

Corporate Policy Committee

Agenda

Date: Tuesday, 11th July, 2023
Time: 10.00 am
Venue: Committee Suite 1, 2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

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

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

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

3. **Minutes of Previous Meeting** (Pages 5 - 12)

To approve as a correct record the minutes of the meeting held on 15th June 2023.

4. **Public Speaking/Open Session**

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

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

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

5. **Communications Strategy for Residents 2022-25 - Progress Update** (Pages 13 - 44)

To receive an update on progress towards the delivery of Cheshire East Council's Communications Strategy for Residents 2022-2025 up to 31 May 2023.

6. **Developing a New Corporate Plan** (Pages 45 - 62)

To consider a report which outlines the proposed process and timescale for the development of a new strategic plan for Cheshire East Council.

7. **Provisional Financial Outturn 2022/23** (Pages 63 - 244)

To consider a report which provides an overview of the Cheshire East Council provisional outturn for the financial year 2022/23.

8. **Office Estate Rationalisation - WorkplaCE** (Pages 245 - 264)

To consider a report which sets out the approach to optimising the Council's workplaces and reviewing the size of the useable office estate.

9. **Crewe Business Improvement District** (Pages 265 - 282)

To consider a report which provides information on BIDs; the emerging draft Crewe BID proposal; sets out the anticipated implications of the notification; and seeks decisions enabling officers to respond appropriately to the notification.

10. **Cheshire and Merseyside Health and Care Partnership** (Pages 283 - 300)

To consider a report which seeks authority for the Council to become a member of the new statutory Integrated Care Partnership for Cheshire and Merseyside, to be known as the Cheshire and Merseyside Health and Care Partnership.

11. **Cheshire East Health and Wellbeing Board Terms of Reference Update** (Pages 301 - 326)

To consider proposed updates to the terms of reference of the Cheshire East Health and Wellbeing Board.

12. **Cheshire East Council Electoral Review** (Pages 327 - 342)

To consider a report which seeks the appointment of a sub-committee which will make recommendations to the Corporate Policy Committee in respect of the Local Government Boundary Commission's forthcoming review of the Council's electoral arrangements.

13. **Appointments to Outside Organisations** (Pages 343 - 348)

To consider a report which seeks approval to make appointments to outside organisations.

14. **Sub-Regional Working Update / Member Development Programme** (Pages 349 - 354)

To consider a report which seeks to broaden the member development programme to include briefings on sub-regional working.

15. **Cyber Security Update** (Pages 355 - 362)

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

16. **Performance against the Corporate Plan 2022/23** (Pages 363 - 420)

To consider a report which provides an oversight of organisational performance against the priorities and vision set out within the Council's Corporate Plan 2021-25.

17. **Strategic Risk Register Assurance Report Q4 2022/23** (Pages 421 - 470)

To consider a report which provides an update on the activity of the Council's Strategic Risk Register for Quarter 4 2022/23, and the outturn position for 2022/23.

18. **Health and Safety Update 2022/23** (Pages 471 - 488)

To consider a report which provides a summary of data regarding accident and information data for the Council and maintained schools for the last two quarters of 2022/23, the year in total and comparative data for the same periods in the last three years.

19. **Annual Complaints Report 2022/23** (Pages 489 - 562)

To consider a report which provides a summary and analysis of complaints and compliments received by the Council during the period 1st April 2022 to 31st March 2023.

20. **Work Programme** (Pages 563 - 570)

To consider the Work Programme and determine any required amendments.

21. **Minutes of Sub-Committees** (Pages 571 - 582)

To receive the following sub-committee minutes:

- Finance Sub-Committee – 7th June 2023
- General Appeals Sub-Committee – 4th April 2023

22. **Reporting of Urgent Decisions**

In accordance with Procedure Rules 2.10 and 2.11, an urgent decision was taken by the Chief Executive on 9th June 2023 to approve six voluntary redundancy requests as part of a restructure of a service within Children's Services. The record of the decision contains exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and is not for publication.

THERE ARE NO PART 2 ITEMS

Membership: Councillors C Browne (Vice-Chair), C Bulman, D Clark, J Clowes, S Corcoran (Chair), M Goldsmith, A Harrison, N Mannion, C O'Leary, J Pearson, J Rhodes, J Saunders and M Warren

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Policy Committee**
held on Thursday, 15th June, 2023 in Committee Suite 1, 2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor S Corcoran (Chair)
Councillor C Browne (Vice-Chair)

Councillors C Bulman, D Clark, J Clowes, M Goldsmith, A Harrison,
N Mannion, C O'Leary, J Pearson, J Rhodes, J Saunders and M Warren

Other Members present

Councillors G Marshall, B Puddicombe and F Wilson

OFFICERS IN ATTENDANCE

Lorraine O'Donnell, Chief Executive
David Brown, Director of Governance and Compliance
Alex Thompson, Director of Finance and Customer Services
Sarah Bullock, Director of Policy and Change
Brian Reed, Head of Democratic Services and Governance
Paul Mountford, Democratic Services

The Chair began by paying tribute to the Committee's former Vice-Chair, Amanda Stott, for her service to the Committee. He then welcomed Councillor Craig Browne as the Committee's new Vice-Chair.

The Chair welcomed those members who had been newly-appointed to the Committee.

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 23rd March 2023 be approved as a correct record.

3 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

4 CORPORATE POLICY COMMITTEE BUDGETS 2023/24

The Committee considered a report which set out the allocation of the approved budgets for 2023/24 to the Corporate Policy Committee. The financial alignment of budgets to each Committee was set out in Table 1 of the report, with further detail set out in Appendix A.

It was stressed that members were not being asked to set the budget, which had already been approved by Council, but to note the budget allocations made to the Committee by the Finance Sub-Committee.

Members asked that the budget timetable for 2023/24 include member workshops at an early stage of the process.

RESOLVED (by majority)

That the Corporate Policy Committee

1. notes the decision of the Finance Sub-Committee to allocate the approved revenue and capital budgets, related budget policy changes and earmarked reserves to the Corporate Policy Committee, as set out in Appendix A to the report; and
2. notes the financial reporting timetable for 2023/24 set out in Appendix B as approved by the Finance Sub-Committee on 7 June.

In accordance with Procedure Rule 2.34, the following members asked that the minutes of the meeting record that they voted against the motion:

Councillor J Clowes
Councillor A Harrison
Councillor C O'Leary
Councillor J Pearson
Councillor J Saunders

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

The Committee considered a report on appointments to sub-committees, working groups, panels, boards and joint committees for the 2023-24 municipal year.

A list of nominations submitted by the political groups was circulated at the meeting.

The Chair informed the Committee that the Children and Families Committee, at its meeting on 5th June 2023, had agreed to nominate one Member to the Cheshire East Health and Wellbeing Board, and the Committee's Chair, Councillor C Bulman, had been nominated.

Councillor J Clowes advised that the Conservative Group had withdrawn a nomination in respect of the Joint Extra Care Housing Management Board. She also advised of a change of nominee for the Joint Scrutiny Member Task Group.

RESOLVED (unanimously)

That the Corporate Policy Committee

1. agrees the appointments to sub-committees, working groups, panels, boards and joint committees for 2023-24 as follows:

Constitution Working Group (6 members) (2:2:2:0)

Councillor J Clowes
Councillor L Crane
Councillor K Edwards
Councillor D Jefferay
Councillor C O'Leary
Councillor M Warren

Staffing Appeals Sub-Committee (pool of 10) (4:4:2:0)

Councillor L Anderson
Councillor R Bailey
Councillor D Clark
Councillor N Cook
Councillor E Hall
Councillor C Naismith
Councillor J Pratt
Councillor G Smith
Councillor L Wardlaw
Councillor F Wilson

General Appeals Sub-Committee (pool of 10) (4:4:2:0)

Councillor R Bailey
Councillor S Bennett-Wake
Councillor T Dean
Councillor S Edgar
Councillor H Faddes
Councillor E Gilman
Councillor R Moreton
Councillor C Naismith
Councillor B Puddicombe
Councillor L Smetham

Shared Services Joint Committee (3 members) (1:1:1:0)

Councillor J Bird
Councillor P Redstone
Councillor J Rhodes

Joint Member Scrutiny Task Group (3 members) (1:1:1:0)

Councillor B Drake

Councillor A Moran

Councillor J Pearson

Cheshire East Health and Wellbeing Board (1 member)

Councillor S Corcoran

Joint Extra Care Housing Management Board (1 member)

Councillor N Mannion

Cheshire East Health and Care Partnership Board (3 members)

Councillor J Clowes

Councillor A Moran

Councillor J Rhodes

2. notes the terms of reference of the bodies referred to in the report.

6 REVIEW OF OUTSIDE ORGANISATIONS FOR 2023

The Committee considered a report setting out the recommendations of the Outside Organisations Panel on a revised procedure for making appointments to outside organisations.

The Chair of the Outside Organisations Panel, Councillor M Warren, placed on record his thanks to those Democratic Services officers who had supported the work of the Panel.

Members felt that the Manchester Airport Consultative Committee and the University of Manchester, which the Panel had designated as local bodies to be withdrawn from the formal appointments process, were strategically important bodies and should therefore be retained on the list of bodies for formal appointment. Members also felt that all liaison bodies associated with active quarries in the Borough, and the North West Reserve Forces and Cadets Association, should be included on the list for formal appointment.

RESOLVED (unanimously)

That the Committee agrees the recommendations of the Outside Organisations Panel, as amended, as follows:

1. The organisations set out in the local list appended to the Outside Organisations Panel report, be removed from the formal appointments to outside organisations procedure, and that a communications plan be developed to assist with this transition.
2. The organisations set out in the statutory list appended to the Outside Organisations Panel report be retained as requiring a formal appointment.

3. Subject to the amendment in resolution 4 below, the organisations set out in the retained list (of corporate importance), appended to the Outside Organisations Panel report, be retained as requiring a formal appointment, subject also to the addition of the following body to the retained list:
 - North West Reserve Forces and Cadets Association
4. The organisations set out in the 'organisations to be removed' list and the 'alternative representation list' in the Outside Organisations Panel report, be removed from the procedure for the reasons stated, except that the following organisations be moved to the retained list of bodies of corporate importance requiring formal appointment:
 - Manchester Airport Consultative Committee
 - University of Manchester
 - all liaison bodies associated with active quarries in the Borough
5. The organisation set out in the 'organisations to be added' list in the Outside Organisations Panel report, be included in the statutory list.
6. Subject to each organisation's confidentiality arrangements, a communications plan be developed to enable Member nominees to feedback information to the Council, to enable issues of importance or interest to be discussed. Democratic Services officers to identify key service department officer contacts for each nominated member; officers to then determine whether this would give rise to a report on a formal decision to a service committee, action by the officer under delegated powers, or issues of wider Council importance to be brought to the attention of Members via the Members' Bulletin.
7. Remuneration received by Members appointed to the Peak District National Park Authority, Cheshire Fire and Rescue Authority, Cheshire Police and Crime Panel and the Council's wholly-owned companies (ASDVs) be recorded as part of the published annual Record of Members' Allowances.
8. The Councillor's Guide to Outside Organisations be reviewed and refreshed to (i) reflect the new governance and procedural arrangements; and (ii) ensure that the Council can minimise risk and protect the interests of itself and the Members who represent it on outside organisations.
9. At the Annual Council meeting held in May each year, Council will formally agree the nominations to the Cheshire Police and Crime Panel, Cheshire Fire Authority, Fostering Panel and Adoption Panel for a four-year period, due to the scheduling of these meetings.

10. At the Corporate Policy Committee's July meeting, the Committee will formally agree the nominations to those organisations which have been retained on the Council's formal list of organisations (2 and 3 above) onto which it nominates Members, taking into account the new membership of the Council.

11. Nominations made to these organisations will have a duration of 4 years from the July meeting of the Committee.

7 TARGETED REVIEW OF MEMBERS' ALLOWANCES

The Committee considered a report on the recommendations of the Independent Remuneration Panel in respect of a targeted review of Members' Allowances in 2022. The report also proposed that the Panel be invited to undertake a full review of allowances in 2023/2024.

In response to a question by members regarding the impact of the Panel's recommendations on the Council's budget, the Director of Finance and Customer Services advised that funding had been brought forward to cover the cost.

RESOLVED (by majority)

That, having considered the recommendations of the Independent Remuneration Panel, the Committee recommends to Council that:

1. civic payments should remain at their current levels (Mayor £14,000 and Deputy Mayor £5,600);
2. from 2023, civic payments should be subjected to the same uprating which may be applied to members' allowances;
3. special responsibility allowance (SRA) for the Chair of scrutiny committee should remain at £7,650;
4. in respect of the draft Parental Leave Policy for Councillors, basic allowance should continue to be paid to an elected Member during any period of parental leave;
5. in respect of the draft Parental Leave Policy for Councillors; special responsibility allowance payable to the elected Member during any period of parental leave should be discontinued and transferred to the Councillor who is undertaking the special responsibility in question;
6. basic allowance should be increased by a flat rate of £500 and applied retrospectively for 2022-2023;
7. special responsibility allowances (to include Mayor, Deputy Mayor and Scrutiny Chair) should be increased by 4.04% and applied retrospectively for 2022-2023; and

8. a full review of the Members' Scheme of Allowances should be undertaken by the new Independent Remuneration Panel, following its appointment by Council on 16 October 2023.

In accordance with Procedure Rule 2.34, Councillor A Harrison asked that the minutes of the meeting record that he voted against the motion.

8 ANNUAL REVIEW OF THE COMMITTEE SYSTEM

The Committee considered a report which made recommendations for changes to the Constitution in relation to the rules of debate and notices of motion, and recommendations for Council to consider as improvements to the future functionality of the committee system. The report had been considered by the previous Constitution Working Group.

Councillor B Puddicombe, Chair of the Strategic Planning Board, and Councillor F Wilson, Vice-Chair of the Northern Planning Committee, spoke as visiting members in relation to the proposed changes to the planning committees, stating that in their view the case for the proposed changes had not been made.

Jane Gowing, Interim Director of Planning and Peter Hooley, Planning and Enforcement Manager attended the meeting for this item and responded to members' questions regarding the proposed changes to the planning committees. They advised that the proposed changes would achieve savings in officer time and administration.

RESOLVED (by majority)

That Council be recommended to

1. approve the amendments to the Constitution as attached at Appendix 1 to the report;
2. agree that the Public Rights of Way Sub-Committee functions be incorporated into the functions of the Highways and Transport Committee as shown in Appendix 2;
3. agree to realign the Planning Committees from 3 to 2, with responsibilities as set out in Appendix 2;
4. delegate to the Monitoring Officer, the power to make such consequential changes to the Council's Constitution as he deems necessary to give effect to the wishes of Council; and
5. note the savings in relation to venues for meetings and printing and postage of agendas.

9 WORK PROGRAMME

The Committee considered its work programme for 2023-24.

The Chair informed the Committee that it had been necessary to move the next scheduled meeting from 6th to 11th July at 10.00 am to enable the Chair and Vice-Chair to attend the LGA Conference being held on 4th-6th July. It was understood that the Economy and Growth Committee meeting had been moved from 11th July to 10th July at 10.00 am to accommodate the change.

RESOLVED

That

1. the work programme for 2023-24 be approved; and
2. the change of date of the July meeting be noted.

The meeting commenced at 10.30 am and concluded at 12.16 pm

Councillor S Corcoran (Chair)

OPEN FOR PUBLICATION

Corporate Policy Committee

Thursday, 11 July 2023

**Communications Strategy for Residents
2022-25 – progress update**

Report of: Sarah Bullock, Director of Policy and Change

Report Reference No: CP/12/23-24

Ward(s) Affected: All wards

Purpose of Report

- 1 The purpose of this report is to update members on progress towards delivery of Cheshire East Council's Communications Strategy for Residents 2022-2025 up to 31 May 2023.
- 2 The strategy sets out how the Council will develop communications with residents, delivering news, information about services and promotional campaigns.
- 3 The Communications Strategy for Residents supports the council's vision for an open, fairer, greener Cheshire East, as set out in the Corporate Plan. In particular, the strategy supports the priorities of:
 - (a) Ensure that there is transparency in all aspects of council decision making
 - (b) Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
 - (c) Promote and develop the services of the council through regular communication and engagement with all residents
- 4 And the following actions from the Corporate Plan 2021-25:
 - (a) A communications plan which is targeted at residents (especially those who are heard to reach) to include digital opportunities

- (b) Review the style of communications to give a contemporary and effective approach,
- (c) Regular, proactive communications through all channels

Executive Summary

- 5 In December 2022, Corporate Policy Committee approved the Communications Strategy for Residents 2022-25. Progress is reported below against the four agreed strategic aims.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Consider progress in delivering the Communications Strategy for Residents; and
2. Agree to receive further updates every six months to monitor progress.

Background

- 6 The Communications Strategy for Residents 2022-25 states the following vision for the council's communications with residents:
- "People in Cheshire East are well-informed about their council and council services. They are aware of council decisions and how to influence them."
- 7 The strategy includes the following aims:
- (a) Aim 1 – Build engaged audiences from Cheshire East's diverse communities
 - (b) Aim 2 – Promote council priorities through a coordinated programme of activity
 - (c) Aim 3 - Be an effective voice which promotes Cheshire East's priorities, challenges and achievements
 - (d) Aim 4 – Build resilience to respond to new circumstances and emergencies

- 8 Each of these aims will be delivered through a number of priority actions.
- 9 Progress against each of these aims and actions up to 31 May 2023 is reported below.

10 **Aim 1 - Build engaged audiences from Cheshire East's diverse communities**

(a) Priority 1 – Improve communication with seldom-head audiences

1. We have used alternative approaches to communicate with seldom-heard groups about key council activities, including producing easy-read documents, sharing messages via adult and children's social care staff, using internal staff networks, engaging with service user groups, working with our communities teams and highlighting key promotions, news and consultation opportunities with Councillors for onward sharing. Projects have included:
 - a. Elections
 - b. Children's rights month
 - c. Produced a video as part of the new member induction programme featuring members of Youth Council and Youth Parliament setting out what they think is important for councillors to know and what is important to young people for the next 4 years.
 - d. Homes for Ukraine scheme
 - e. Cost-of-living resources
 - f. Health and wellbeing initiatives, including vaccinations
 - g. SEND strategy
 - h. Medium-term financial strategy (MTFS)/Budget consultation and council tax.
2. We have supported Armed Forces Day 2023, complementing the council's our Armed Forces Covenant commitments.
3. We are planning to:
 - a. Undertake further analysis of digitally-excluded to understand communications needs and alternatives.
 - b. Explore opportunities with other stakeholders including town and parish councils, community and voluntary sector organisations and partners to help share

information to communities and individuals who may not routinely or easily access council information and news.

- c. Continue our work to ensure that all videos that are published by the council have subtitles or supporting transcripts that are linked to or available on request.
- d. Continue to ensure we add alternative text (alt-text) to digital content and photos and generate accessible documents (including PDFs) wherever possible.
- e. Work with Cheshire East health and care partners to share best practice and opportunities to increase the reach of our communications.

(b) Priority 2 – Support the shift to digital channels

- 1. We promoted Digital Cheshire's achievement of 3,000 full fibre connections across the county
- 2. As of 31 May 2023, there were 42,103 subscribers to the council's various e-newsletters an increase of 858 in the last six months. We are working to develop and launch a sign-up campaign to further promote this service alongside further development of our newsletter offer.
- 3. We will continue to review our social media practice and policy, recognising the changing social media landscape and user habits and preferences.
- 4. We will continue to work with the customer experience programme and services to maintain, develop and promote e-newsletter communication and subscriptions across council services.
- 5. We will continue to support digital strategy initiatives and digital inclusion partnership plan.

(c) Priority 3 – Help people to understand how to influence and get involved in council decision-making

- 1. We have promoted consultation and engagement opportunities for the general public and specific stakeholder groups, including:
 - a. Medium-term financial strategy (MTFS)/Budget consultation
 - b. Day opportunities in Knutsford
 - c. Care at home survey
 - d. Mental health plan consultation

- e. High needs funding top-up funding
 - f. Family hubs branding
 - g. Falls prevention strategy
 - h. Cheshire East health and wellbeing strategy
 - i. Conversation with the leader and deputy leader, December 2022
- 2. We also promoted, extensively, the requirements for voter ID and to register to vote, to support people's right to vote in the local borough and town and parish council elections.
 - 3. We are developing a multi-channel information campaign to improve understanding of and access to ways to influence council decision, policy and services delivery – based on the approach to consultation and engagement approved by corporate policy committee in July 2022.
 - 4. We are developing an automated email service to promote new consultations as they are published onto the website at cheshireeast.gov.uk/consultations

11 Aim 2 - Promote council priorities through a coordinated programme of activity

(a) Priority 4 – Promote the corporate plan, projects programmes and priorities

- 1. We have delivered a range of communications activities and campaigns in support of corporate plan projects, programmes and priorities, these include:
 - a. Carbon neutral action plan
 - b. Fostering
 - c. Crowd funding
 - d. Winter wellbeing and ongoing health and wellbeing initiatives, including CWP's Living Well service
 - e. SEND strategy
 - f. Major infrastructure projects, including Middlewich Eastern Bypass and Poynton Relief Road.
 - g. Town centre regeneration and vitality plans
 - h. Active and sustainable travel initiatives
 - i. Improving our leisure centres (Congleton Leisure Centre)

- j. Local plan / Site Allocations and Development Policies Document (SADPD)

(b) Priority 5 – Improve understanding of how council tax is spent, council funding and help people have their say in budget setting

1. We delivered a campaign to explain the council's budget and MTFS proposals, informing people about financial pressures, demand on services and council funding.
2. Following this we produced detailed information about council tax, which was included with all council tax bills.
3. We are now planning extensive communications activity to support the 2024/25 budget setting process while continuing to support work to deliver 2023/24 budget proposals. This will include campaign activity to provide further general information on council funding and current and forecast financial pressures.

