding figures for dental care. The Executive Director of Children's Services suggested that there should be a dedicated section of the next report, assisted by Cheshire East officers, to set out how the issues would be addressed and to include benchmarking against the national average.

RESOLVED:

That the report be noted.

70 **CHESHIRE EAST FOSTERING PANEL AND FOSTERING SERVICE ANNUAL REPORTS 2021 – 2022**

The committee received the reports which evidenced the impact of services and foster carers on outcomes for children.

A query was raised regarding unaccompanied asylum seeking children and potential language barriers with foster carers. The team tried to match these children with foster carers who could communicate in the same language where they were able but, where this was not possible, additional support would be put in place including translation services such as Language Line.

There was discussion regarding venues and events for the team to attend to promote the foster carer recruitment campaign. It was noted that this needed to be targeted as it was time intensive and that word of mouth remained a powerful way to support recruitment.

RESOLVED:

That the report be noted.

Cllr Asquith left the meeting and did not return.

71 **CARED FOR CHILDREN AND CARE LEAVERS QUARTER 3 SCORECARD 2022/23**

The committee received the scorecard for quarter 3 of 2022-23.

It was noted that the data could sometimes be significantly impacted by a small number of cases and therefore not reflect the performance for the majority of cases. It was requested that, where this is the case, the reports include a rationale to explain this.

RESOLVED:

That the report be noted.

72 **PROPOSAL TO CHANGE MEETINGS TO QUARTERLY AND REVIEW OF THE TERMS OF REFERENCE**

The committee received the report which included the committee's terms of reference for an annual review and proposed that, from the new municipal year, the committee would meet on a quarterly basis instead of bi-monthly.

RESOLVED (by majority):

That the Corporate Parenting Committee:

1. Endorse that the committee meets on a quarterly basis from the new committee year (from May 2023 onwards)
2. Review and endorse the proposed changes to the terms of reference (Appendix 1)

The meeting commenced at 14:00 and concluded at 15:10

Councillor C Bulman (Chair)

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