(c) Priority 6 – Improve understanding about key universal services

1. We are working with service delivery partners to develop communications campaigns, for deployment later this year, to help people to understand the following key services:
 - a. Highways maintenance
 - b. Planning / development management
 - c. Waste and recycling collections, including proposed changes to garden waste collections
 - d. This is alongside frequent ongoing day-to-day operational communications about these key services.

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

(a) Priority 7 – Positively manage our relationships with local, national and industry media

1. Corporate Policy Committee approved a revised media relations protocol in February 2023.
2. We have provided support and continued to build relationships with journalists at elections counts and annual general meeting.
3. We have dealt with 386 media enquiries during this six-month period.

4. We are planning a media training programme for council spokespersons to ensure they are well-equipped to work with the media when representing the council.
5. We have spoken to all key media outlets operating across Cheshire East to ensure our media release style and sending mechanism is able to maximise our opportunity in printed and digital placements.
6. We have contacted key media outlets to gain a deeper understanding of the traditional media readership trends in printed press, versus online digital audiences to ensure we have a better picture of Cheshire East Council's changing media landscape.
7. We are working towards developing a new streamlined way to manage distribution of our releases to the media so we can track monitor open and 'bounce' rates. This will help us to ensure that our releases are being effectively distributed.

(b) Priority 8 – Work as an effective partner

1. The council's communications team is closely involved with the Cheshire East Health and Care Partnership and Cheshire and Merseyside Integrated Care Board. We are working to coordinate strategic and operational communications about health and care integration in Cheshire East.
2. The team is also actively involved in the Cheshire Resilience Forum (CRF) communications and engagement network – shaping sub-regional communications preparedness and response in case of emergencies.
3. The team also works with partners to deliver communications about a range of partnerships, including: SEND partnership, Cheshire East Safeguarding Children's Partnership, Crewe Towns Board, Cheshire and Warrington Local Enterprise Partnership.

(c) Priority 9 – Develop the Cheshire East Council brand

1. We have engaged with partners to ensure that branding is applied appropriately and proportionately in partnership working context – for example:
 - a. Ansa
 - b. Everybody Health and Leisure
 - c. Cheshire East Health and Care Partnership

2. We are planning ahead to ensure that future branding aligns to the council's long-term strategic plans (Corporate Plan beyond 2025)
3. Ensuring correct application of the visual identity on committee decision template.

(d) Priority 10 – An employer of choice – supporting the council's workforce strategy

1. Recruitment campaigns for:
 - a. Adult social care
 - b. Children's services social workers
 - c. Apprenticeships
2. Promotion of all Cheshire East vacancies via did you know e-newsletter campaign and ad hoc social media posts
3. Promoting workforce engagement events at all levels, across the organisation.
4. We continue to develop a series of mini videos that highlight the benefits of working at Cheshire East Council from the perspective of current staff members to potential employees. One video also incorporates an element of British Sign Language.

13 Aim 4 - Build resilience to respond to new circumstances and emergencies

(a) Priority 11 – Maintain emergency preparedness and crisis communications protocols

1. The communications team regularly participates in emergency planning exercises and live incidents with Cheshire Resilience Forum (CRF) – this has included the live major incident standby for severe weather in March 2023.
2. The team is also actively involved in the Cheshire Resilience Forum (CRF) communications and engagement network – shaping sub-regional communications preparedness and response in case of emergencies.
3. We are reviewing preparedness plans in line with CRF protocols and Cabinet Office crisis comms operating model.
4. Reviewing the top 10 more likely emergency events to happen in Cheshire East and developing model communication plans for each.
5. We have responded to cold weather alerts and given feedback on partner response to storms to improve

subregion communication responses in live incidents, particularly power cuts.

(b) Priority 12 – Horizon scanning

1. Cheshire East Council is a member of LGcomms, a national body made up of an association of organisations working together to raise the standard of communications in the public sector. This provides a range of resources, seminars and networking opportunities, sharing best practice, professional horizon-scanning and learning opportunities. The head of communications is a member of the executive committee.
2. Team members regularly attend and engage with Government Communications Service networking and information events to better understand locally relevant, national campaigns. Local communications activity related to this has included:
 - a. National emergency alerts
 - b. Voter ID
 - c. Childhood vaccinations
 - d. Energy bills support vouchers
 - e. Coronation of His Majesty King Charles III

Consultation and Engagement

- 14 The draft Communications Strategy for Residents was subject to formal consultation between 21 September and 23 October 2022. The consultation was promoted on the council's website and through local media and social media. A survey questionnaire was available online and as a paper copy for postal responses. It was issued to the Digital Influence Panel and promoted in our local libraries. It was also promoted to Cheshire East Council staff, including managers, Cheshire East members and was sent to Town and Parish Councils.
- 15 Response to the consultation was largely supportive of the draft strategy, as presented to the committee in July 2022. However, respondents made a number of points and recommendations that relate to this strategy and, more generally, to the council's wider approach to communicating, engaging and consulting with residents and customers. Respondents also made some specific comments and suggestions about the vision, aims and priorities set out in the draft strategy.
- 16 The strategy was therefore updated as a direct result of feedback provided through the consultation.

- 17 As work towards the aims and priorities of the strategy continue, there may be occasion to undertake further consultation, engagement or co-production, for example, to design channels and opportunities for specific audiences.

Reasons for Recommendations

- 18 The Communications Strategy for Residents outlines a clear vision for the Council's communications with residents required to deliver against its commitments as set out in the Council's Corporate Plan 2021-25. Corporate Policy Committee has oversight of progress against the actions contained within the Strategy as part of the Council's commitment to openness and transparency.

Other Options Considered

19

Option	Impact	Risk
Do nothing – the committee could decide to not receive updates on progress towards the aims and priorities of the Communications Strategy for Residents 2022-25	The committee would not be sighted on progress towards the aims and priorities of the Communications Strategy for Residents 2022-25	The committee may miss opportunities to support progress towards the aims and priorities of the Communications Strategy for Residents 2022-25

Implications and Comments

Monitoring Officer/Legal

- 20 There is no statutory duty for the local authority to have a communications strategy, but it must ensure that all communications comply with relevant legislation. In particular, these are:
- (a) Data Protection Act 2018
 - (b) Copyright, Designs and Patents Act 1988
 - (c) Regulation of Investigatory Powers Act 2000
 - (d) Libel and defamation law
 - (e) Code of recommended practice for local authority publicity

- (f) Advertising Standards Authority's advertising codes.
- (g) Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018
- (h) Civil Contingencies Act 2004

Section 151 Officer/Finance

- 21 The recommendations in this report have been proposed in the context of agreed budget for communications and engagement activity (corporate communications service cost centre).

Policy

22

<p>An open and enabling organisation</p> <p>Ensure that there is transparency in all aspects of council decision making</p> <p>The council to be seen as being a fair open and transparent organisation and able to demonstrate it</p> <p>Listen, learn and respond to our residents, promoting opportunities for a two-way conversation</p> <p>Our communities will be well informed about things they can do to prepare for emergencies</p> <p>The council is seen by residents as responsive</p> <p>Support and develop our workforce to be confident, motivated, innovative and empowered</p> <p>Cheshire East Council seen as an employer of</p>	<p>A council which empowers and cares about people</p> <p>Work together with our residents and our partners to support people and communities to be strong and resilient</p> <p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p>	<p>A thriving and sustainable place</p>
---	--	--

<p>choice</p> <p>Promote and develop the services of the council through regular communication and engagement with all residents</p> <p>Residents and staff to be aware of the council and the services we provide</p> <p>Resident satisfaction with the council to be in line with similar councils</p> <p>The council to be regarded as a good partner</p>		
---	--	--

23 The communications and media activities of Cheshire East Council are subject to the following policies:

- (a) Media relations protocol
- (b) Social networking policy
- (c) Social media abuse policy
- (d) Visual identity guide
- (e) Brand protocol

24 There are also important connections to key council strategies, that are being considered by this committee, including:

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

Equality, Diversity and Inclusion

25 An equality impact assessment was completed for the Communications Strategy for Residents decision report.

- 26 The strategy includes the principles that our communications should be inclusive and accessible.

Human Resources

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

Risk Management

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

Rural Communities

- 30 Effective and planned communications activity and communications strategy are necessary tools to ensure that the council's communications resources are well-managed, and that engagement activity and opportunities are available across a range of channels, reaching individuals and communities in all geographies across Cheshire East, including rural areas. The strategy includes the aim: "Build engaged audiences from Cheshire East's diverse communities" and the priority to "Improve communication with seldom-heard audiences". This includes rural communities, where there are obstacles to effective communication.
- 31 Priority 2 in the strategy recognises the potential to seek the support of local ward members and town and parish councils to share information about council services, where digital and other forms of communication may be less accessible.

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

- 32 Children and young people are an important audience for the council. The strategy includes the aim: "Build engaged audiences from Cheshire East's diverse communities" and the priority to "Improve communication with seldom-heard audiences". This includes children and young people, and we will work to ensure that their voices are heard and have the opportunity to influence decision making as well as having access to the information they need about council services.

Public Health

- 33 Effective and planned communications activity and communications strategy are necessary tools to ensure that the council's communications resources are well managed and that engagement activity around Public Health priorities can be prioritised appropriately. Communications activity will support positive behaviour change to influence and support an improvement in population and individual health and wellbeing.

Climate Change

- 34 Communications and media activity will be central to the Council's work to address the climate change emergency and deliver the ambitions of the council's Environmental Strategy. The communications strategy is a necessary tool to ensure that the council's communications resources are well managed and that engagement activity around climate change and environmental strategy can be prioritised appropriately.
- 35 Our communications approach recognises the opportunities that the accelerating shift towards increasingly digital channels of engagement offers. While not all engagement activity can, or should, be undertaken through digital channels, they are now established as the default for a significant proportion of the population and are often, in general, a 'greener' alternative to, for example, print.
- 36 The strategy includes the principle that our communications should be 'green'. We will work to reduce the carbon footprint and environmental impact of our communications activity. Our communications procurement framework makes explicit references to our aspirations to be carbon neutral by 2025 and asks all our suppliers to be mindful of file size, printing products and materials and we actively challenge any requests for single use plastic.

Access to Information	
Contact Officer:	Michael Moore, Head of Communications Michael.moore@cheshireeast.gov.uk
Appendices:	Appendix 1 – Communications Strategy for Residents, 2022-25
Background Papers:	

This page is intentionally left blank



Cheshire East Council
**Communications
Strategy for
Residents**
2022-25

Open

Fair

Green

Contents

1. Context statement / background	3
1.1 Introduction	3
1.2 Have your say	3
1.3 Cheshire East Council	4
1.4 Scope of the strategy	5
1.5 Cheshire East Council's communications activities	6
2. Vision for Cheshire East Council's communication with residents	7
2.1 Strategic outcomes for communication with residents	7
3. Aims	8
Aim 1 - Build engaged audiences from Cheshire East's diverse communities	8
Aim 2 – Promote council priorities through a coordinated programme of activity	8
Aim 3 – Be an effective voice which promotes Cheshire East's priorities, challenges and achievements	9
Aim 4 – Build resilience to respond to new circumstances and emergencies	9
4. Principles	10
5. Audiences and stakeholders	11
Overview of residents	11
Residents' communications preferences	11
6. Priorities - delivering our aims	12
Priority 1 - Improve communication with seldom-heard audiences	12
Priority 2 - Support the shift to digital channels	12
Priority 3 - Help people to understand how to influence and get involved with council decision-making	12
Priority 4 - Promote corporate plan projects, programmes and priorities	13
Priority 5 - Improve understanding of how council tax is spent, council funding and help people have their say in budget setting	13
Priority 6 - Improve understanding about key universal services	13
Priority 7 - Positively manage our relationships with local, national and industry media	14
Priority 8 - Work as an effective partner	14
Priority 9 - Develop the Cheshire East Council brand	14
Priority 10 - An employer of choice - supporting the council's workforce strategy	14
Priority 11 - Maintain emergency preparedness and crisis communications protocols	15
Priority 12 - Horizon scanning	15

1 Context statement / background

1.1 Introduction

Cheshire East Council has committed to “promote the services of the council through regular communication and engagement with all residents” (Cheshire East Council’s Corporate Plan 2021-2025).

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

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

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

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

1.2 Have your say

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

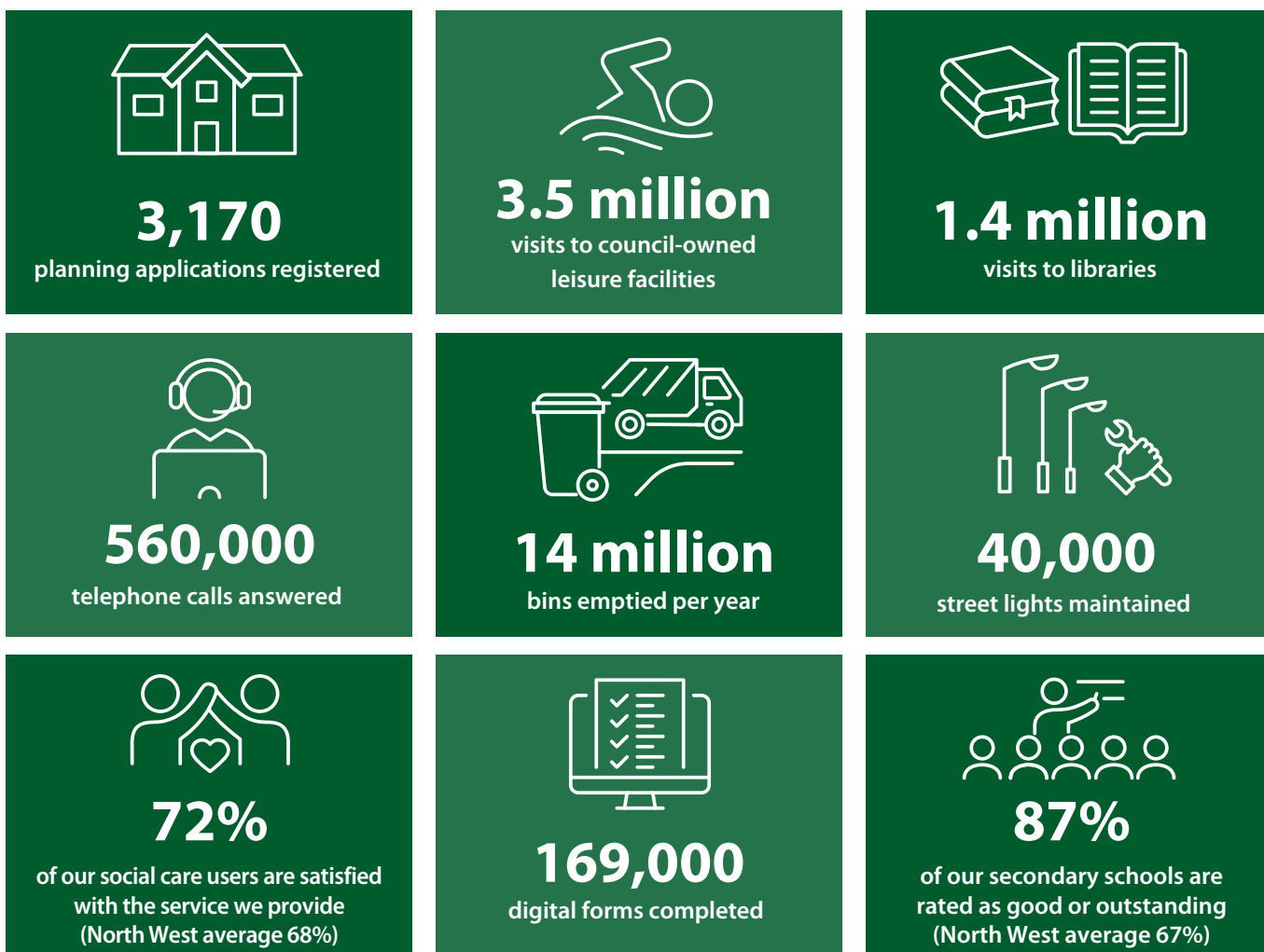
In developing this strategy, we asked residents and other interested stakeholders and groups the following:

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



1.3 Cheshire East Council

Serving an estimated population of 398,800 Cheshire East Council is the third largest Local Authority in the North West, and the fifteenth largest in the country.



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

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

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

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

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

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

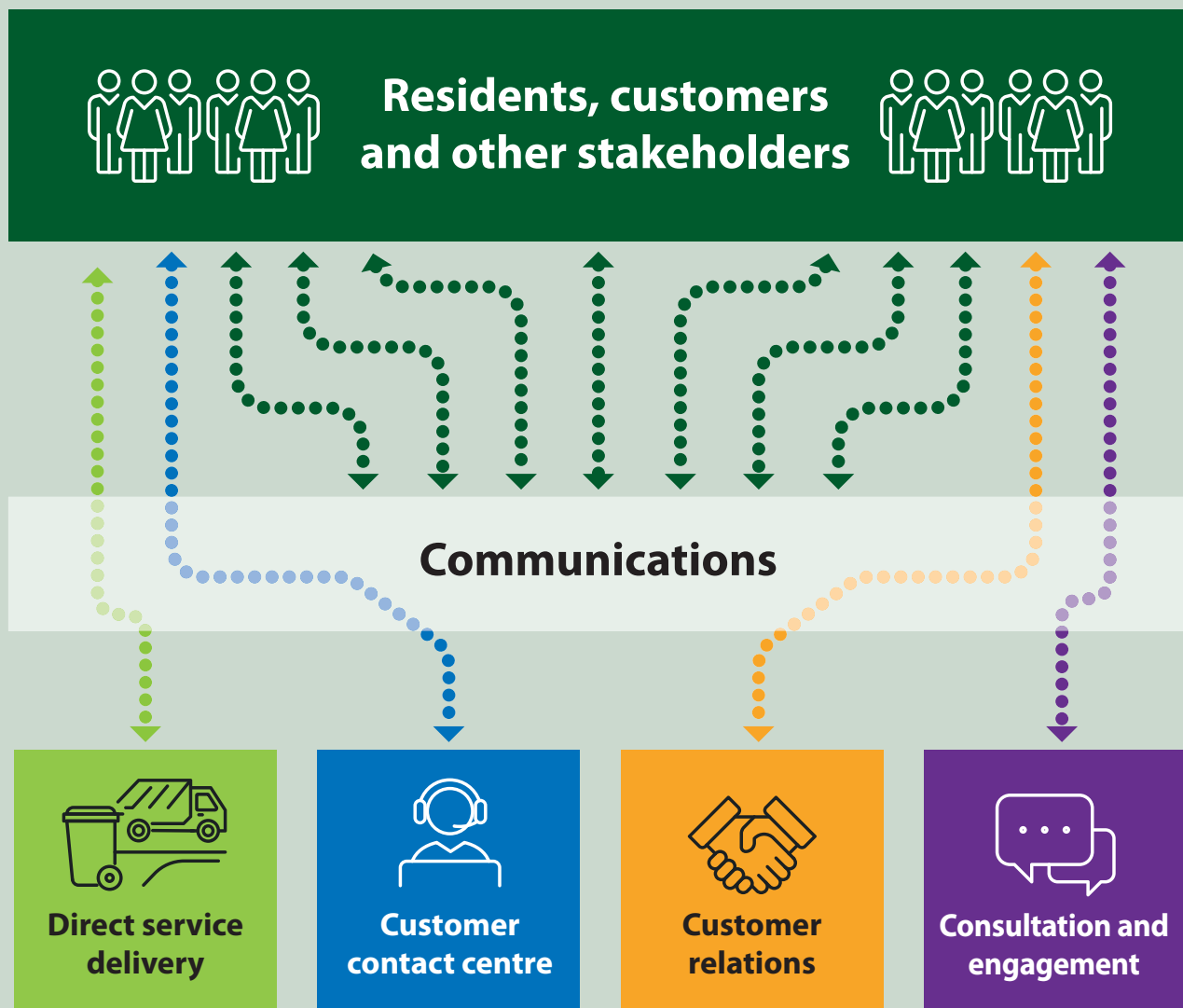
1.4 Scope of the strategy

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

It works alongside other strategies and policies that cover the wider range of two-way interaction and communication between individual residents and the council, its officers and members. For example, the council's customer experience strategy sets out

how we treat customers when they are trying to access our services - to provide the best possible experience for our customers, whoever they are and however they contact us. And the council's coordinated and collaborative approach to consultation and engagement sets out how the council will involve people in influencing decisions about services and policies

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



1.5 Cheshire East Council's communications activities

In 2021/22 the council:



Published **287**
media releases



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



Responded to more than
700 media enquiries



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



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



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

Key subject matter in 2021/22 included:



COVID-19 pandemic
response and recovery



Town centre regeneration,
including Crewe and Macclesfield



Adoption of the committee system
for council decision-making



Community Governance Review
of Town and Parish Councils



Council tax and funding for
council services



Council's carbon neutral plan



Highways maintenance
and funding



Major infrastructure
projects, including HS2 and
Congleton Link Road



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



Adult social care funding
and service pressures



Services for children and young people
with special educational needs



Fostering, adoption and
children's social care

2 Vision for Cheshire East Council's communication with residents



"People in Cheshire East are well-informed about their council and council services."

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

2.1 Strategic outcomes for communication with residents



3 Aims



Aim 1 - Build engaged audiences from Cheshire East's diverse communities

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

We must take and make opportunities to listen to residents.

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

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

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



Aim 2 – Promote council priorities through a coordinated programme of activity

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

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



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

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

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

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

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

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



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

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

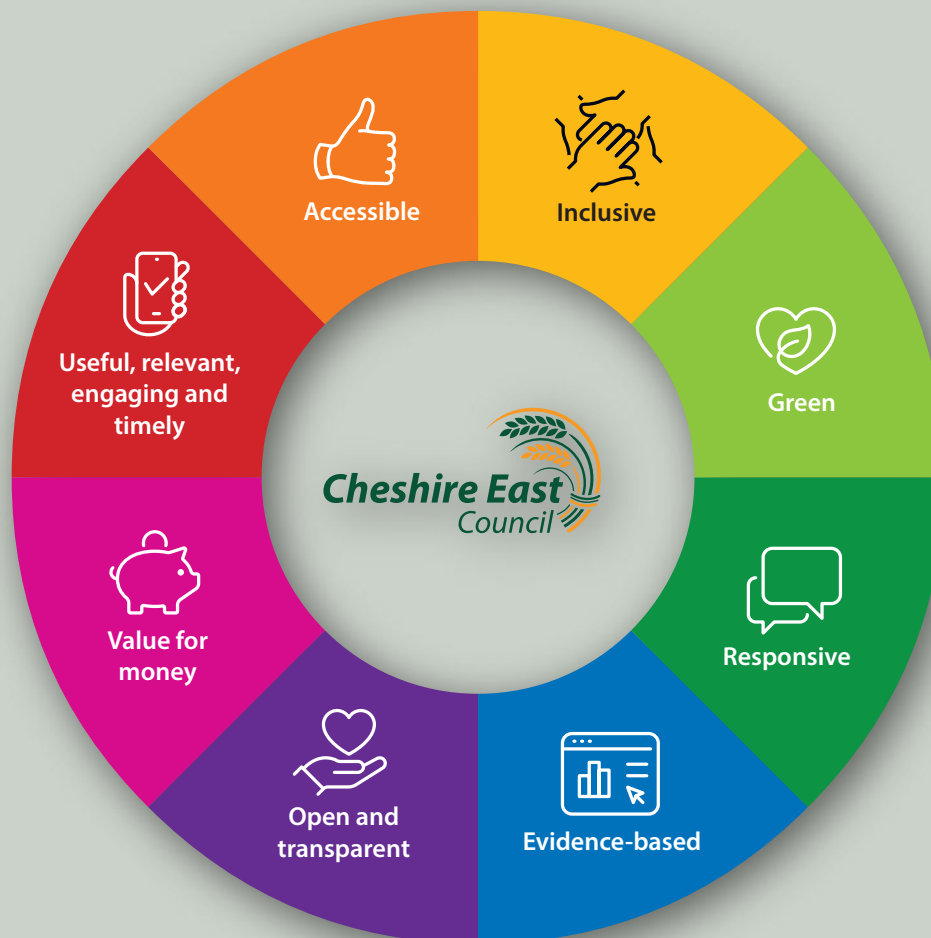
Effective communications are essential in response to major incidents and emergencies. The council has a duty under the Civil Contingencies Act 2004 to "Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise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

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

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

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

4 Principles



• Accessible

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

• Inclusive

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

• Useful, relevant, engaging and timely

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

• Responsive

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

• Evidence-based

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

• Open and transparent

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

• Value for money

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

• Green

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

5 Audiences and stakeholders

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



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



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



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



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



40,003 residents are 'unpaid carers'



93.6% class themselves as White British



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



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



Residents' communications preferences

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

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

6 Priorities - delivering our aims

Aim 1 - Build engaged audiences from Cheshire East's diverse communities

Priority 1 - Improve communication with seldom-heard audiences



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

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



Priority 2 - Support the shift to digital channels

We will support the council's digital strategy programme and will develop effective digital communications channels to reach the large majority of residents who prefer digital channels.

However, we must also ensure that we provide alternatives for those who cannot or choose not to engage digitally. While non-digital channels, such as outdoor advertising, postal mailings and face-to-face communication can be appropriate in some cases, these non-digital options can bring additional costs. We will be particularly keen to explore other methods, including seeking the support of local stakeholders in communities, such as ward members and town and parish councils.

Digital communications work will include exploring the full potential of email, social media and other digital platforms, complementing the work of digital and customer experience strategies.

Priority 3 - Help people to understand how to influence and get involved with council decision-making

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

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

Aim 2 – Promote council priorities through a coordinated programme of activity

Priority 4 - Promote corporate plan projects, programmes and priorities

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



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



Priority 5 - Improve understanding of how council tax is spent, council funding and help people have their say in budget setting

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



Priority 6 - Improve understanding about key universal services

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

Includes:

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

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

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



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

Priority 8 - Work as an effective partner

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

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



Priority 9 - Develop the Cheshire East Council brand

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

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

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

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

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

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

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

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

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

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

Priority 11 - Maintain emergency preparedness and crisis communications protocols



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

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



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

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



Priority 12 - Horizon scanning

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

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

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



Find news and information about council services, and sign up for email updates, at
www.cheshireeast.gov.uk

Follow us

 @CheshireEast

 /CheshireEastCouncil

 Cheshire East Council

 /Cheshireeast

OPEN

Corporate Policy Committee

11 July 2023

Developing a New Corporate Plan

Report of: Lorraine O'Donnell, Chief Executive

Report Reference No: CP/14/23-24

Ward(s) Affected: All

Purpose of Report

- 1 The purpose of this report is to outline the proposed process and timescale for development of a new strategic plan for Cheshire East Council. The Council's current Corporate Plan ends in 2024/25 and therefore there is need to commence the consultation and engagement activities to inform a refreshed plan during 2023/24.

Executive Summary

- 2 The Corporate Plan is the council's overarching strategic document. The current plan was approved in February 2021 and covers the period April 2021 to March 2025. Consultation and engagement on a new plan therefore needs to take place in 2023/24, in order that there are no gaps in strategic direction and the council can drive forward.
- 3 The new plan aims to be challenging but deliverable within available resources. The plan aims to reflect manifesto commitments made to the electorate to ensure that they are delivered and should be identifiable as relating specifically to Cheshire East. The plan should be co-created in line with the council's approved consultation and engagement toolkit. A performance management framework will be developed alongside the plan to ensure that results can be measured, and successful implementation can be reviewed and evidenced.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Approve the proposed process for the development of the new Corporate Plan
2. Approve the outline development timescale
3. Agree to receive the draft Corporate Plan on 8 February 2024

Background

- 4 The Cheshire East Council Corporate Plan is the council's overarching strategic document, setting out the vision and priorities for the council. The current plan was approved in February 2021 and covers the period April 2021 to March 2025. By prioritising a clear set of commitments and actions, the Corporate Plan helps residents to hold the council to account for its performance and allows all to see where the council strives to improve.
- 5 The Corporate Plan is the "umbrella" strategy that sits above all other strategies and plans. All strategies that the council produce should link to, and support the achievement of, the Corporate Plan. All members of the council workforce should be able to see the "golden thread" of their day-to-day activities contributing to the achievement and success of the corporate plan.
- 6 The current Corporate Plan has a short vision statement, "an open, fairer, greener Cheshire East", three strategic priorities and 20 priorities. It supports the cultural values of the council through the "FIRST" values: we are flexible, we innovate, we take responsibility, we deliver the service that customers need, and we use effective teamwork.
- 7 The current Corporate Plan was developed in an unusual operating period for Cheshire East Council, when the council was still responding to the coronavirus pandemic and there had been a fluctuation in senior managers. This meant that the development of the plan had limited consultation and engagement, which has meant that both internal and external stakeholders have not been as familiar with the aims and aspirations of the plan. Over the past 18 months a performance management framework has been put in place to report against the achievement of the outcomes of the plan. This has supported officers

and members to become more familiar with the details of the priorities within the plan and activities being undertaken to achieve the plan.

- 8 The new Corporate plan is proposed to be developed to meet the following design criteria: to be challenging but achievable, to reflect manifesto commitments to ensure that they are delivered to the electorate, to be co-created by a diverse range of stakeholders including members, officers, residents, and partners, to be recognisable as uniquely Cheshire East and to have an outcomes framework that will allow measurement of results and review of success.
- 9 The new Corporate plan will be developed over three phases, detailed in the following table:

Phase	Title	Dates	Aims
1	Visioning and Pre-Consultation	15 June – 14 July 2023	<ul style="list-style-type: none"> To develop the vision and mission statement To confirm the timeframe of the new plan To confirm the scope of the new plan To understand the latest data and intelligence to form evidence-based priorities To confirm the priority themes To agree the consultation and engagement process
2	Consultation and Engagement	24 July – 27 October 2023	<ul style="list-style-type: none"> To ensure co production of the plan To ensure that the plan is uniquely Cheshire East
3	Post-Consultation and draft Plan agreement	20 November 2023 – 21 February 2024	<ul style="list-style-type: none"> To develop the plan in line with the outcomes of the Consultation and Engagement programme To agree the wording of the priorities and content of the plan To agree the performance management framework To agree the launch of the Plan

Consultation and Engagement

- 10 Consultation and engagement will be conducted in accordance with the council's best practice toolkit and will take place from the 24 July – 27 October 2023.
- 11 Findings from consultation and engagement activity will then used to develop the draft new Corporate Plan.

- 12 The proposed consultation and engagement activity will be conducted with both internal (members and officers) and external stakeholders.

Reasons for Recommendations

- 13 The recommendations have been made in order to ensure that a new Corporate plan can be co-produced in a timely and proactive manner. This supports the current Corporate Plan strategic objective of openness.

Other Options Considered

- 14 The other option is to roll over the current Corporate Plan and extend its timeframe. This option was discounted as the operating context of the council is significantly different to the environment in 2020/21 when the current plan was produced. The council is always looking forward and considering new policies, innovations and priorities and therefore a refresh of the Corporate plan offers opportunities to create new priorities and set out new actions.

Implications and Comments

Monitoring Officer/Legal

- 15 The new Corporate Plan will be produced in accordance with legislative requirements and will be ultimately subject to approval by Full Council.

Section 151 Officer/Finance

- 16 There is a budget to support the surveying and engagement of residents to support the development of the Corporate Plan. The total available budget is £20,000. This budget sits within the Policy and Change department.

The consultation and engagement activity will also support the development of proposals to achieve a balanced budget within the Council's Medium Term Financial Strategy (MTFS).

This section should be drafted by the report author and reviewed and signed-off by a senior member of the Finance Team.

Policy

- 17 The development of a new Corporate Plan supports the policy framework cited within the Council's constitution. It also supports the current Corporate Plan, particularly in relation to the "Open" strategic theme and the priority to "listen, learn and respond to residents".

Equality, Diversity and Inclusion

- 18 The process to develop a new Corporate Plan will ensure that it is as accessible as possible. This will include consideration of different channels and methods of consultation and engagement. The process will also have due regard to ensuring that our diverse communities can support the co creation of the plan. An Equality Impact Assessment will be completed alongside the new Corporate Plan.

Human Resources

- 19 The workforce will be engaged within the development of the new Corporate Plan using the existing staff engagement networks.

Risk Management

- 20 No risk management implications have been identified at this stage.

Rural Communities

- 21 The process will ensure that it is accessible to those living in rural communities to ensure that their views are taken into account in developing the new Plan.

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

- 22 Children and Young Peoples groups, and representatives of children and young people will be included as stakeholders in the co creation of the new Corporate Plan.

Public Health

- 23 The process of developing the new Corporate Plan will ensure that public health priorities are supported and reflected in the plan. The plan will have due regard to the Marmot principles and the priority to reduce health inequalities across Cheshire East.

Climate Change

- 24 The new Corporate plan will be developed to reflect local priorities across Cheshire East, including supporting the council to reduce its carbon footprint and achieve environmental sustainability by reducing energy consumption and promoting healthy lifestyles.

Access to Information	
Contact Officer:	<p>Sarah Bullock</p> <p>Director of Policy and Change</p> <p>sarah.bullock@cheshireeast.gov.uk</p>
Appendices:	Appendix 1 – Developing a new Corporate Plan powerpoint presentation
Background Papers:	Not applicable

Cheshire East Council

Developing our new Corporate Plan



Cheshire East Corporate Plan 2021-2025

- The Corporate Plan is the council's overarching strategic document.
- Cheshire East Council approved the current Corporate Plan in February 2021 and covers the period 2021 - 2025
- It is the only plan which covers the full range of the council's responsibilities and is an important tool to set out our ambitions for the borough and help focus our effort and resources on the right things
- Important in the context of constrained budgets, increases in demand and rapid change
- By prioritising a clear set of commitments and actions, the Corporate Plan helps residents to hold the council to account for its performance and challenge it to improve
- The Corporate Plan informs other key strategies and plans

Our Vision **An open, fairer, greener Cheshire East**

Open

We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition in Cheshire East

Fair

We aim to reduce inequalities, promote fairness and opportunity for all and support our most vulnerable residents

Green

We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development

Our Priorities

An open and enabling organisation

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

A council which empowers and cares about people

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

A thriving and sustainable place

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

Our Values



Open

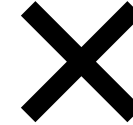
Fair

Green

Strengths and Weaknesses of the current Corporate Plan



- Identified as key strategic document
- The three strategic priorities are well known
- Plan is owned by the administration
- There is a focus on delivery
- Performance management arrangements in place



- Limited co creation has led to lower levels of buy in and strategy development that does not always fit together
- Several vision statements across the organisation
- 20 priorities are too many to remember
- Unclear what success looks like

Design Criteria for the new Corporate Plan

- To be challenging but deliverable
- To reflect manifesto commitments
- To be co-created by members, officers, residents, partners and other key stakeholders
- To be uniquely Cheshire East
- To have a framework for measuring results and reviewing success

Three overlapping ovals are positioned at the bottom right of the slide. The leftmost oval is purple and labeled 'Open'. The middle oval is orange and labeled 'Fair'. The rightmost oval is white with a green border and labeled 'Green'.

Open

Fair

Green

Development Phases 2023/24



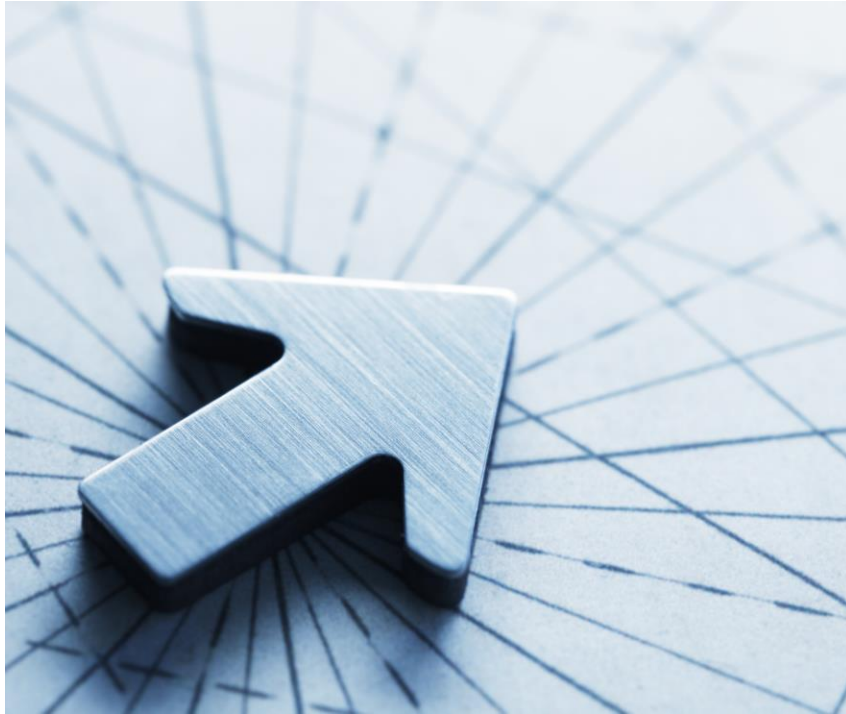
Open

Fair

Green

Phase 1: Visioning and Pre-Consultation – Aims

15 June – 14 July 2023



- To develop the vision and mission statement
- To confirm the timeframe of the Corporate Plan
- To confirm Borough Strategy and supporting annual Council Plan versus Corporate Plan
- To understand the latest data and intelligence
- To confirm the priority themes
- To agree the consultation and engagement process

Phase 1: Visioning and Pre-Consultation – Key Dates

15 June – 14 July 2023

- **26 June** – Consultation, Engagement and Communications Planning workshop
- **6 July** – Corporate Policy Committee, agreement of process and timescale
- **12 July** – Wider Leadership Team
- **TBC** – 3 x Member Workshops
- **TBC** – Engagement with political groups



Phase 2: Consultation and Engagement – Aims

24 July – 27 October 2023

- To ensure co production of plan
- To ensure that plan is uniquely Cheshire East



Open

Fair

Green

Phase 2: Consultation and Engagement – Key Dates

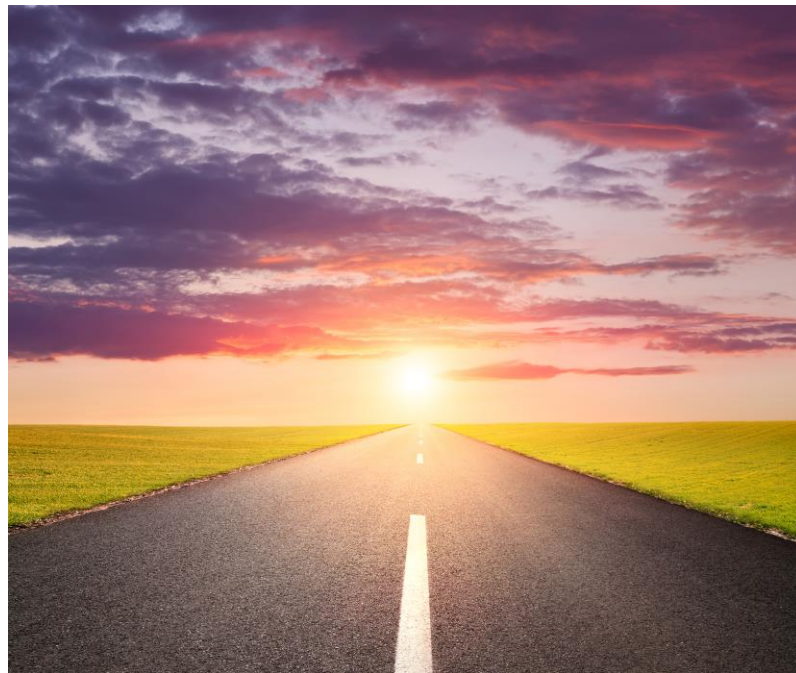
24 July – 27 October 2023

- Consultation and Engagement sessions to be booked to include:
 - Member workshops
 - Workforce sessions (In the Know, Brighter Future Champions, Manager Share & Support, Team Meeting toolkit)
 - Town and Parish Council Network
 - Cheshire East Leaders Board
 - Voluntary, Community, Faith and Social Enterprise Sector Leadership Group
 - Online and In Person Focus Groups
 - Resident Roadshow
- Launch of digital survey (consider telephone and paper formats)
- **TBC** – WLC to consider findings
- **8 November** – Strategic CLT to consider Consultation findings

Phase 3: Post Consultation and draft Plan Agreement Aims

November 2023 – 21 February 2024

- To develop the Plan in line with the outcomes of the Consultation and Engagement programme
- To agree the wording of the priorities
- To agree the performance management framework
- To agree the launch of the Plan



Phase 3: Post Consultation and draft Plan Agreement Key Dates **20 November 2023 – 21 February 2024**



- **22 November 23** – Wider Leadership Team
- **27 November 23- 16 January 24**– Member and Officer engagement sessions
- **17 January 2024** – draft Plan at Strategic CLT
- **8 February 2024**- draft Plan at Corporate Policy Committee
- **21 February 2024** – Plan at Full Council

OPEN

Corporate Policy Committee

11 July 2023

Provisional Financial Outturn 2022/23

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

Report Reference No: CP/9/23-24

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. 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	
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>Annex 1 – Narrative from the Draft Group Accounts</p> <p>Annex 2 – Provisional Financial Outturn 2022/23</p>

	Annex 3 – Update on tracked MTFS 2023-27 Approved Budget Policy Change items
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>

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).

Annex 1

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

Annex 1

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.

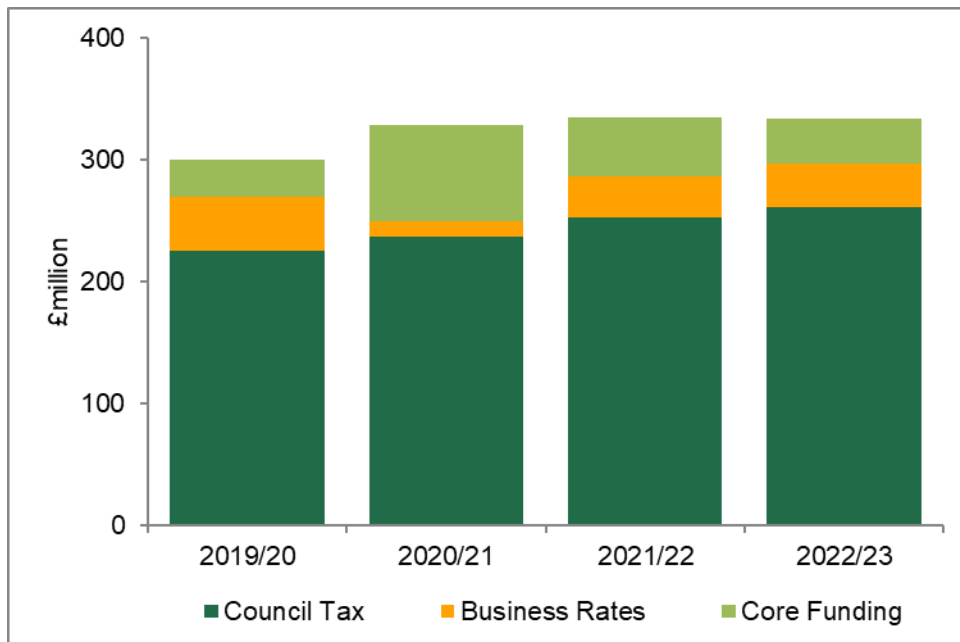


Annex 1

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.

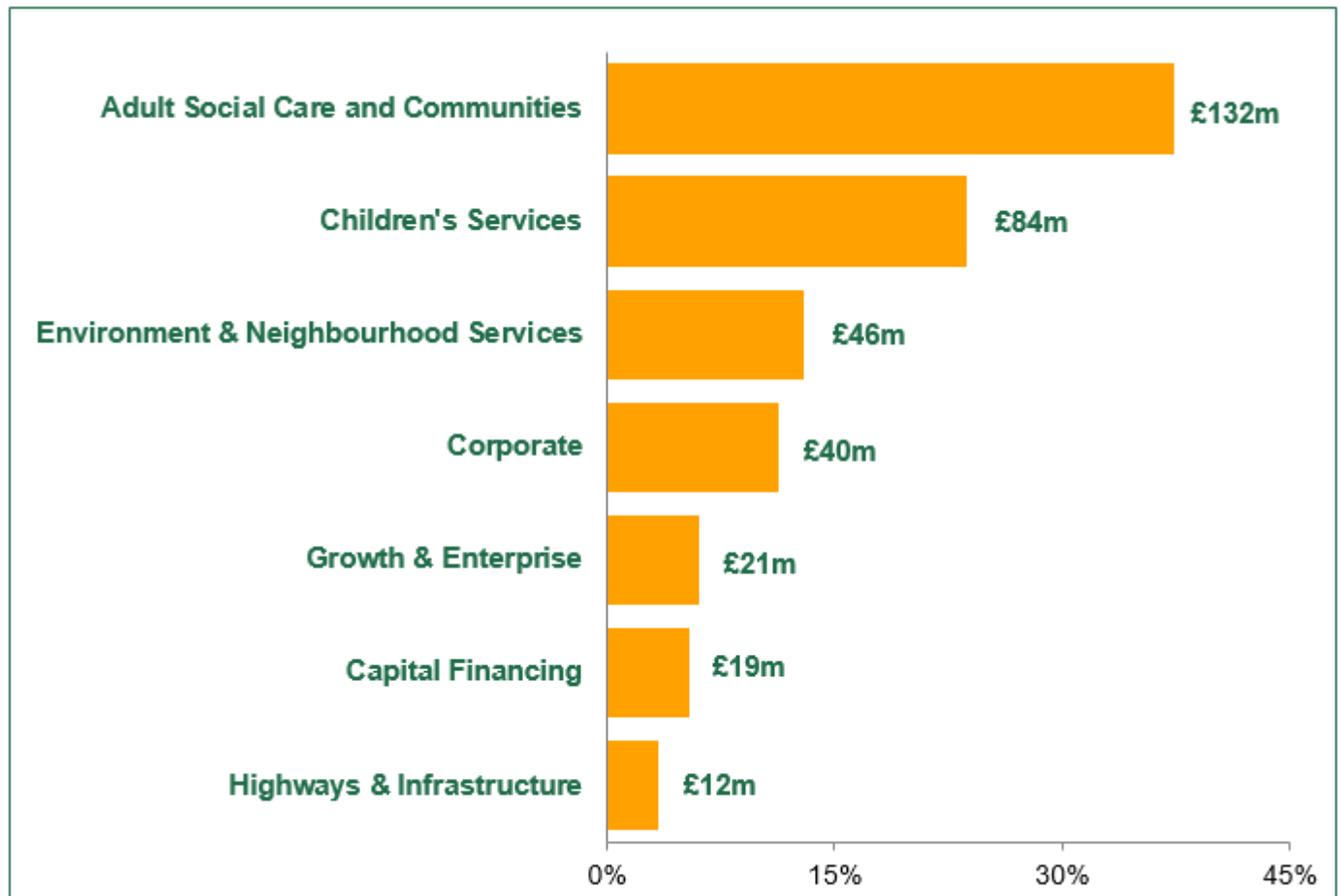
Chart A: Most of the Council's funding comes from local tax payers.



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

Annex 1

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-

Annex 1

<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>

Annex 1

	<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

Annex 1

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.

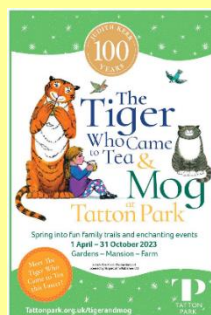
Public Access Improvements

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.

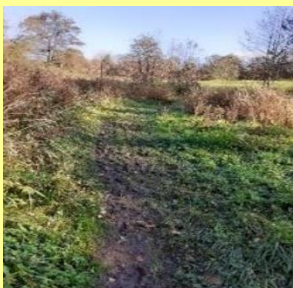
It is important to refresh Tatton's core visitor offer to attract new audiences and encourage existing visitors to return. Since 2022, Tatton has been developing a partnership with publishers Harper Collins to create a programme of special events and activities designed to celebrate the world of Judith 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.



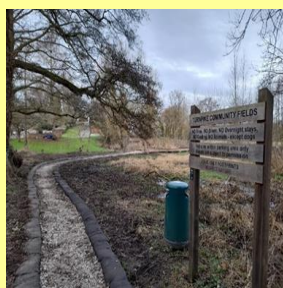
The team also launched a new website for the Tatton Park Charitable Trust, which provides for online donations for the first time and relaunches an animal adoption scheme. The Tatton Park Charitable Trust was created to support education, conservation and restoration projects for the benefit of all visitors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

Annex 1



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.

Annex 1

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

Annex 1

<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

Annex 1

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)

Contents

Introduction	1
2022/23 Provisional Revenue Outturn	3
Financial Stability	
- Introduction	4
- Service Performance	4
Appendices	
Appendix 1 – Adults and Health Committee	11
Appendix 2 – Children and Families Committee	20
Appendix 3 – Corporate Policy Committee	32
Appendix 4 – Economy and Growth	42
Appendix 5 – Environment and Communities Committee	52
Appendix 6 – Finance Sub-Committee	61
Appendix 7 – Highways and Transport Committee	91
Appendix 8 – Update to the Treasury Management Strategy	99
Appendix 9 – Update to the Investment Strategy	112

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.

Provisional Financial Outturn 2022/23

Page 112

July 2023

Appendix 1 : Adults and Health Committee

Contents

Adults and Health Committee Extracts

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

2. Corporate Grants Register

Table 1: Adults and Health Committee Grants

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

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

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

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

Appendix 1

Adults and Health 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
Adults and Health				
Adult Social Care Operations	117,515	-	(1,045)	116,470
Commissioning	3,638	-	1,608	5,246
Public Health	-	-	-	-
	121,153	-	563	121,716

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>
ADULTS & HEALTH				
Specific Purpose (Held within Services)	52,590	45,934	(6,657)	
General Use (Held Corporately)				
Social Care Support Grant	11,341	11,341	0	
Independent Living Fund	861	861	0	
Local Reform & Community Voices	213	208	(5)	
Social Care in Prisons	71	68	(3)	
War Pension Scheme Disregard	56	56	(0)	
Streamline ASC care assessment process and improve waiting times	0	142	142	SRE
TOTAL ADULTS & HEALTH	65,132	58,610	(6,523)	

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 grant outturn position reflects the grant values that were used during the year. This may be different than the actual amount of grant received during the year. The remaining amounts from grants that are not used in full during 2022/23 are carried forward to meet expenditure in financial year 2023/24. The decrease in grants since the third review is due to the change in which year the grants will be used.
- 2.4 **Table 2** shows additional specific purpose grant allocations that have been received over £1m that Council will be asked to approve.
- 2.5 **Table 3** shows additional grant allocations that have been received which are £500,000 or less and are for noting only.
- 2.6 **Table 4** shows additional general use grant allocations that have been received which are £500,000 or less and are for noting only.

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

Committee	Type of Grant	£000	Details
Adults and Health	Afghan Wrap Around support (Specific Purpose)	1,061	This grant is from the Home Office. Funding allocated by the Home Office to support Cheshire East with providing Afghan Wrap Around support to families.
Total Specific Purpose Allocation for Council Approval		1,061	

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
Adults and Health	Discharge Fund (Specific Purpose)	9	<p>This grant is from the Department for Health and Social Care and is an increase on the Financial Review 3 forecast. The aim of the grant is to provide patients with faster access to emergency treatment by freeing up hospital beds through quicker discharge, which will also help reduce ambulance handover times. Local authorities and Integrated Care Boards (ICBs) will work together to agree on spending across their regions, introducing tailored solutions which speed up discharge and benefit patients in their area.</p> <p>£300 million will be given to ICBs to improve bed capacity and £200 million for local authorities to bolster the social care workforce, increasing capacity to take on more patients from hospitals.</p> <p>All of the Cheshire East Place money is coming to the Council and is being managed through the Better Care Fund.</p>
Adults and Health	Asylum Dispersal Scheme (Specific Purpose)	135	This grant is from the Home Office. Funding allocated by the Home Office for Cheshire East to support the Asylum Dispersal Scheme.
Adults and Health	Syrian Resettlement Programme (Specific Purpose)	4	This grant is from the Home Office. Funding allocated by the Home Office for Cheshire East to support with the Syrian Resettlement Programme.
Adults and Health	Journey First (Specific Purpose)	445	This grant is from the Department for Work and Pensions. Increases in the grants received as claims to DWP / ESF are made on a quarterly basis reflecting match funded expenditure.

Adults and Health	Parents First (Specific Purpose)	446	This grant is from the Department for Work and Pensions. Increases in the grants received as claims to DWP / ESF are made on a quarterly basis reflecting match funded expenditure.
Adults and Health	Apprentice Incentive Scheme (Specific Purpose)	2	This grant is from the Department for Education. 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 .
Adults and Health	CHAMPS SMS - inpatient detox (Specific Purpose)	20	This grant is from the CHAMPS Public Health Collaborative and is an increase on the Financial Review 3 position. Additional funding to support improvements in the quality and capacity of drug and alcohol treatment 2022/23 to 2024/25.
Total Specific Purpose Allocations less than £500,000		1,061	

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

Committee	Type of Grant	£000	Details
Adults and Health	Streamline ASC care assessment process and improve waiting times (General Use)	142	This grant is from the Department of Health and Social Care (DHSC). The purpose of this grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in funding adult social care.
Total General Use Allocations less than £500,000		142	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Adults and Health Committee		
Adults, Public Health and Communities	10,449	6,679
	10,449	6,679

4. Capital Strategy

Adults and Health								CAPITAL					
CAPITAL PROGRAMME 2022/23 - 2025/26													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget	Prior Years	Actuals 2022/23	Forecast Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Total Forecast Budget 2022/26	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	Total Funding
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Committed Schemes													
Adults Services													
Electronic Call Monitoring System	389	0	0	389	0	0	389	0	0	389	0	0	389
People Planner System	90	38	3	49	0	0	52	52	0	0	0	0	52
Replacement Care4CE Devices	93	65	0	28	0	0	28	28	0	0	0	0	28
Total Adults Services Schemes	572	103	3	466	0	0	469	80	0	389	0	0	469

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>Adult Social Care Operations</u>				
Adults Directorate	1,020	0	1,020	To support a number of widespread projects within the Adults and Health Directorate. Connected Community Strategy Developments activity has been delayed due to the Community Team focussing on resettlement schemes. Transformation and Improvement of ASC and Care4ce New Model of Care anticipate phasing of appropriation will match the original business case. Reserve required due to delays in DOLs assessment processing. Anticipated to be fully utilised in 2023/24. Reserve has been fully utilised during 2022/23, matched off against LAC staff as per the original business case.
DOL's Assessments	397	(272)	125	
Public Health (LAC funding)	162	(162)	0	
<u>Adults Social Care Commissioning</u>				
PFI Equalisation - Extra Care Housing	2,715	80	2,795	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009, and the anticipated gap at the end of the agreement. To support administrative staffing costs in relation to Central Government's New Homes Bonus guidance for community projects.
NHB Community Grants Staffing	132	0	132	
<u>Public Health</u>				
Public Health Reserve	3,220	(210)	3,010	Ring-fenced underspend to be invested in areas to improve performance against key targets. Including the creation of an Innovation Fund to support partners to deliver initiatives that tackle key health issues. Anticipated that the carry forward ringfenced grant will be spent across 2022/23 to 2025/26.
ADULTS AND HEALTH TOTAL	7,646	(564)	7,082	

Appendix 2 : Children and Families Committee

Contents

Children and Families Committee Extracts

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

2. Corporate Grants Register

Table 1: Children and Families Committee Grants

Table 2: Committee Decision Additional Grant Funding (Specific Purpose) over £500,000 up to £1,000,000

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

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

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 (TPECG) 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 Primary 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

Appendix 3 : Corporate Policy Committee

Contents

Corporate Policy Committee Extracts

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

2. Corporate Grants Register

Table 1: Corporate Policy Committee Grants

**Table 2: Delegated Decision Additional Grant Funding (Specific Use)
£500,000 or less**

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

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

Appendix 3

Corporate Policy Committee

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

	Third review Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Revised Net Budget £000
Corporate Policy				
Directorate	1,395	-	(860)	535
Finance & Customer Services	12,516	-	160	12,676
Governance and Compliance Services	11,922	-	(865)	11,057
HR	2,423	-	36	2,459
ICT	9,752	-	264	10,016
Communications	673	-	25	698
Policy and Change	1,918	-	354	2,272
	40,599	-	(886)	39,713

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>
CORPORATE POLICY				
Specific Purpose (Held within Services)	73,625	73,310	(315)	
General Use (Held Corporately)				
Housing Benefit Administration Subsidy	736	736	0	
Council Tax Support Administration Subsidy	345	345	0	
Unidentified Ministry of Justice Grant	9	9	0	
NNDR Administration Allowance	587	573	(14)	
Council Tax Family Annex Discount	25	25	0	
Revenue Support Grant	7	7	0	
New Homes Bonus	6,614	6,614	0	
Lower Tier Services Grant	360	360	0	
Services Grant	2,932	2,932	0	
Council Tax Rebates	0	228	228	SRE
Levy Account Surplus Grant	0	357	357	Reserves
Business Rates Reliefs New Burdens and Licences	0	102	102	SRE
Local Government Transparency Code	0	13	13	SRE
Business Rates Reliefs Grant 2022/23	13,890	10,992	(2,898)	Reserves
TOTAL CORPORATE POLICY	99,130	96,603	(2,528)	

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 decrease in Business Rates Relief grant relates to year end contributions to the Revenue Budget from general use grants.

2.4 **Table 2** shows additional specific purpose grant allocations that have been received which are £500,000 or less and are for noting only.

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

Table 2 Note Delegated Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Use) £500,000 or less

Committee	Type of Grant	£000	Details
Corporate Policy	Alternative Fuels grant (Specific Purpose)	104	This grant is from the Department for Business, Energy and Industrial Strategy (BEIS). This is a passport grant that the local authority administers on behalf of central government. Any grant that is not passed onto householders is repayable.
Corporate Policy	Business Rates Grants - New Burdens (Specific Purpose)	44	This grant is from the Department for Levelling Up, Housing and Communities. The balance of new burdens funding for administering business rates grants.
Corporate Policy	COVID-19 New Burdens 5 Post Payment Assurance, Reconciliation and Debt Recovery (Specific Purpose)	29	This grant is from the Department for Work and Pensions. This grant relates to Business Grants administered by the Revenues Section and covered the ongoing Post Payment Assurance, Reconciliation and Debt Recovery which we administered to ensure grants had been paid properly to the correct businesses and, where there may have been errors, the appropriate recovery process was followed.

Corporate Policy	Redmond Review (Specific Purpose)	57	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC). Sir Tony Redmond, in his review of the effectiveness of external audit and transparency of financial reporting in local authorities, recommended that the current fee structure for local audit be revised to ensure that adequate resources are deployed to meet the full extent of local audit requirements. In the government's 17 December response, the government committed to take swift action to support market stability, and in particular to take action to review and reform regulations to provide the appointing person with greater flexibility to ensure the costs to audit firms of additional work are met, and reduce the need for time consuming case-by-base consideration. To support the implementation of this, in the government response to the Review, ministers announced £15 million in additional funding in 2021/22. This is intended to support affected local bodies to meet the anticipated rise in audit fees in 2021/22, driven by new requirements on auditors including the 2020 Code of Audit Practice, and to enable local authorities to develop standardised statements of service information and costs.
Corporate Policy	Apprenticeship completion payments (Specific Purpose)	19	This grant is from the Education and Skills Funding Agency. This is a payment to reward the employer for support the apprentice to successfully complete their qualification.
Corporate Policy	Cyber Support Grant (Specific Purpose)	86	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC). This funding has been made available to reduce the impact of cyber risk on the delivery of services to citizens. This funding can be used to improve the resilience of a council's backups and security posture to address all areas of the DLUHC cyber report to minimise the impact of a ransomware attack.

Corporate Policy	Client-Level Data Flows Support grant (Specific Purpose)	10	This grant is from the Department of Health and Social Care (DHSC). This funding recognises new burdens arising from data collection requirements. This grant is primarily related to all the additional work that is required to produce the Client Level Data (CLD) set on a quarterly basis and the proposed changes for the SALT adults social care return.
Total Specific Purpose Allocations of £500,000 or less		349	

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

Committee	Type of Grant	£000	Details
Corporate Policy	Council Tax Rebates (General Use)	228	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC). This grant is to support the resource used to administer the Council Tax Energy Rebates grant. Energy Rebates to be distributed and ongoing post payment assurance work and reconciliation completed in accordance with the Govt's timetable.
Corporate Policy	Business Rates Reliefs New Burdens and Licences (General Use)	102	This grant is from the Department for Levelling Up, Housing and Communities. This grant is intended to fund resource used in the administration of additional business rate reliefs introduced by government.
Corporate Policy	Local Government Transparency Code (General Use)	13	This grant is from the Department for Levelling Up, Housing and Communities. New burdens in relation to the Council's obligation to publish information in line with the Government's Transparency Code 2014. This grant has been received since the requirements came into effect but has not been allocated to Compliance and Customer Relations.
Total General Purpose Allocations of £500,000 or less		343	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Corporate Policy Committee		
Finance and Customer Services	83	57
Governance and Compliance	20	-
Human Resources	-	-
ICT	205	-
	308	87

4. Capital Strategy

Corporate Policy													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													
ICT Services													
Care Act Phase 2	2,648	0	464	1,146	1,038	0	2,648	0	0	0	0	2,648	2,648
Digital Customer - Delivery Programme Phase 1	250	79	51	121	0	0	171	0	0	0	0	171	171
Digital Customer Enablement	2,874	33	976	1,390	474	0	2,841	0	0	0	0	2,841	2,841
ICT Device Replacement	456	75	378	3	0	0	381	0	0	381	0	0	381
Info' Assurance And Data Mgmt	5,324	0	1,042	2,432	1,850	0	5,324	0	0	0	0	5,324	5,324
Infrastructure Investment(IIP)	7,773	0	1,470	2,833	1,656	1,814	7,773	0	0	0	946	6,828	7,773
Vendor Management	1,006	730	13	263	0	0	276	0	0	0	0	276	276
Unified Communications Project	1,206	651	356	198	0	0	555	0	0	0	0	555	555
Finance & Customer Services													
Best4Business Programme	40	0	40	0	0	0	40	0	0	0	0	40	40
Core Financials	4,008	0	1,503	1,044	720	741	4,008	0	600	0	0	3,408	4,008
Strategic Capital Projects	1,897	0	996	4,266	4,000	3,087	12,349	0	0	0	0	12,349	12,349
Total Committed Schemes	27,483	1,568	7,291	13,696	9,738	5,642	36,367	0	600	381	946	34,441	36,367
New Schemes													
Information Communication Technology													
Vendor Management - Phase 2	320	0	19	0	0	301	320	0	0	0	0	320	320
Total New Schemes	320	0	19	0	0	301	320	0	0	0	0	320	320
Total Corporate Policy Schemes	27,803	1,568	7,310	13,696	9,738	5,943	36,687	0	600	381	946	34,761	36,687

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>				
Corporate Directorate	1,868	(512)	1,356	To support a number of widespread projects within the Corporate Directorate.
<u>Finance and Customer Services</u>				
Collection Fund Management	27,424	(9,605)	17,819	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing Reserve - Capital Financing Budget	6,512	3,106	9,618	
Financing Reserve - Corporate Capital Projects	1,320	(423)	897	
Financing Reserve - People Capital Projects	573	(20)	553	To provide for financing of capital schemes, other projects and initiatives.
Financing Reserve - Place Capital Projects	1,125	693	1,818	
MTFS Reserve	10,068	(4,921)	5,147	To support the financial strategy and risk management.
Section 151 Revenue Grants	27	531	558	Unspent specific use grant carried forward into 2023/24.
Section 151 Revenue Grants - Covid-19	5,989	(5,989)	0	Covid (Unringfenced) reserve has been fully utilised to support services in 2022/23.
<u>Governance and Compliance</u>				
Insurance Reserve - Cheshire County Fund	130	(777)	(647)	To settle insurance claims and manage excess costs.
Insurance Reserve - Cheshire East Fund	5,165	458	5,623	To settle insurance claims and manage excess costs.
Elections General	477	163	640	To provide funds for Election costs every 4 years.
Brexit Funding	13	0	13	
<u>Human Resources</u>				
HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System)	59	0	59	To fund HR expenditure in relation to the Care4CE review, culture change programme, pay realignment and the Learning Management System.
Pay Structure (M Grade Review)	584	(278)	306	To fund ongoing changes to pay structure.
<u>Policy and Change</u>				
Brighter Future Transformation Programme	1,780	9	1,789	To fund the Council's four year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance.
CORPORATE POLICY TOTAL	63,114	(17,565)	45,549	

Appendix 4 : Economy and Growth Committee

Contents

Economy and Growth Committee Extracts

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

2. Corporate Grants Register

Table 1: Economy and Growth Committee Grants

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

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

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

Appendix 4

Economy and Growth 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
Economy and Growth				
Directorate	832	-	(144)	688
Growth & Enterprise	22,822	-	(488)	22,334
	23,654	-	(632)	23,022

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>
ECONOMY & GROWTH				
Specific Purpose (Held within Services)	4,720	8,535	3,815	
General Use (Held Corporately)				
Shared Prosperity Fund	1,226	0	(1,226)	
TOTAL ECONOMY & GROWTH	5,946	8,535	2,589	

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 Shared Prosperity Fund grant was initially coded to unring-fenced grants at the Third Financial Review, but then transferred to a service grant code. The majority of the

Shared Prosperity Fund grant (£1.17m) was subsequently treated as Receipt In Advance for use in financial year 2023/24.

- 2.4 **Table 2** shows additional specific purpose grant allocations that have been received over £1m that Council will be asked 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 – Council Decision - Supplementary Revenue Estimates of Additional Grant Funding (Specific Purpose) over £1m

Committee	Type of Grant	£000	Details
Economy and Growth	Local Enterprise Partnership (LEP): Evergreen (Specific Purpose)	5,000	This grant is European Regional Development Fund (ERDF) funding, administered by the Department for Levelling Up, Housing and Communities (DLUHC). The grant is to provide loan and investment finance in relation to a Cheshire and Warrington urban development fund.
Total Specific Purpose Allocation for Council Approval		5,000	

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
Economy and Growth	Domestic Abuse New Burdens Grant (Specific Purpose)	22	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC). Funding was received to help offset against increased spend relating to Domestic Abuse Related Homelessness.
Economy and Growth	Protect & Vaccinate Grant (Specific Purpose)	57	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC). Grant was recouped by DLUHC in year as the figure is underspend from prior year.
Economy and Growth	Crewe Town Funds (Specific Purpose)	56	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC) and relates to revenue funding in relation to the business case preparation and appraisal of projects within the Towns Fund main funding allocation.
Economy and Growth	Natural England - Stewardship scheme (Specific Purpose)	7	This grant is from Natural England. The payment relates to maintenance and management of countryside sites of special scientific interest.
Economy and Growth	Apprentice Incentive Scheme (Specific Purpose)	2	This grant is from the Department for Education. Payment for taking on an apprentice and can be spent on any costs associated with supporting an apprentice in the workplace including salary (https://www.gov.uk/guidance/incentive-payments-for-hiring-a-new-apprentice). This is allocated via Children's Services.
Total Specific Purpose Allocations less than £500,000		144	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Economy and Growth Committee		
Growth and Enterprise	519	207
	519	207

4. Capital Strategy

Economy and Growth													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 2023/27 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
Committed Schemes													
Culture & Tourism													
Archive Option Development	390	293	97	0	0	0	97	0	0	0	0	97	97
Countryside Capital Projects	605	601	0	4	0	0	4	4	0	0	0	0	4
Countryside Vehicles	999	0	0	587	193	219	999	0	0	47	0	952	999
Public Rights of Way - CMM A6 MARR	100	2	7	91	0	0	98	98	0	0	0	0	98
Public Rights of Way - Flood Damage Investment	63	15	40	8	0	0	48	0	0	0	0	48	48
Public Rights of Way - Capital Works	860	770	84	7	0	0	91	91	0	0	0	0	91
Rural & Green Section 106 Schemes	50	16	0	33	0	0	33	0	33	0	0	0	33
Tatton Park Investment Phase 2	1,969	0	96	1,373	500	0	1,969	96	0	0	0	1,873	1,969
Economic Development													
Connecting Cheshire 2020	7,238	0	1,697	2,303	2,238	1,000	7,238	7,655	0	0	0	-417	7,238
Connecting Cheshire Phase 2	883	0	0	0	0	883	883	0	313	0	0	570	883
Connecting Cheshire	595	0	0	0	0	595	595	0	48	0	0	547	595
Crewe Town Centre Regeneration	32,018	11,940	3,117	15,444	0	1,517	20,078	665	0	0	0	19,413	20,078
Demolition of Crewe Library Site	2,765	13	168	1,214	1,370	0	2,752	1,229	0	0	0	1,523	2,752
Future High Street Funding - CEC Innovation Centre	1,169	58	0	1,111	0	0	1,111	1,111	0	0	0	0	1,111
Future High Street Funding - Christ Church Innovation	1,934	71	10	1,854	0	0	1,863	1,863	0	0	0	0	1,863
Leighton Green	2,096	1,455	8	333	300	0	641	0	0	0	0	641	641
Macclesfield Town Centre	2,219	1,767	94	358	0	0	452	0	0	0	0	452	452
North Cheshire Garden Village	64,707	5,491	511	12,389	9,000	37,317	59,217	21,700	0	0	21,700	15,817	59,217
South Macclesfield Development Area	34,630	3,089	148	1,393	10,000	20,000	31,541	10,000	10,000	0	11,393	148	31,541

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 2023/27 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes													
Estates													
Corporate Landlord - Operational	1,027	963	0	65	0	0	65	0	0	0	0	65	65
Farms Strategy	1,710	0	0	314	306	1,090	1,710	0	0	0	1,710	0	1,710
Malkins Bank Landfill Site	1,360	511	54	795	0	0	849	0	0	0	61	788	849
Public Sector Decarbonisation Fund - FM 1	1,855	1,759	0	96	0	0	96	96	0	0	0	0	96
Public Sector Decarbonisation Fund - FM 2	604	389	63	153	0	0	216	216	0	0	0	0	216
Premises Capital (FM)	13,163	0	3,291	3,903	3,500	2,469	13,163	0	0	0	0	13,163	13,163
Red Roofs Hole Farm Alderley Edge - Acquisition	15	12	1	3	0	0	3	0	0	0	0	3	3
Schools Capital Maintenance	2,582	0	743	1,838	0	0	2,582	2,291	0	291	0	0	2,582
Septic Tanks	636	250	31	356	0	0	387	0	0	0	0	387	387
Housing													
Astbury Marsh Caravan Park	211	143	68	0	0	0	68	0	0	0	0	68	68
Disabled Facilities Grant	11,624	0	2,999	3,940	2,342	2,342	11,624	9,944	752	0	0	928	11,624
Future High Street Funding - Chester Street	1,378	3	0	5	1,370	0	1,375	1,375	0	0	0	0	1,375
Future High Street Funding - Delamere Street	1,459	4	1	7	1,447	0	1,455	1,455	0	0	0	0	1,455
Green Homes Grants	3,898	769	1,481	1,649	0	0	3,129	1,452	1,677	0	0	0	3,129
Gypsy and Traveller Sites	4,136	1,246	43	2,847	0	0	2,890	700	436	0	0	1,755	2,890
Home Repairs for Vulnerable People	930	0	305	226	200	200	930	0	85	0	0	845	930
Sustainable Warmth - Home Upgrade Grant	2,810	4	627	2,179	0	0	2,806	2,806	0	0	0	0	2,806
Temporary Accommodation	958	300	578	80	0	0	658	0	318	340	0	0	658
Warm Homes Fund	239	173	25	41	0	0	66	66	0	0	0	0	66
Total Committed Schemes	205,886	32,106	16,386	56,997	32,765	67,631	173,780	64,911	13,662	678	34,864	59,665	173,780

CAPITAL PROGRAMME 2022/23- 2025/26													
Scheme Description	Forecast Expenditure							Forecast Funding					Total 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 2023/27 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
New Schemes													
Culture & Tourism													
Cattle Handling Facility	190	0	0	190	0	0	190	0	0	190	0	0	190
Crewe Towns Fund - History Centre Public Realm	14	0	14	0	0	0	14	14	0	0	0	0	14
New Archive Premises	10,256	0	0	4,106	5,699	451	10,256	0	0	0	0	10,256	10,256
Rural & Green Section 106 Schemes	112	0	1	64	47	0	112	0	112	0	0	0	112
Economic Development													
Connecting Cheshire Phase 3	8,000	0	0	1,600	2,400	4,000	8,000	0	8,000	0	0	0	8,000
Handforth Heat Network	13,710	0	0	9,910	2,000	1,800	13,710	5,420	4,890	0	0	3,400	13,710
Crewe Towns Fund - Mill Street Corridor	190	3	187	0	0	0	187	187	0	0	0	0	187
Crewe Towns Fund - Repurposing Our High Streets	1,450	0	38	540	399	474	1,450	1,450	0	0	0	0	1,450
Crewe Towns Fund - Flag Lane Baths	2,800	0	306	2,494	0	0	2,800	2,800	0	0	0	0	2,800
Crewe Towns Fund - Mirion St	732	0	30	78	625	0	732	732	0	0	0	0	732
Crewe Towns Fund - Crewe Youth Zone non-grant costs	978	0	49	218	711	0	978	978	0	0	0	0	978
Crewe Towns Fund	14,074	0	0	2,784	7,388	3,901	14,074	14,074	0	0	0	0	14,074
Macclesfield Indoor Market Toilet Refurbishment	160	0	12	148	0	0	160	40	110	10	0	0	160
Estates													
Corporate Landlord - Land Acquisitions	1,336	0	0	1,336	0	0	1,336	0	0	0	0	1,336	1,336
Public Sector Decarbonisation - 3	5,213	0	3,930	1,283	0	0	5,213	3,714	0	0	0	1,499	5,213
Public Sector Decarbonisation Scheme - 3B	7,800	0	0	4,772	3,028	0	7,800	7,800	0	0	0	0	7,800
Housing													
Home Upgrade Grant Phase 2	6,210	0	0	3,105	3,105	0	6,210	6,210	0	0	0	0	6,210
Crewe Towns Fund - Warm and Healthy Homes	100	0	10	0	90	0	100	100	0	0	0	0	100
Social Housing Decarbonisation Fund	1,565	0	86	1,479	0	0	1,565	1,565	0	0	0	0	1,565
Total New Schemes	74,890	3	4,662	34,106	25,492	10,625	74,886	45,083	13,112	200	0	16,491	74,886
Total Economy and Growth Schemes	280,776	32,110	21,049	91,103	58,258	78,257	248,666	109,995	26,774	878	34,864	76,156	248,666

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>				
Place Directorate	1,684	38	1,722	To support a number of widespread projects within the Place Directorate.
Investment (Sustainability)	680	(32)	648	To support investment that can increase longer term financial independence and stability of the Council.
<u>Growth and Enterprise</u>				
Legal Proceedings	285	(57)	228	To enable legal proceedings on land and property matters.
Investment Portfolio	155	206	361	Total rent, fee costs and the amount the service are allowed to keep (£250k) all stay the same so anticipating a similar contributions to the reserve. Reserve being built up to be used in the future if the site is vacated. Current lease extends beyond 2026.
Homelessness & Housing Options - Revenue Grants	130	0	130	To cover costs of purchase and refurbishment of properties to be used as temporary accommodation to house vulnerable families.
Tatton Park Trading Reserve	111	(111)	0	Full drawdown of the reserve necessary to cover the adverse position for Tatton Park at the end of 2022/23.
Royal Arcade Crewe	99	(79)	20	Original purpose was to fund vacant possession related costs for the Royal Arcade until demolition. The balance will now be used to pay for ongoing maintenance costs for Crewe Bus station.
ECONOMY AND GROWTH TOTAL	3,144	(35)	3,109	

Appendix 5 : Environment and Communities Committee

Contents

Environment and Communities Committee Extracts

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

2. Corporate Grants Register

Table 1: Environment and Communities Committee Grants

**Table 2: Delegated Decision Additional Grant Funding (Specific Purpose)
£500,000 or less**

**Table 3: Delegated Decision Additional Grant Funding (General Purpose)
£500,000 or less**

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

Appendix 5

Environment and Communities 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
Environment and Communities				
Environment & Neighbourhood Service	44,409	25	(826)	43,608
	44,409	25	(826)	43,608

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>
ENVIRONMENT & COMMUNITIES				
Specific Purpose (Held within Services)	385	411	25	
General Use (Held Corporately)				
Neighbourhood Planning Grant	35	35	0	
Air Quality New Burdens	0	12	12	SRE
TOTAL ENVIRONMENT & COMMUNITIES	420	457	37	

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 **Table 2** shows additional specific purpose grant allocations that have been received which are £500,000 or less and are for noting only.

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

Table 2 – Note Delegated Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) £500,000 or less

Committee	Type of Grant	£000	Details
Environment and Communities	Section 31 grant - Biodiversity net gain (Specific Purpose)	23	This grant is from the Department for Environment, Food and Rural Affairs and is an increase on the Financial Review 3 forecast. This funding will allow the Planning service to adopt the mandatory Biodiversity Net Gain approach to Development coming into force in 2023, to ensure that natural habitats are extended or improved as part of a project or development.
Environment and Communities	Taxi and PHV Database Payment Notification (Specific Purpose)	1	This grant is from the Department for Environment, Food and Rural Affairs. The purpose of the payment is to provide support to licensing authorities in England towards expenditure lawfully incurred by them as a result of implementation of the Air Quality (Taxi and Private Hire Vehicles Database) (England and Wales) Regulations 2019. The activity subject of the funding is a weekly upload of details relating to taxi and PHV's that have been licensed in their area and include information such as vehicle registration number, start and expiry date of vehicle licence, whether the vehicle is a Taxi or PHV and the name of the licensing authority.
Environment and Communities	Local Development Order Grant (Specific Purpose)	83	This grant is from Department for Communities and Local Government. Funding was received from DCLG to assist in the preparation of two residential-led LDOs in Macclesfield town centre.

Environment and Communities	Apprentice Incentive Scheme (Specific Purpose)	6	This grant is from the Department for Education. Payment for taking on an apprentice and can be spent on any costs associated with supporting an apprentice in the workplace including salary (https://www.gov.uk/guidance/incentive-payments-for-hiring-a-new-apprentice). This is allocated via Children's Services.
Total Specific Purpose Allocations less than £500,000		113	

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

Committee	Type of Grant	£000	Details
Environment and Communities	Air Quality New Burdens (General Use)	12	This grant is from the Department of Environment, Food and Rural Affairs (DEFRA). The purpose of the grant is to provide support to local authorities by contributing to reductions in air pollutant emissions and/or concentrations in areas throughout England. By providing local authorities with funding for measures introduced through the Environment Act to improve the enforcement and management of smoke emissions in smoke control areas.
Total General Purpose Allocations less than £500,000		12	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Environment and Communities Committee		
Environment and Neighbourhood Services	1,116	243
	10,449	6,679

4. Capital Strategy

Environment and Communities

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													
Environment Services													
Arnold Rhodes Public Open Space Improvements Phase 2	94	89	0	5	0	0	5	0	5	0	0	0	5
Bereavement Service Data System	35	0	6	29	0	0	35	0	0	35	0	0	35
Browns Lane, Wilmslow Play Area	570	541	29	0	0	0	29	0	29	0	0	0	29
Church Lane Community Park Development	95	93	0	2	0	0	2	0	2	0	0	0	2
Congleton Household Waste Recycling Centre	50	20	0	30	0	0	30	0	0	0	0	30	30
Crewe Towns Fund - Pocket Parks	66	3	64	0	0	0	64	64	0	0	0	0	64
Energy Improvements at Cledford Lane	985	825	65	95	0	0	160	0	0	0	0	160	160
Future High Street Funding - Sustainable Energy Network	2,643	150	139	2,353	0	0	2,493	2,493	0	0	0	0	2,493
Green Investment Scheme (Solar Farm)	3,950	64	275	3,611	0	0	3,886	0	0	0	0	3,886	3,886
Hassall Road Play Area Improvements	77	73	4	0	0	0	4	0	4	0	0	0	4
Household Bins Scheme	326	0	326	0	0	0	326	0	0	276	0	50	326
Litter and Recycling Bins	208	56	54	46	52	0	152	0	0	0	0	152	152
Little Lindow Open Space Improvements	69	7	57	5	0	0	62	0	62	0	0	0	62
Nantwich Cemetery Roadway Extension	75	60	12	3	0	0	15	0	0	15	0	0	15
Newtown Sports Facilities Improvements	99	81	0	18	0	0	18	0	18	0	0	0	18
Organic Waste Treatment Plant			-9	0	0	0	-9	0	0	0	0	-9	-9
Park Development Fund	931	496	81	204	150	0	435	0	0	0	0	435	435
Pastures Wood Decarbonisation	51	28	4	20	0	0	23	0	0	23	0	0	23
Pheasant Walk Play Area Improvements	18	9	9	0	0	0	9	0	9	0	0	0	9
Queens Park Lake Planting	18	17	0	1	0	0	1	0	1	0	0	0	1
Robin Lane Park Improvments			13	0	0	0	13	0	0	0	0	13	13
Rotherhead Drive Open Space and Play Area	141	111	3	28	0	0	30	0	30	0	0	0	30
Victoria Park Pitch Improvements	29	5	0	24	0	0	24	0	24	0	0	0	24
Victoria Park Improvements	82	7	75	0	0	0	75	0	73	0	0	2	75
Wynbunbury Parish Open Space	5	1	0	4	0	0	4	0	4	0	0	0	4

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													
Neighbourhood Services													
Congleton Leisure Centre	12,860	6,272	6,404	184	0	0	6,588	0	0	0	0	6,588	6,588
Crewe Towns Fund - Cumberland Arena	106	0	106	0	0	0	106	106	0	0	0	0	106
Crewe Towns Fund - Valley Brook Green Corridor	100	2	52	46	0	0	98	98	0	0	0	0	98
Libraries - Next Generation - Self Service	374	322	7	44	0	0	52	0	0	0	0	52	52
Macclesfield Leisure Centre Improvements	3,865	3,398	0	467	0	0	467	0	0	0	0	467	467
Middlewich Leisure Centre	60	6	45	9	0	0	54	0	0	0	0	54	54
Nantwich Pool Improvemnts	2,251	1,923	328	0	0	0	328	0	0	0	0	328	328
Poynton Leisure Centre	4,606	391	26	1,974	2,215	0	4,215	0	0	0	0	4,215	4,215
								0	0	0	0	0	
Planning Services								0	0	0	0	0	
Replacement Planning System	415	320	95	0	0	0	95	0	0	0	0	95	95
Regulatory Services & Enviromental Health ICT System	313	240	27	46	0	0	73	0	0	49	0	25	73
Replacement CCTV Cameras	302	0	135	167	0	0	302	0	0	263	0	39	302
Total Committed Schemes	35,868	15,608	8,432	9,415	2,417	0	20,264	2,760	263	660	0	16,580	20,264
New Schemes													
Environment Services													
Alderley Edge Park & Chorley Hall Lane Pitch Impr.	25	0	13	12	0	0	25	0	25	0	0	0	25
Barony Skate Park Refurbishment	100	0	0	100	0	0	100	100	0	0	0	0	100
Bollington War Memorial – new planting beds	1	0	1	0	0	0	1	0	1	0	0	0	1
Carbon Offset Investment	1,000	0	78	172	250	500	1,000	0	0	0	0	1,000	1,000
Chelford Village Hall Improvements	164	0	115	50	0	0	164	0	164	0	0	0	164
Fleet Vehicle Electric Charging	585	0	0	290	179	116	585	0	0	0	0	585	585
Getting Building Fund Repayment	4,405	0	4,404	0	0	0	4,405	0	0	0	0	4,405	4,405
Hield Grove Play Area	19	0	19	0	0	0	19	19	0	0	0	0	19
Household Waste Recycling Centres	860	0	39	821	0	0	860	0	0	0	0	860	860
Over Peover Amenity Improvements	10	0	10	0	0	0	10	0	10	0	0	0	10
Solar Energy Generation	14,180	0	48	252	13,880	0	14,180	0	0	0	0	14,180	14,180
South Park Ecology Appraisal	2	0	2	0	0	0	2	0	2	0	0	0	2
The Carrs Species Survey and Review	1	0	1	0	0	0	1	0	1	0	0	0	1
Woodland South of Coppice Way, Handforth	89	0	66	22	0	0	89	0	89	0	0	0	89
Total New Schemes	21,441	0	4,796	1,719	14,309	616	21,441	119	267	0	0	21,030	21,441
Total Environment and Communities Schemes	57,309	15,608	13,227	11,135	16,726	616	41,704	2,879	529	660	0	37,611	41,704

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>Environment and Neighbourhood Services</u>				
Strategic Planning	568	0	568	To meet costs associated with the Local Plan - site allocations, minerals and waste DPD.
Trees / Structures Risk Management	202	(36)	166	New reserve to respond to increases in risks relating to the environment, in particular the management of trees, structures and dealing with adverse weather events.
Spatial Planning - revenue grant	89	0	89	Funding IT costs over 4 years.
Neighbourhood Planning	82	0	82	To match income and expenditure.
Air Quality	36	0	36	Air Quality Management - DEFRA Action Plan. Relocating electric vehicle chargepoint in Congleton.
Street Cleansing	26	0	26	Committed expenditure on voluntary litter picking equipment and electric blowers.
Custom Build & Brownfield Register	19	(19)	0	
Community Protection	17	0	17	
Licensing Enforcement	15	(7)	8	Three year reserve to fund a third party review and update of the Cheshire East Council Taxi Licensing Enforcement Policies.
Flood Water Management (Emergency Planning)	2	0	2	Plans to draw down the reserve in 2023/24 relating to Public Information Works.
ENVIRONMENT AND COMMUNITIES TOTAL	1,056	(62)	994	

Appendix 6 : Finance Sub-Committee

Contents

Finance Sub Committee Extracts

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

2. Corporate Grants Register

Table 1: Summary of Grants

Table 2: Finance Sub-Committee Grants

**Table 3: Council Decision Additional Grant Funding (General Purpose)
over £1,000,000**

**Table 4: Delegated Decision Additional Grant Funding (General Purpose)
£500,000 or less**

3. Debt Management

4. Capital Strategy

Table 1: Financial Parameters for 2022/23 to 2025/26

Table 2: Summary Capital Programme Changes

Table 3: Capital Programme Summary

Table 4: Delegated Decision Requests for Supplementary Capital Estimates (SCE) and Virements

Table 5: Committee Approval for Supplementary Capital Estimates (SCE) and Virements

Table 6: Council Approval for Supplementary Capital Estimates (SCE) and Virements

Table 7: Capital Budget Reductions

5. Reserves Strategy

Appendix 6

Finance Sub-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
Finance Sub-Committee Central Budgets				
Capital Financing	19,000	-	(1,876)	17,124
Corporate Contributions / Central Budgets	(5,247)	-	(7,763)	(13,010)
Contribution to / from Reserves	(3,212)	11,870	(14,407)	(5,749)
	10,541	11,870	(24,046)	(1,635)
Finance Sub-Committee - Central Budgets Funding				
Business Rates Retention Scheme	(49,086)	-	20,794	(28,292)
Specific Grants	(24,637)	(11,895)	-	(36,532)
Council Tax	(254,682)	-	840	(253,842)
Sourced from Collection Fund	-	-	-	-
TOTAL CENTRAL BUDGETS FUNDING	(328,405)	(11,895)	21,634	(318,666)

2. Corporate Grants Register

Government Grant Funding of Local Expenditure

- 2.1 Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2022/23 was £251.6m.
- 2.2 In 2022/23 Cheshire East Council's specific use grants held within the services was budgeted to be £227.6m based on Government announcements to February 2022.
- 2.3 At the last Financial Review, the forecast in specific purpose grants was increased by £74.2m to £301.8m. The final outturn position has seen a decrease of £4.8m on the forecast position to £297m. The specific purpose grant outturn position reflects the grant values that were used during the year. Additional grants have been received in the final quarter but have been off-set by reduced forecasts for other grants. However, the overall factor for the decrease is mainly due to grants not being used in-year and being carried-forward to meet expenditure in financial year 2023/24.
- 2.4 Spending in relation to specific purpose grants must be in line with the purpose for which it is provided.
- 2.5 General use grants were budgeted to be £24.0m. Further in-year grant announcements have increased the amount received to £36.5m at Outturn.
- 2.6 **Table 1** provides a summary of the Outturn position for grants in 2022/23 by type and service.
- 2.7 Further details of general use grants are shown in **Table 2**, the Corporate Grants Register. At Outturn, there is a £2.2m decrease on the last Financial Review forecast position. This is mainly due to a reduction in the Business Rates Relief Compensation grant, as a result of a contribution to the Revenue Budget.
- 2.8 **Table 3** shows additional grant allocations that have been received over £1m that Council will be asked to approve.
- 2.9 **Table 4** shows additional general use grant allocations that have been received which are £500,000 or less and are for noting only.

Table 1 - Summary of Grants

Grants 2022/23	Original Budget	Revised Forecast FR3	Final Outturn	Change from Revised Forecast
	2022/23 £m	2022/23 £m	2022/23 £m	2022/23 £m
SPECIFIC USE				
Children and Families	146.5	167.3	167.9	0.6
Adults and Health	30.7	52.6	45.9	(6.7)
Economy and Growth	2.3	4.7	8.5	3.8
Environment and Communities	0.0	0.4	0.4	0.0
Highways and Transport	0.3	3.2	1.0	(2.2)
Corporate Policy	47.7	73.6	73.3	(0.3)
TOTAL SPECIFIC PURPOSE	227.6	301.8	297.0	(4.8)
GENERAL PURPOSE				
Children and Families	0.0	0.5	0.5	0.0
Adults and Health	12.5	12.5	12.7	0.1
Economy and Growth	0.0	1.2	0.0	(1.2)
Environment and Communities	0.0	0.0	0.0	0.0
Highways and Transport	0.0	0.0	0.0	0.0
Corporate Policy	11.5	25.5	23.3	(2.2)
TOTAL GENERAL PURPOSE	24.0	39.8	36.5	(3.3)
TOTAL GRANT FUNDING	251.6	341.6	333.5	(8.1)

Source: Cheshire East Finance

Table 2 – Corporate Grants Register

General Use Grants 2022/23 (Held Corporately)	Original Budget	Revised Forecast FR3	Final Outturn	Change from Revised Forecast
	2022/23 £000	2022/23 £000	2022/23 £000	2022/23 £000
CHILDREN & FAMILIES				
Staying Put Implementation Grant	0	130	130	0
Extended Rights to Free Transport (Home to School Transport)	0	250	250	0
Extended Personal Adviser Duty Implementation	0	57	57	0
Extension of the role of Virtual School Heads	0	61	61	0
Total Children & Families Committee	0	498	498	0
ADULTS & HEALTH				
Social Care Support Grant	11,341	11,341	11,341	0
Independent Living Fund	818	861	861	0
Local Reform & Community Voices	213	213	208	(5)
Social Care in Prisons	71	71	68	(3)
War Pension Scheme Disregard	56	56	56	(0)
Streamline ASC care assessment process and improve waiting times	0	0	142	142
Total Adults & Health Committee	12,499	12,542	12,676	134
ECONOMY & GROWTH				
Shared Prosperity Fund	0	1,226	0	(1,226)
Total Economy & Growth Committee	0	1,226	0	(1,226)
ENVIRONMENT & COMMUNITIES				
Neighbourhood Planning Grant	0	35	35	0
Air Quality New Burdens	0	0	12	12
Total Environment & Communities Committee	0	35	47	12

General Use Grants 2022/23 (Held Corporately)	Original Budget	Revised Forecast FR3	Final Outturn	Change from Revised Forecast
	2022/23 £000	2022/23 £000	2022/23 £000	2022/23 £000
HIGHWAYS & TRANSPORT				
Pavement Licensing - New Burdens	0	13	13	0
Total Highways & Transport Committee	0	13	13	0
CORPORATE POLICY				
Housing Benefit Administration Subsidy	654	736	736	0
Council Tax Support Administration Subsidy	316	345	345	0
Unidentified Ministry of Justice Grant	0	9	9	0
NNDR Administration Allowance	587	587	573	(14)
Council Tax Family Annex Discount	0	25	25	0
Revenue Support Grant	7	7	7	0
New Homes Bonus	6,614	6,614	6,614	0
Lower Tier Services Grant	353	360	360	0
Services Grant	2,932	2,932	2,932	0
Council Tax Rebates	0	0	228	228
Levy Account Surplus Grant	0	0	357	357
Business Rates Reliefs New Burdens and Licences	0	0	102	102
Local Government Transparency Code	0	0	13	13
Business Rates Reliefs Compensation Grant 2022/23	0	13,890	10,992	(2,898)
Total Corporate Policy Committee	11,463	25,505	23,293	(2,213)
TOTAL	23,962	39,819	36,526	(3,293)

Table 3 – Council Decision - Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding over £1,000,000

Committee	Type of Grant	£000	Details
Adults and Health	Afghan Wrap Around support (Specific Purpose)	1,061	This grant is from the Home Office. Funding allocated by the Home Office to support Cheshire East with providing Afghan Wrap Around support to families.
Economy and Growth	Local Enterprise Partnership (LEP): Evergreen (Specific Purpose)	5,000	This grant is European Regional Development Fund (ERDF) funding, administered by the Department for Levelling Up, Housing and Communities (DLUHC). The grant is to provide loan and investment finance in relation to a Cheshire and Warrington urban development fund.
Total Specific Purpose Allocations over £1,000,000		6,061	

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

Committee	Type of Grant	£000	Details
Finance Sub	Streamline ASC care assessment process and improve waiting times (General Use)	142	This grant is from the Department of Health and Social Care (DHSC). The purpose of this grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in funding adult social care.
Finance Sub	Council Tax Rebates (General Use)	228	This grant is from the Department for Levelling Up, Housing and Communities. This grant is to support the resource used to administer the Council Tax Energy Rebates grant. Energy Rebates to be distributed and ongoing post payment assurance work and reconciliation completed in accordance with the Govt's timetable.

Finance Sub	Business Rates Reliefs New Burdens and Licences (General Use)	102	This grant is from the Department for Levelling Up, Housing and Communities. This grant is intended to fund resource used in the administration of additional business rate reliefs introduced by government.
Finance Sub	Local Government Transparency Code (General Use)	13	This grant is from the Department for Levelling Up, Housing and Communities. New burdens in relation to the Council's obligation to publish information in line with the Government's Transparency Code 2014. This grant has been received since the requirements came into effect but has not been allocated to Compliance and Customer Relations.
Finance Sub	Air Quality New Burdens (General Use)	12	This grant is from the Department of Environment, Food and Rural Affairs (DEFRA). The purpose of the grant is to provide support to local authorities by contributing to reductions in air pollutant emissions and/or concentrations in areas throughout England. By providing local authorities with funding for measures introduced through the Environment Act to improve the enforcement and management of smoke emissions in smoke control areas.
Total General Purpose Allocations less than £500,000		497	

3. Debt Management

- 4.1 Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates). The balance of outstanding debt has decreased by £0.4m since the end of December.
- 4.2 Annually, the Council raises invoices with a total value of over £80m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.
- 4.3 The Council's standard collection terms require payment within 28 days of the invoice date, however, services receive immediate credit in their accounts for income due. The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.
- 4.4 The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor).
- 4.5 After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of March 2023 was £13.5m.
- 4.6 The total amount of service debt over six months old is £7.7m; provision of £7.6m has been made to cover doubtful debt in the event that it needs to be written off.

DEBT SUMMARY

	Outstanding Debt £000	Over 6 months old £000
Adults and Health Committee		
Adults, Public Health and Communities	10,449	6,679
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	-
Highways and Transport Committee		
Highways and Infrastructure	994	521
Economy and Growth Committee		
Growth and Enterprise	519	207
Environment and Communities Committee		
Environment and Neighbourhood Services	1,116	243
Corporate Policy Committee		
Finance and Customer Services	83	57
Governance and Compliance	20	-
Human Resources	-	-
ICT	205	-
	13,473	7,712

4. Capital Strategy

Table 1: Financial Parameters for 2022/23 to 2025/26

Parameter	Value (£m)			
	2022/23	2023/24	2024/25	2025/26
Repayment of Borrowing				
Minimum Revenue Provision*	15.0	17.2	19.8	22.4
External Loan Interest	6.1	6.0	6.0	6.0
Investment Income	(2.8)	(2.4)	(2.4)	(2.4)
Contributions from Services Revenue Budgets	(1.2)	(1.3)	(1.4)	(2.4)
Total Capital Financing Costs	17.1	19.5	22.0	23.6
Use of Financing EMR	1.9	(0.5)	(2.0)	(2.6)
Actual CFB in MTFS	19.0	19.0	20.0	21.0
Capital Receipts targets*	1.0	1.0	1.0	1.0
Flexible use of Capital Receipts	0	0	0	0

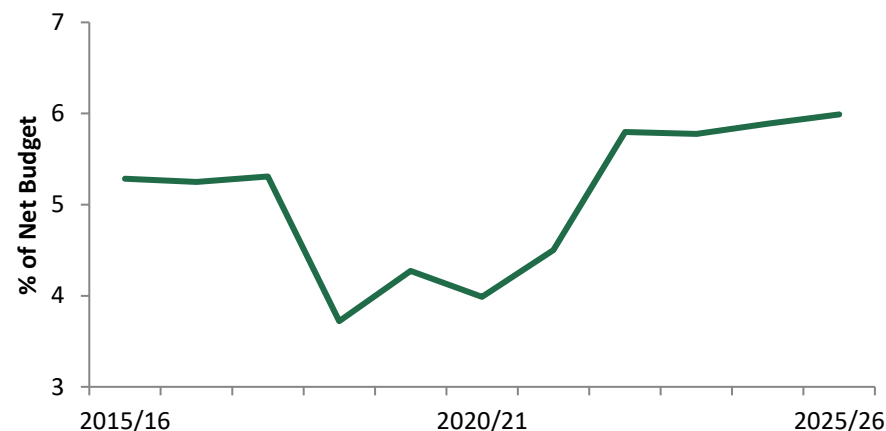
*Anticipated MRP based on achieving capital receipts targets

Repayment of Borrowing

- 5.1 The use of prudential borrowing allows the Council to spread the cost of funding the asset over its useful economic life. Using prudential borrowing as a funding source increases the

Council's capital financing requirement (CFR), and will create revenue costs through interest costs and minimum revenue provision.

- 5.2 Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, requires local authorities to charge to their revenue account for each financial year a minimum amount to finance the cost of capital expenditure. Commonly referred to as MRP (Minimum Revenue Provision). This ensures that the revenue cost of repaying debt is spread over the life of the asset, similar to depreciation.



- 5.3 The projection of the Council's Capital Financing Requirement (CFR) and external debt, based on the proposed capital budget and treasury management strategy is reported as part of the MTFS report and Outturn report. This highlights the level to which the Council is internally borrowed (being the difference between the CFR and external debt), and the expected repayment profile of the external debt.

5.4 The nature and scale of the Council's capital programme means that it is a key factor in the Council's treasury management, including the need to borrow to fund capital works. The treasury management strategy for the Council is included in **Appendix 8** of this report.

5.5 The Council's current strategy is to use available cash balances, known as 'internal borrowing' and to borrow short term loans. As short term interest rates are currently much lower than long term rates this is likely to be more cost effective.

Contributions from Services

5.6 All business cases supporting capital expenditure will include full analysis of the financial implications of the scheme alongside a clear indication of how the financial implications will be managed within the Medium Term Financial Strategy (MTFS).

5.7 When including any scheme in the Council's Capital Programme the Section 151 Officer will determine the appropriate impact on the Revenue Budget. This impact will require service budgets within the MTFS to fund either all, part or none of the net capital costs of the scheme.

5.8 In making a determination about funding capital schemes from revenue budgets the level of potential revenue savings or additional revenue income will be considered. If a capital scheme will increase revenue costs within the MTFS, either from the future costs of maintaining the asset or from the costs of financing the capital expenditure, then the approach to funding such costs must be approved as part of the business planning process before the scheme can commence.

5.9 The Council's strategy is to use revenue contributions of £6.3m over the next four financial years to finance the Capital Programme to reduce the overall Capital Financing Budget. These contributions come from: £3.0m from the Investment Portfolio; £1.3m contribution from schools towards the schools transformation programme; £1.2m from Everybody Health and Leisure for the improvements to the Council's leisure facilities; £0.6m electric vehicle charging and the Green Investment schemes, £0.2m from Countryside Services for the vehicle replacement programme upgrade, and £0.1m from the Children's Home Sufficiency project.

Use of Financing Earmarked Reserve

5.10 To allow a longer term approach to setting the Financial Parameters of the Capital Strategy the Council will maintain an earmarked reserve to minimise the financial impact of annual variations to the Capital Financing Budget.

5.11 The Council's Reserves Strategy determines the appropriate use of reserves and how they are set up and governed. In the first instance any variance to the Capital Finance Budget (CFB) within any financial year will provide a top-up or draw-down from the Financing Earmarked Reserve. In balancing the CFB over the period of the MTFS the Section 151 Officer may also recommend appropriate use of the Financing Earmarked Reserve over the period.

5.12 The Council's current strategy is to draw-down up to £3.2m from the Financing Earmarked Reserve for the period 2022/23 to 2025/26.

Capital Programme – Review Position

5.13 The original 2022/23 forecast budget approved in the MTFS 2022/26 was £185.2m, at the Third Financial Review this

forecast reduced to £125.2m with £60m being reprofiled into future years.

- 5.14 As a result of the cost of construction inflation on the Council's capital projects a further £76.6m was approved in-year to cover that on-going pressure.
- 5.15 The capital Outturn for 2022/23 was £116.4m, with slippage of £8.8m being re-profiled in to 2023/24.
- 5.16 During the year several projects have been completed which include the opening in March 2023 of Poynton Relief Road, there was also the continual improvement to the highways network and the Schools Basic Need Expansion programme. Other major schemes that have commenced or are in progress is the creation of a new primary school in Nantwich, the expansion of Wilmslow High School, a new special school setting in Handforth, Crewe Youth Zone, Northwest Crewe Highway Package, the Public Sector De-carbonisation programme on the Council's corporate buildings and the redevelopments at Congleton Leisure Centre and Crewe Town Centre.
- 5.17 There two significant Supplementary Capital Estimates, the first is the Basic Need capital allocation for the 2025/26 (£2.4m) that has not been previously approved in the Medium-Term Financial Strategy for 2023/27.
- 5.18 The second Supplementary Capital Estimate is for £1.3m, The Council has received £2.3m of funding through the Department of Transport's Roads Funding Allocation. It is proposed that £1.3m is to be used to fund a programme of 20km of footway slurry sealing and 1km of footway reconstruction. The remaining £1m will be used to offset borrowing that has been allocated to fund other highways capital maintenance schemes.

- 5.19 There is a slight variation to Third Financial Review Figure that was reported to Finance Sub Committee on the 8th March 2023, the figure in the March report was taken from the Medium-Term Financial Strategy tables and included new year projects from 2023/24 onwards. This Outturn report only includes projects that were approved up to March 2023. The First Financial review of 2023/24 will report on all the new year projects for 2023/24 and future years. Full details are listed in tables 5 and 6 of this report. **Table 2** below shows a summary of the changes.

Table 2: Summary of Capital Programme Changes

	Third Review Budget	SCEs/ Virements in Quarter	Budget Reductions	SCEs/ Virements	Revised Budget
	2022/26 £m	2022/26 £m	2022/26 £m	2022/26 £m	2022/26 £m
Adults and Health	0.5	0	0	0	0.5
Children & Families	123.6	0	0	3.1	126.7
Highways & Transport	340.8	0	0	1.4	342.2
Economy & Growth	247.8	0.2	(0.1)	0.8	248.7
Environment & Communities	41.8	0	(0.1)	0	41.7
Corporate Directorate	36.5	0	0	0.1	36.6
	791.0	0.2	(0.2)	5.4	796.4

- 5.20 The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 3**.
- 5.21 **Table 4** details requests of Supplementary Capital Estimates (SCE) up to and including £250,000 and Capital Virements up to and including £100,000 approved by delegated decision which are included for noting purposes only.
- 5.22 **Table 5** lists details of Capital Supplementary Estimates over £250,000 and up to £1,000,000 and Capital Virements over

£100,000 and up to and including £5,000,000 that requires Committee to approve.

5.23 **Table 6** lists details of Capital Supplementary Estimates over £1,000,000 and Capital Virements over £5,000,000 that Council will be asked to approve.

5.24 **Table 7** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

5.25 Prudential Indicators are shown at the end of this section.

5.26 Capital programme detail is shown in other service committee **Appendices 1-7, Section 4.**

Table 3: Capital Programme Summary

CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY					
CAPITAL PROGRAMME 2022/23 - 2025/26					
	Actuals 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000	Forecast 2025/26 £000	Total Forecast 2022-26 £000
Committed Schemes - In Progress					
Adults and Health	3	466	0	0	469
Children and Families	8,677	38,051	19,823	7,082	73,633
Highways & Transport	65,575	54,009	61,223	112,307	293,114
Economy & Growth	16,387	56,997	32,765	67,631	173,780
Environment & Communities	8,432	9,415	2,417	0	20,264
Corporate	7,291	13,696	9,738	5,642	36,367
Total Committed Schemes - In Progress	106,365	172,634	125,966	192,662	597,627
CAPITAL PROGRAMME 2022/23 - 2025/26					
	Actuals 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000	Forecast 2025/26 £000	Total Forecast 2022-26 £000
New Schemes					
Adults and Health	0	0	0	0	0
Children and Families	600	13,698	14,132	24,626	53,056
Highways & Transport	0	16,896	16,181	16,043	49,120
Economy & Growth	4,663	34,106	25,492	10,625	74,886
Environment & Communities	4,796	1,719	14,309	616	21,440
Corporate	19	0	0	301	320
Total New Schemes	10,078	66,419	70,114	52,211	198,822
Total	116,443	239,053	196,080	244,873	796,449

CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY

CAPITAL PROGRAMME 2022/23 - 2025/26

	Actuals 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000	Forecast 2025/26 £000	Total Forecast 2022-26 £000
Funding Requirement					
Indicative Funding Analysis: (See note 1)					
Government Grants	47,070	130,276	119,210	71,237	367,793
External Contributions	6,815	28,413	25,908	64,729	125,865
Revenue Contributions	1,194	1,268	0	0	2,462
Capital Receipts	1,000	3,876	374	33,590	38,840
Prudential Borrowing (See note 2)	60,364	75,220	50,588	75,317	261,489
Total	116,443	239,053	196,080	244,873	796,449

Note 1:

The funding requirement identified in the above table represents a balanced and affordable position, in the medium term. The Council will attempt to maximise external resources such as grants and external contributions in the first instance to fund the capital programme. Where the Council resources are required the preference will be to utilise capital receipts from asset disposals. The forecast for capital receipts over the next four years 2022-2026 assumes a prudent approach based on the work of the Asset Management team and their most recently updated Disposals Programme.

Note 2:

Appropriate charges to the revenue budget will only commence in the year following the completion of the associated capital asset. This allows the Council to constantly review the most cost effective way of funding capital expenditure.

Table 4: Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements

Service / Capital Scheme	Amount Requested	Reason and Funding Source
	£	
Supplementary Capital Estimates that have been made up to £250,000		
Highways		
S106 Middlewich Road Pedestrian Refuge	60,678	To utilise additional S106 funds available.
A51 Nantwich Road, Alpraham	4,084	To utilise additional S106 funds available.
S106 Forge Mill, Forge Lane, Congleton – Footway works	9,336	To utilise additional S106 funds available.
Middlewich Road Elworth Pedestrian Crossing	7	To utilise additional S106 funds available.
Finance and Customer Services		
Core Financials	59,649	Contributions from Cheshire West & Chester Council for the ERP (Unit 4) system implementation costs and ongoing system upgrades.
Best4Business Programme	40,214	
Total Supplementary Capital Estimates Requested	173,969	

Service / Capital Scheme	Amount Requested £	Reason and Funding Source
Capital Budget Virements that have been made up to £100,000		
Education and 14-19 Skills		
Adelaide Academy	3,886	
Congleton Planning Area	10,877	
Congleton Planning Area - New School	3,641	
Congleton Planning Area - Primary (1)	8,501	
Congleton Planning Area - Primary (2)	3,361	
Handforth Planning Area - New School	2,831	
Holmes Chapel Planning Area	5,731	
Macclesfield Planning Area - New School	1,212	
Macclesfield Planning Area - Secondary	6,467	
Macclesfield Planning Area - Secondary	2,569	
Malbank High School	57	
Middlewich Planning Area	1,544	Virements to cover the School Organisation and Capital Team Salary Recharges charged to the schemes in year funded from the Basic Need future years block allocation
Monks Coppenhall SEN Expansion	3,797	
Nantwich Planning Area (Primary Schools - 210 Places)	80,850	
Nantwich Planning Area (Secondary Schools - 300 Places)	878	
Sandbach Boys School - Basic Need	86	
Sandbach High School - Basic Need	86	
Sandbach Planning Area - Primary	11,397	
Sandbach Planning Area (Secondary Schools - 300 Places)	703	
Shavington Planning Area - New Primary School	40,150	
Shavington Planning Area - Secondary	6,576	
The Dingle PS Expansion (Was Haslington PA-Primary)	10,307	
Wilmslow High School BN	1,557	
Wilmslow Primary Planning Area	690	

Service / Capital Scheme	Amount Requested £	Reason and Funding Source
Capital Budget Virements that have been made up to £100,000		
Education and 14-19 Skills		
Expansion of Park Lane School	4,659	Virements to cover the School Organisation and Capital Team's Salary Recharges charged to the scheme in year funded from the High Needs Block allocation
Macclesfield Academy Resource Provision	3,091	
Provision of Sufficient School Places - SEND	6,985	
Resource Provision - Wistaston Primary School	5,867	
Sen - Ruskin Community High School	57	
SEN Placement Expn - Phase 2	837	
Springfield Satellite Site (Dean Row)	11,886	
To Expand Sen Placement Capacity - Springfield Special School	12,929	
All Hallows High School	452	Virements to cover the School Organisation and Capital Team's Salary Recharges charged to the scheme in year funded from the SEN Phase 2 Block allocation
Fallibroome Academy	424	
Hungerford Primary - Improvement to sensory Area	113	
Middlewich High - Food Tech Room	283	
Ivy Bank - New RP building	1,384	
Puss bank SEN	980	
Shavington Primary - Sensory Environment	367	
Little Angels Satellite Sites	1,547	Virements to cover the School Organisation and Capital Team's Salary Recharges charged to the scheme in year funded from the School Condition Block allocation
Mobberley Primary School	7,543	
Wilmslow High School BN	8,238	
Monks Coppenhall SEN Expansion	11,500	Virement from Basic Need Block Allocation to cover in year expenditure

Service / Capital Scheme	Amount Requested £	Reason and Funding Source
Capital Budget Virements that have been made up to £100,000		
Highways		
Traffic Signal Maintenance	17,913	Virement from the Highway Pothole/Challenge Fund to cover in year project expenditure.
Surface Water Management Schemes	320	Virement from Highway Maintenance Minor Works to cover in year project expenditure.
Alderley Edge Access Imps	62,854	Virement from LTP funded Part 1 claims project.
M6 Junction 19	342	Virement from LTP funded Crewe Rail claims project.
S106 Booth Lane, Bus Stops	10	Virement from LTP funded Part 1 claims project.
A51/A500 Corridor Nantwich	27,989	Virement from LTP funded Client Contract and Asset Mgmt project.
Crewe Rd, Alsager Ped Crossing	541	Virement from LTP funded Crewe Rail claims project.
S106 Booth Lane, Bus Stops	10	Virement from LTP funded Crewe Rail claims project.
Environment Services		
Crewe Towns Fund - Cumberland Arena	25,604	Virement of budget from Crewe Towns Funding block to cover in year project expenditure
Crewe Towns Fund – Pocket Parks	46,385	Virement of budget from Crewe Towns Funding block to cover in year project expenditure
Future High Street Funding - Sustainable Energy Netwo	65,360	Virement of remaining budget from Public Sector Decarbonisation Fund - Substation & Cledford
Robin Lane Park Improvements	13,070	Virement from Parks Development Funding block to fund in year project expenditure
Victoria Park Improvements	2,100	Virement from Parks Development Funding block to fund in year project expenditure
Total Capital Budget Virements Approved	549,395	
Total Supplementary Capital Estimates and Virements	723,364	

Table 5: Committee Approval for Supplementary Capital Estimates (SCEs) and Virements

Service / Capital Scheme	Amount Requested £	Reason and Funding Source
Finance Sub Committee are asked to approve the Supplementary Capital Estimates and Virements		
Supplementary Capital Estimates above £250,000 up to and including £1,000,000		
Education and 14-19 Skills		
Energy Efficiency Grants for Schools	713,496	Additional Department of Education Grant funding received in 2022/23 to fund energy efficiency improvements within schools.
Housing		
Disabled Facilities Grant	751,911	External contributions received to fund disabled facilities work on Cheshire East Residents properties
Home Repairs Vulnerable People	84,823	External contributions received to fund home repairs work on Cheshire East Residents properties
Green Homes Grant	8,414	Repayment of a Green Homes grant to increase the budget so the funds can be re-distributed.
Total Supplementary Capital Estimates Requested	1,558,644	

Service / Capital Scheme	Amount Requested £	Reason and Funding Source
Finance Sub Committee are asked to approve the Supplementary Capital Estimates and Virements		
Capital Budget Virements above £100,000 up to and including £5,000,000		
Highways		
Bridge Maintenance Minor Wks	346,707	Virement from the Managing & Maintaining Highways block allocation to cover in year project expenditure.
S106 Middlewich Road Pedestrian Refuge	118,145	Virement from the Managing & Maintaining Highways block allocation to cover in year project expenditure.
Environment Services		
Household Bins Schemes	276,048	Additional capital scheme expenditure in year funded from revenue contributions.
Total Capital Virements requested	740,900	
Total Supplementary Capital Estimates and Virements	2,299,544	

Table 6: Council Approval for Supplementary Capital Estimates (SCEs) and Virements

Service	Amount Requested	Reason and Funding Source
£		
Supplementary Capital Estimates over £1,000,000		
Education and 14-19 Skills		
Basic Need Grant Allocation	2,442,238	2025-26 Basic Need Allocation from the Department for Education.
Highways		
Footpath Maintenance - Slurry Sealing & Reconstruction Works	1,319,000	Additional Department of Transport Funding - Roads Allocation to fund slurry sealing and reconstruction works on the Boroughs footpaths.
Total Supplementary Capital Estimates Requested	3,761,238	
Total Supplementary Capital Estimates and Virements	3,761,238	

Table 7: Capital Budget Reductions

Service / Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
Finance Sub Committee are asked to note the reductions in Approved Budgets				
Education and 14-19 Skills				
School Condition Capital Grant	6,950	6,876	74	Reduction in Schools Condition Grant due to estimate being used for 2023-24. Actual amount now received.
Economic Regeneration				
Broadway Meadow Car Park	48,500	823	47,677	This capital budget for the project is no longer required.
Environment Services				
Macclesfield Cenotaph Planting	1,463	714	749	Project under budget, no further resource required.
Newtown Outdoor Pitch Improvements	50,924	38,535	12,389	Project under budget, no further resource required.
Hield Grove Play Area	21,128	19,077	2,051	Project under budget, no further resource required.
Highways				
Alderley Edge Access Imps	122,214	122,138	716	The S106 funding available to fund the project is less than the current approved budget. Therefore a budget reduction is required.
M6 Junction 19	29,557	23,950	5,607	Reduced due to amount no longer to be recouped from National Highways, project complete.
Transformation				
Digital Strategy - Azure D365	310,000	309,747	253	Project now complete.

Prudential Indicators revisions to: 2021/22 and 2022/23 – 2024/25, and future years

Background

- 5.23 There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

Estimates of Capital Expenditure

- 5.24 In 2022/23, the Council spent £116.4m on capital expenditure as summarised below.

Capital Expenditure	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Total	84.5	116.4	237.5	196.0	244.9

Source: Cheshire East Finance

Capital Financing

- 5.25 All capital expenditure must be financed either from external sources (government grants and other contributions). The Council's own resources (revenue reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of capital expenditure is as follows.

Capital Financing	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	Future years £m
Capital receipts	2.6	1.0	3.9	0.4	33.6
Government Grants	37.9	47.1	128.0	119.2	71.2
External Contributions	4.0	6.7	28.4	25.9	64.7
Revenue Contributions	0.6	1.2	1.0	0.0	0.0
Total Financing	45.1	56.0	161.3	145.5	169.5
Prudential Borrowing	39.4	60.4	76.2	50.5	75.4
Total Funding	39.4	60.4	76.2	50.5	75.4
Total Financing and Funding	84.5	116.4	237.5	196.0	244.9

Source: Cheshire East Finance

Replacement of debt finance

- 5.26 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets may be used to replace debt finance. Planned MRP repayments are as follows.

Replacement of debt finance	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Total	13.5	15.0	17.2	19.8	22.4

Source: Cheshire East Finance

Estimates of Capital Financing Requirement

- 5.27 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP repayments and capital receipts used to replace debt. The CFR increased by £42m during 2022/23.

Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows.

Capital Financing Requirement	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Total	425	467	525	552	602

Source: Cheshire East Finance

Asset disposals

- 5.28 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council received £4.9m of capital receipts from asset sales in 2022/23 and plans to receive a further £3.6m in future years.

Capital Receipts	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Asset Sales	2.3	4.3	1.0	1.0	1.0
Loans Repaid	0.3	0.6	0.2	0.2	0.2
Total	2.6	4.9	1.2	1.2	1.2

Source: Cheshire East Finance

Gross Debt and the Capital Financing Requirement

- 5.29 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in the future. These objectives are often conflicting and the Council therefore seeks to strike a balance between cheap short term loans (currently available at around 4.8%) and long term fixed rate loans where the future cost is known but higher (currently 5.2%– 5.5%).
- 5.30 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement.

Gross Debt and the Capital Financing Requirement	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Borrowing	181	261	77	77	77
Finance Leases	0	0	0	0	0
PFI Liabilities	23	19	18	17	17
Total Debt	204	280	95	94	94
Capital Financing Req.	425	467	525	552	602

Source: Cheshire East Finance

- 5.31 Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. As can be seen from the above table, the Council expects to comply with this in the medium term.

Liability Benchmark

- 5.32 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £20m at each year end. This benchmark is currently £243m and is forecast to rise to £436m over the next four years.

Borrowing and the Liability Benchmark	2021/22 Actual £m	2022/23 Actual £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Outstanding Debt	181	261	77	77	77
Liability Benchmark	142	243	333	371	435

Source: Cheshire East Finance

- 5.33 The table shows that the Council expects to remain borrowed below its liability benchmark.

Affordable borrowing limit

- 5.34 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

	2021/22 limit £m	2022/23 limit £m	2023/24 limit £m	2024/25 limit £m	2025/26 limit £m
Authorised Limit for Borrowing	435	480	540	565	615
Authorised Limit for Other Long-Term Liabilities	23	19	18	17	17
Authorised Limit for External Debt	458	499	558	582	632
Operational Boundary for Borrowing	425	470	530	555	605
Operational Boundary for Other Long-Term Liabilities	23	19	18	17	17
Operational Boundary for External Debt	448	489	548	572	622

Source: Cheshire East Finance

Investment Strategy

- 5.35 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 5.36 The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with

money market funds, other local authorities or selected high quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in shares and property, to balance the risk of loss against the risk of returns below inflation.

Treasury Management Investments	31/03/22 Actual £m	31/03/23 Actual £m	31/03/24 Estimate £m	31/03/25 Estimate £m	31/03/26 Estimate £m
Short term	34	32	20	20	20
Long term	20	20	20	20	20
Total Investments	54	52	40	40	40

Source: Cheshire East Finance

- 5.37 Further details on treasury investments are in pages of the Treasury Management Strategy, **Appendix 8**.
- 5.38 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Section 151 Officer and staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury activity are reported to Cabinet as part of the Finance Update reports. The Audit and Governance Committee is responsible for scrutinising treasury management decisions.
- 5.39 Further details on investments for service purposes and commercial activities are in the Investment Strategy, **Appendix 9**.
- 5.40 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by an investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the

amount funded from Council Tax, business rates and general government grants.

Ratio of Financing Costs to Net Revenue Stream	2021/22 Actual	31/03/23 Actual	31/03/24 Estimate	31/03/25 Estimate	31/03/26 Estimate
Financing Costs (£m)	14.0	19.0	19.0	20.0	21.0
Proportion of net revenue stream %	4.50	5.96	5.77	5.89	5.99

Source: Cheshire East Finance

5.41 Further details on the revenue implications of capital expenditure are on paragraphs 108-129 of the 2022-26 Medium Term Financial Strategy (**Appendix C**).

Due to the very long term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable. The longer term revenue implications have been considered and built into the revenue budget forecasts post the period of the current Medium Term Financial Strategy.

5. Reserves Strategy

Management of Council Reserves

- 5.1 The Council's Reserves Strategy states that the Council will maintain reserves to protect against risk and support investment.
- 5.2 The opening balance at 1 April 2022 in the Council's General Fund Reserves was £12.6m, as published in the Council's Statement of Accounts for 2021/22.
- 5.3 During 2022/23, an additional £2.3m has been transferred into the General Fund Reserve to provide further protection against emerging risks such as inflation and particularly the DSG deficit, which stands at £46.9m, and was highlighted in the MTFS as having no alternative funding.
- 5.4 The Council also maintains Earmarked Revenue Reserves for specific purposes. At 31 March 2023 balances on these reserves stood at £61.6m, excluding balances held by Schools.
- 5.5 Unspent schools' budgets that have been delegated, as laid down in the Schools Standards Framework Act 1998, remain at the disposal of the school and are not available to the Council to use.
- 5.6 The Collection Fund Reserve includes the appropriation of £4.6m S31 grant, received from DLUHC. This increase is as a result of a timing difference, with the grant being received in 2022/23 to fund the deficit that will be released in 2023/24.
- 5.7 During 2022/23, a net total of £19.3m was drawn down from Earmarked Reserves and applied to fund the service expenditure specifically provided for. Service outturn

forecasts take account of this expenditure and funding. The closing balance at 31 March 2023 was £61.6m.

- 5.8 At the end of 2018/19, a central contingency referred to as the MTFS (Medium Term Financial Strategy) Reserve was created to support in-year pressures against the revenue budget. Use of this Earmarked Reserve has been subject to approval of robust business cases.
- 5.9 At 1 April 2022, the opening balance on the MTFS reserve stood at £10.1m. During 2022/23, net drawdowns of £5.0m from this reserve have been utilised, resulting in a closing balance at 31 March 2023 of £5.1m. The in-year movement included £5.2m use of the MTFS reserve to balance the year end outturn position.

Table 1 – Reserves Position

	£m
General Reserve	14.1
Earmarked Reserves (excluding Schools)	61.6
Total Reserves Balance at 31 March 2023	75.7

- 5.10 Details of individual reserves are shown in the relevant Service Committee appendix and in summary in **Table 2**.

Table 2 – Earmarked Reserves Summary

Committee Reserves	Opening Balance 1 April 2022 £000	Movement in Reserves 2022/23 £000	Closing Balance 31 March 2023 £000
Adults and Health Committee	7,646	(564)	7,082
Children and Families Committee	4,032	(658)	3,374
Corporate Policy Committee	63,114	(17,565)	45,549
Economy and Growth Committee	3,144	(35)	3,109
Environment and Communities Committee	1,056	(62)	994
Highways and Transport Committee	1,936	(450)	1,486
TOTAL EARMARKED RESERVES	80,928	(19,334)	61,594

**Excluding schools' balances*

- 5.2 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

Appendix 7 : Highways and Transport Committee

Contents

Highways and Transport Committee Extracts

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

2. Corporate Grants Register

Table 1: Highways and Transport Committee Grants

**Table 2: Delegated Decision Additional Grant Funding (Specific Use)
£500,000 or less**

3. Debt Management

4. Capital Strategy

5. Reserves Strategy

Appendix 7

Highways and Transport 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
Highways and Transport				
Highways & Infrastructure	13,792	-	(129)	13,663
	13,792	-	(129)	13,663

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>
HIGHWAYS & TRANSPORT				
Specific Purpose (Held within Services)	3,167	954	(2,213)	
General Use (Held Corporately)				
Pavement Licensing - New Burdens	13	13	0	
TOTAL HIGHWAYS & TRANSPORT	3,180	966	(2,213)	

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 grant outturn position reflects the grant values that were used during the year. This may be different than the actual amount of grant received during the year. The remaining

amounts from grants that are not used in full during 2022/23 are carried forward to meet expenditure in financial year 2023/24. The decrease in grants since the third review is due to the change in which year the grants will be used.

2.4 **Table 2** shows additional grant allocations that have been received which are £500,000 or less and are for noting only.

Table 2 – 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
Highways and Transport	Apprentice Incentive Scheme (Specific Purpose)	2	This grant is from the Department for Education. Payment for taking on an apprentice and can be spent on any costs associated with supporting an apprentice in the workplace including salary (https://www.gov.uk/guidance/incentive-payments-for-hiring-a-new-apprentice). This is allocated via Children’s Services.
Total Specific Purpose Allocations £500,000 or less		2	

3. Debt Management

	Outstanding Debt £000	Over 6 months old £000
Highways and Transport Committee		
Highways and Infrastructure	994	521
	994	521

4. Capital Strategy

Highways and Transport													CAPITAL
CAPITAL PROGRAMME 2022/23- 2025/26													
Scheme Description	Total Approved Budget £000	Forecast Expenditure						Forecast Funding					Total Funding £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													
Strategic Infrastructure													
A500 Dualling Scheme	89,456	9,264	1,150	2,078	26,990	49,973	80,191	53,284	4,300	0	0	22,607	80,191
A50 / A54 Holmes Chapel	603	81	11	361	150	0	521	0	521	0	0	0	521
A51 / A500 Corridor Nantwich	278	231	47	0	0	0	47	28	0	0	0	19	47
A54 / A533 Leadsmithy Street, Middlewich	563	134	18	411	0	0	429	0	429	0	0	0	429
A556 Knutsford to Bowdon	504	361	0	45	98	0	143	0	143	0	0	0	143
A6 MARR CMM Disley	1,722	1,646	11	65	0	0	76	0	22	0	0	54	76
A6 MARR CMM Handforth	1,200	492	13	295	400	0	709	226	48	0	0	434	709
A6 MARR Technical Design	473	271	6	196	0	0	203	70	133	0	0	0	203
Congleton Link Road	88,443	69,970	1,483	4,021	6,040	6,929	18,473	316	15,169	0	0	2,989	18,473
Crewe Green Link Road	26,625	26,170	436	19	0	0	455	0	19	0	0	436	455
Crewe Green Roundabout	7,500	7,053	3	57	190	197	447	0	444	0	0	3	447
Flowerpot Phs 1 & Pinchpoint	10,037	1,271	166	2,825	3,510	2,265	8,767	2,304	726	0	0	5,736	8,767
Future High Streets Fund - Highways	6,268	480	634	2,599	2,251	304	5,788	5,585	203	0	0	0	5,788
Highway S106 Schemes	1,269	0	352	749	168	0	1,269	129	1,047	0	0	93	1,269
Infrastructure Scheme Development	250	0	0	250	0	0	250	250	0	0	0	0	250
Middlewich Eastern Bypass	91,157	16,176	4,072	13,825	13,817	43,268	74,982	46,779	13,341	0	0	14,862	74,982
Middlewich Rail Study	20	0	0	20	0	0	20	20	0	0	0	0	20
M6 Junction 19	24	23	1	0	0	0	1	0	1	0	0	0	1
North-West Crewe Package	42,352	7,446	14,928	12,874	3,445	3,658	34,906	10,000	12,250	0	1,730	10,926	34,906
Old Mill Road / The Hill Junction	1,325	145	28	1,152	0	0	1,179	0	1,179	0	0	0	1,179
Poynton Relief Road	52,657	29,670	14,012	2,236	1,355	5,385	22,988	2,236	12,299	0	1,000	7,453	22,988
S106 Davenport Lane, Arclid	352	60	6	286	0	0	292	245	48	0	0	0	292
Sydney Road Bridge	10,501	10,103	1	59	140	198	398	0	397	0	0	1	398

CAPITAL PROGRAMME 2022/23- 2025/26

Scheme Description	Total Approved Budget £000	Forecast Expenditure						Forecast Funding					Total Funding £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													
Highways													
A532 Safer Road Fund Scheme	1,223	260	86	877	0	0	963	864	0	0	0	99	963
A536 Safer Road Fund Scheme	2,404	1,461	357	587	0	0	943	849	0	0	0	94	943
A537 Safer Road Fund Scheme	2,733	745	1,256	732	0	0	1,988	1,745	0	0	0	243	1,988
Air Quality Action Plan	368	221	119	28	0	0	147	147	0	0	0	0	147
Alderley Edge Bypass Scheme Implementation	60,611	60,317	41	253	0	0	294	0	0	0	0	294	294
Bridge Maintenance Minor Wks	18,019	14,570	3,448	0	0	0	3,448	1,685	0	0	0	1,763	3,448
Client Contract and Asset Mgmt	1,283	510	223	550	0	0	773	603	0	0	0	170	773
Crewe Rail Exchange	6,702	6,693	0	9	0	0	9	9	0	0	0	0	9
Highway Maintenance Minor Works	17,583	0	17,258	326	0	0	17,583	10,685	0	0	0	6,898	17,583
Highway Pothole/Challenge Fund	8,353	7,925	149	279	0	0	428	0	0	0	0	428	428
Jack Mills Way Part 1 Claims	300	278	7	15	0	0	22	0	22	0	0	0	22
Local Access Transport Studies	600	83	66	451	0	0	517	517	0	0	0	0	517
Local Highway Measures	6,566	5,546	985	35	0	0	1,020	1,020	0	0	0	0	1,020
Part 1 Claims	34	34	1	0	0	0	1	1	0	0	0	0	1
Programme Management	1,011	784	184	44	0	0	227	227	0	0	0	0	227
Road Network & Linked Key Inf	83	78	0	5	0	0	5	5	0	0	0	0	5
Road Safety Schemes Minor Works	5,652	5,056	472	124	0	0	596	496	0	0	0	100	596
Traffic Signal Maintenance	518	17	501	0	0	0	501	483	0	0	0	18	501
Traffic Signs and Bollards - LED Replacement	1,250	0	913	337	0	0	1,250	0	0	0	0	1,250	1,250
Winter Service Facility	999	479	97	163	130	130	520	0	0	0	0	520	520
Strategic Transport & Parking Services													
Accessibility: Public Transport	1,020	907	99	14	0	0	113	113	0	0	0	0	113
Active Travel Fund	724	436	139	149	0	0	288	288	0	0	0	0	288
Active Travel (Cycling / Walking Route) Investment	2,815	2,179	391	244	0	0	636	571	0	0	0	65	636
Broadway Meadow Car Park	-1	0	-1	0	0	0	-1	0	0	0	0	-1	-1
Car Parking Improvements (including residents parking)	322	262	4	56	0	0	60	0	0	14	0	46	60
Digital Car Parking Solutions	140	93	0	47	0	0	47	0	0	0	0	47	47
National Cycle Network (NCN) Route 55 Middlewood Way	669	0	116	552	0	0	669	669	0	0	0	0	669
On-street Residential Charging	255	0	41	215	0	0	255	155	0	0	0	100	255
Pay and Display Parking Meters	620	531	76	13	0	0	89	0	0	0	0	89	89
Sustainable Travel Access Prog	3,424	1,552	74	1,798	0	0	1,872	1,325	309	0	0	238	1,872
Sustainable Modes of Travel to Schools Strategy (SMOTSS)	625	472	153	0	0	0	153	153	0	0	0	0	153
Town Studies	550	426	4	120	0	0	124	124	0	0	0	0	124
HS2 Programme													
Crewe HS2 Hub Project Development	12,701	7,661	937	1,563	2,540	0	5,040	0	0	0	0	5,040	5,040
Total Committed Schemes - In Progress	593,733	300,618	65,575	54,009	61,223	112,307	293,114	144,208	63,048	14	2,730	83,115	293,114

Highways and Transport

CAPITAL

CAPITAL PROGRAMME 2022/23- 2025/26

New Schemes												
Highways												
Peacock Roundabout Junction	750	0	0	250	500	0	750	0	750	0	0	750
Pothole Funding	0	0	0	0	0	0	0	0	0	0	0	0
Integrated Block - LTP	7,925	0	0	2,003	2,003	2,003	6,009	6,009	0	0	0	6,009
Maintenance Block - LTP	23,196	0	0	7,345	7,609	7,878	22,833	17,397	0	0	5,436	22,833
Incentive Fund - LTP	5,800	0	0	1,450	1,450	1,450	4,350	4,350	0	0	0	4,350
Managing and Maintaining Highways	13,860	0	0	4,529	4,619	4,712	13,860	1,000	0	0	12,860	13,860
Footpath Maintenance - Slurry Sealing & Reconstruction Works	1,319	0	0	1,319	0	0	1,319	1,319	0	0	0	1,319
Total New Schemes	52,850	0	0	16,896	16,181	16,043	49,121	30,075	750	0	0	49,121
Total Capital Schemes	646,583	300,618	65,575	70,905	77,405	128,350	342,235	174,283	63,798	14	2,730	342,235

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>Highways and Infrastructure</u>				
HS2	985	(200)	785	To support the Council's ongoing programme in relation to Government's HS2 investment across the borough and Transport for the North's Northern Powerhouse Rail Business Case.
Flood Recovery Works	400	0	400	To support locations identified for repair works as a result of the 2019 flood events.
Well Managed Highway Infrastructure Delay	230	(230)	0	
Parking Pay and Display Machines / Parking Studies	178	0	178	To cover contract inflation for P&D machines and for new regulation from DfT on role of parking in decarbonising transport.
Highways Procurement Proj	104	0	104	To finance the development of the next Highway Service Contract. Depot mobilisation costs, split over 7 years from start of contract in 2018.
LEP-Local Transport Body	39	(20)	19	To fund the business case work for re-opening the Middlewich rail line. The remaining reserve will be fully required in 2023/24.
HIGHWAYS AND TRANSPORT TOTAL	1,936	(450)	1,486	

Appendix 8

Treasury Management Strategy

Treasury Management Report

1. Background	- 100 -
2. External Content	- 100 -
3. Local Context	- 102 -
4. Borrowing Update	- 102 -
5. Borrowing Strategy	- 104 -
6. Investment Strategy	- 105 -
7. Treasury Management Indicators	- 107 -

Annexes:	
A. Existing Investment & Debt Portfolio Position	- 109 -
B. Current Temporary Borrowing	- 110 -

1. Background

- 1.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management. The Treasury Management Strategy for 2022/23 was approved at Council on 24th February 2022.
- 1.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in the Investment Report (see **Appendix 9**).

2. External Context

- 1.4 **Economic background:** The war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during the January to March period continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending.

- 1.5 Central bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.
- 1.6 Starting the financial year at 5.5%, the annual UK Consumer Price Inflation (CPI) measure rose strongly to hit 10.1% in July and then 11.1% in October. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February. Annual headline CPI registered 10.4% in February, up from 10.1% in January, with the largest upward contributions coming from food and housing. Retail Price Inflation (RPI) followed a similar pattern during the year, hitting 14.2% in October. In February RPI measured 13.8%, up from 13.4% in the previous month.
- 1.7 Following the decision by the Government to reverse some of the support to household energy bills, further support in the form of a cap on what energy suppliers could charge households was announced in the March Budget to run from April until end June 2023. Before the announcement, typical household bills had been due to rise to £3,000 a year from April.
- 1.8 The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3mth/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December. The most recent information for the period January-March showed an unemployment rate of 3.9%.

- 1.9 Despite household budgets remaining under pressure, consumer confidence rose to -36 in March, following readings of -38 and -45 in the previous two months, and much improved compared to the record-low of -49 in September. Quarterly GDP was soft through the year, registering a 0.1% gain in the April-June period, before contracting by (an upwardly revised) -0.1% in the subsequent quarter. For the October-December period it was revised upwards to 0.1% (from 0.0%), illustrating a resilient but weak economic picture. The annual growth rate in Q4 was 0.6%.
- 1.10 The Bank of England increased the official Bank Rate to 4.25% during the financial year. From 0.75% in March 2022, the Monetary Policy Committee (MPC) pushed through rises at every subsequent meeting over the period, with recent hikes of 0.50% in December and February and then 0.25% in March, taking Bank Rate to 4.25%. March's rise was voted by a majority of 7-2, with two MPC members preferring to maintain Bank Rate at 4.0%. The Committee noted that inflationary pressures remain elevated with growth stronger than was expected in the February Monetary Policy Report. Since then the Bank Rate has increased further to 4.50%.
- 1.11 After reaching 9.1% in June, annual US inflation slowed for eight consecutive months to 6% in February. The Federal Reserve continued raising interest rates over the period with consecutive increases at each Federal Open Market Committee meetings, taking policy rates to a range of 4.75%- 5.00% at the March meeting.
- 1.12 From the record high of 10.6% in October, Eurozone CPI inflation fell steadily to 6.9% in March 2023. Energy prices fell, but upward pressure came from food, alcohol, and tobacco. The European Central Bank continued increasing interest rates over the period, pushing rates up by 0.50% in March, taking the deposit facility rate to 3.0% and the main refinancing rate to 3.5%.
- 1.13 **Financial Markets:** Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.
- 1.14 During 2022-23 the 5-year UK benchmark gilt yield rose from 1.41% to peak at 4.70% in September before ending the financial year at 3.36%. Over the same timeframe the 10-year gilt yield rose from 1.61% to peak at 4.51% before falling back to 3.49%, while the 20-year yield rose from 1.82% to 4.96% and then declined to 3.82%. The Sterling Overnight Rate (SONIA) averaged 2.24% over the financial year.
- 1.15 **Credit Review:** Early in 2022-23 Moody's affirmed the long-term rating of Guildford BC but revised the outlook to negative. The agency also downgraded Warrington BC and Transport for London.
- 1.16 In August, Fitch revised the outlook on the UK sovereign to negative from stable. Moody's made the same revision to the UK sovereign, following swiftly after with a similar move for a number of local authorities and UK banks including Barclays Bank, National Westminster Bank (and related entities) and Santander.

- 1.17 During the last few months of the reporting period there were only a handful of credit changes by the rating agencies, then in March the collapse of Silicon Valley Bank (SVB) in the US quickly spilled over into worries of a wider banking crisis as Credit Suisse encountered further problems and was bought by UBS.
- 1.18 Credit default prices had been rising since the start of the period on the back of the invasion of Ukraine, and in the UK rose further in September/October at the time of the then-government's mini budget. After this, CDS prices had been falling, but the fallout from SVB caused a spike on the back of the heightened uncertainty. However, they had moderated somewhat by the end of the period as fears of contagion subsided, but many are still above their pre-March levels reflecting that some uncertainty remains.
- 1.19 On the back of this, our advisors, Arlingclose Ltd reduced its recommended maximum duration limit for unsecured deposits for all UK and Non-UK banks/institutions on its counterparty list to 35 days as a precautionary measure. No changes were made to the names on the list. As market volatility is expected to remain a feature, at least in the near term, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.
- 1.20 Local Authorities remain under financial pressure, but Arlingclose continues to take a positive view of the sector, considering its credit strength to be high. Section 114 notices have been issued by only a handful of authorities with specific issues. While Arlingclose's advice for local authorities on its counterparty list remains unchanged, a degree of caution is merited with certain authorities.

3. Borrowing Update

- 1.21 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.
- 1.22 The Authority is not planning to borrow to invest primarily for commercial return and so is unaffected by the changes to the Prudential Code.

4. Local Context

- 1.23 As at 31 March 2023 the Authority has borrowings of £280m and investments of £52m. This is set out in further detail at **Annex A**. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below.

Table 1: Balance Sheet Summary and Forecast

	31/03/22 Actual £m	31/03/23 Actual £m	31/03/24 Estimate £m	31/03/25 Estimate £m	31/03/26 Estimate £m
General Fund CFR	425	467	525	552	601
Less: Other long-term liabilities *	(22)	(19)	(18)	(17)	(17)
Loans CFR	403	448	507	535	584
Less: External borrowing **	(181)	(261)	(77)	(77)	(77)
Internal (over) borrowing	222	187	430	458	507
Less: Usable reserves	(165)	(144)	(119)	(111)	(98)
Less: Working capital	(116)	(80)	(75)	(73)	(71)
Investments (or New borrowing)	(59)	(37)	236	274	338

* finance leases and PFI liabilities that form part of the Authority's debt

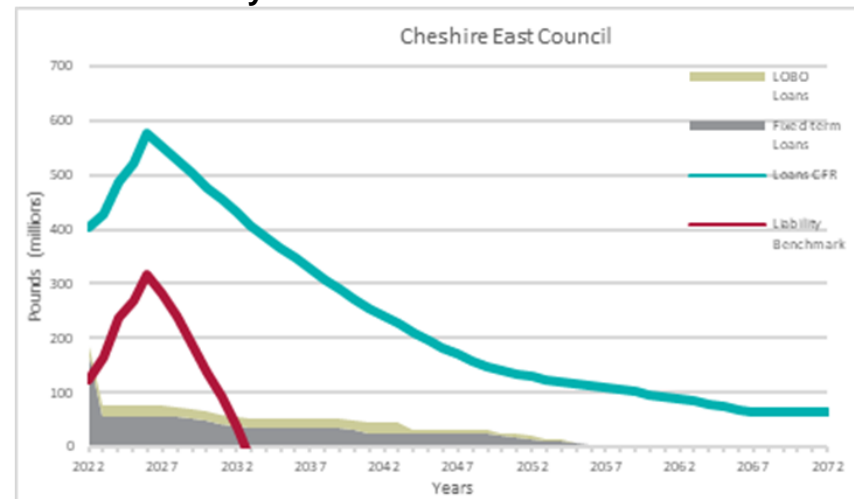
** shows only loans to which the Authority is committed and excludes optional refinancing.

- 1.24 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 1.25 CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation.
- 1.26 Liability Benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £20m at each year-end to maintain a core strategic investment.

Table 2: Liability Benchmark

	31/03/22 Actual £m	31/03/23 Actual £m	31/03/24 Estimate £m	31/03/25 Estimate £m	31/03/26 Estimate £m
Loans CFR	403	448	507	535	584
Less: Usable reserves	(165)	(144)	(119)	(111)	(98)
Less: Working capital	(116)	(80)	(75)	(73)	(71)
Plus: Minimum investments	20	20	20	20	20
Liability Benchmark	142	244	333	371	435

- 1.27 Following on from the medium-term forecasts in table 2 above the long-term liability benchmark assumes minimum revenue provision on new capital expenditure based on a 25 year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in **Chart 1**.

Chart 1: Liability Benchmark Chart

5. Borrowing Strategy

- 1.28 The Authority currently holds loans of £261m, an increase of £80m since 31 March 2022. COVID grants received in advance of payment and in support of potential business rate shortfalls have kept the level of borrowing lower than expected in the previous 2 years. Repayment of unused grants has brought borrowing levels more in line with expectations based on projected capital financing requirement from 2019/20 projections.
- 1.29 The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long term plans change being a secondary objective.

1.30 Despite the recent increases in interest rates and forecasts for further increases, the high levels of liquidity in the markets still allow the Authority to consider it more cost effective to continue with short term borrowing. As the levels of borrowing increase and/or liquidity in the markets reduces then some longer term borrowing may be considered. The cost of short term borrowing in 2022/23 was 1.66%. A full list of temporary borrowings as at 31 March 2023 is shown in **Annex B**.

1.31 LOBO's: The Authority holds £17m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during 2022/23, and in an increasing interest rate environment, it is becoming more likely that the lender may exercise their options. If this happens, the Authority is likely to take the option to repay LOBO loans at no cost although this may lead to slightly higher refinancing costs in the short term.

6. Investment Strategy

1.32 The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. Due to the overriding need for short term borrowing, other than £20m invested strategically in managed funds, the investments are generally short term for liquidity purposes.

1.33 The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

1.34 The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment. Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits also apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund. All potential counterparties are kept under continual review by our treasury advisors and and advisory lower limits than those contained in the strategy are applied.

1.35 Treasury Management income for 2022/23 is £2,020,000 which is higher than the budgeted £890,000. Due to rising interest rates borrowing costs are also higher than budgeted at £5,510,000 compared to budget of £3,800,000.

- The average daily investment balance including managed funds during 2022/23 is £68.6m
- The average annualized interest rate received on in-house investments during 2022/23 is 2.13%
- The average annualized interest rate received on the externally managed funds during 2022/23 is 4.99%

1.36 The Authority's total average interest rate on all investments in 2022/23 is 2.96%. The returns continue to exceed our own performance target of 2.81% (average Base Rate during 2022/23 + 0.50%). We also compare favourably to the Sterling Over Night Interest Average (SONIA) rate which replaced the LIBOR rate in 2021/22.

Table 3 – Interest Rate Comparison

Comparator	Average Rate 2022/23
Cheshire East	2.96%
SONIA	2.24%
Base Rate	2.31%
Target Rate	2.81%

1.37 As the Authority holds a large amount of reserves and working capital, £20m of this has been placed in strategic investments in order to benefit from higher income returns whilst spreading risk across different asset classes.

1.38 The investments are in five different funds which are all designed to give an annual income return between 4% and 5% but which have different underlying levels of volatility. By spreading investments across different types of fund, the intention is to dampen any large fluctuations in the underlying value of the investments.

Table 4 – Strategic Investments

Fund Manager	Asset Class	Invested £m	31/03/23 Value £m
CCLA	Property	7.5	7.5
Aegon	Multi Asset	5.0	4.4
Fidelity	Equity - Global	4.0	4.0
Schroders	Equity - UK	2.5	2.3
M & G	Bonds	1.0	0.8
TOTAL		20.0	19.0

1.39 The value of these investments does vary. During 2022/23 the valuation of all funds has been affected by rising inflation, the effects of the war in Ukraine and low levels of GDP. All funds continue to deliver good levels of income return.

Chart 2 – Current Investments by Counterparty Type

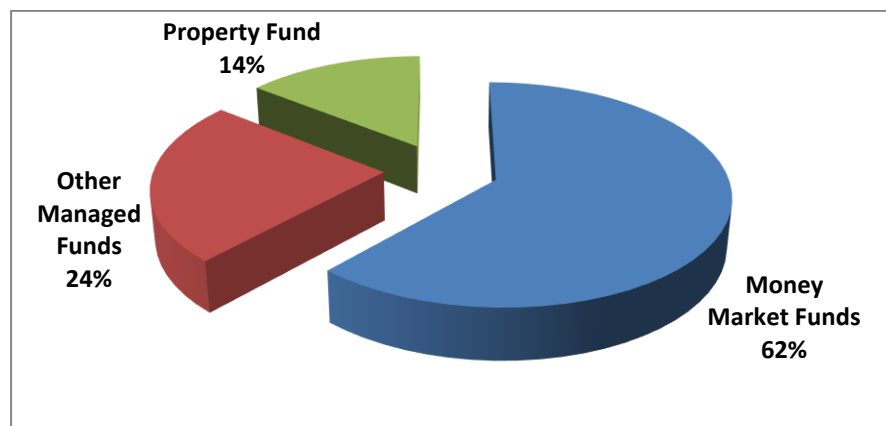


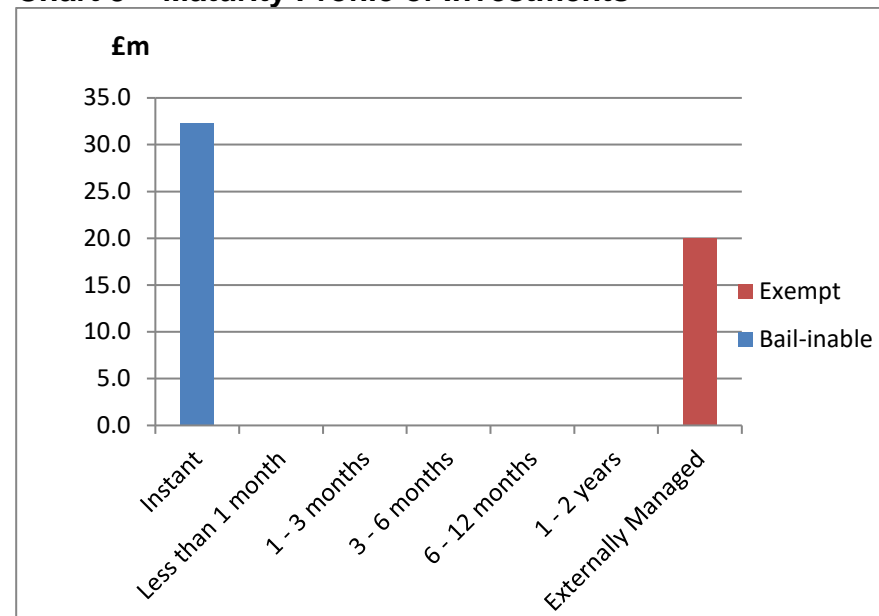
Table 5 – Types of Investments and Interest Rates at 31 March 2023

Instant Access Accounts	Average Rate %	£m
Money Market Funds	4.11	32.3

Externally Managed Funds	£m
Total – see table 4	20.0

Summary of Current Investments	£m
TOTAL	52.3

Chart 3 – Maturity Profile of Investments



Note: Bail-inable means that in the event of default the counterparty may be required to use part of the investments as their own capital in which case the Council would not get back as much as they invested. This would apply with most bank and Building Society investments.

7. Treasury Management Indicators

1.40 The Authority measures and manages its exposures to treasury management risks using the following indicators.

1.41 **Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limit on the one-year revenue impact of a 1% rise in interest rates is:

- 1.42 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. Rates have increased during 2022/23 but some of this was anticipated when setting the budget and Treasury Management Strategy for 2022/23.

Interest Rate Risk Indicator	Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	£462,500
Actual impact in 2022/23 of changes in interest rates compared to budget	(£1,240,000)

- 1.43 **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. Lower limits have been set at 0%. The upper limits on the maturity structure of borrowing and the actual maturity profiles as at 31 March 2023 are:

Refinancing rate risk indicator	Upper Limit	Actual
Under 12 months	70%	70%
12 months and within 24 months	35%	0%
24 months and within 5 years	35%	0%
5 years and within 10 years	75%	11%

Refinancing rate risk indicator	Upper Limit	Actual
10 years and within 20 years	100%	6%
20 years and above	100%	13%

- 1.44 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper limit for loans maturing in under 12 months is relatively high as short term funding has been cheaper than alternatives and will benefit the Authority if rates start to fall in line with expectations in 1 – 2 years time.

- 1.45 **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

Price Risk Indicator	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£25m	£15m	£10m
Actual amounts committed beyond year end	£0m	£0m	£0m

Annex A: Existing Investment & Debt Portfolio Position

	31/03/23 Actual Portfolio £m	31/03/23 Average Rate for the year %
External Borrowing:		
PWLB – Fixed Rate	60	4.53%
Local Authorities	177	1.54%
LOBO Loans	17	4.63%
Other	7	2.46%
Total External Borrowing	261	2.70%
Other Long Term Liabilities:		
PFI	19	-
Total Gross External Debt	280	-
Investments:		
<i>Managed in-house</i>		
Short-term investments:		
Instant Access	32	2.13%
<i>Managed externally</i>		
Property Fund	7.5	4.34%
Multi Asset Fund	5	5.04%
Equity - Global	4	5.41%
Equity - UK	2.5	6.93%
Bonds	1	3.05%
Total Investments	52	4.44%
Net Debt	228	-

Annex B: Current Temporary Borrowing

Lender	Start	Maturity	Rate %	£m
Evergreen Fund (CW LEP)	Call Account		3.99	6.7
Somerset CC	13/03/23	13/04/23	4.20	5.0
Sheffield City Council	14/07/22	14/04/23	1.30	5.0
Erewash BC	10/03/23	14/04/23	4.15	2.0
Teignbridge DC	15/03/23	19/04/23	3.85	3.0
Merthyr Tydfil CBC	20/02/23	20/04/23	4.00	3.0
Middlesbrough Teesside Pension Fund	22/02/23	21/04/23	4.10	5.0
Carmarthenshire CC	16/03/23	21/04/23	4.43	5.0
University of Teeside	22/03/23	24/04/23	4.45	5.0
Local Government Association	26/07/22	26/04/23	1.70	1.5
Local Government Association	26/07/22	26/04/23	1.70	1.5
Mersey Fire & Rescue	30/01/23	28/04/23	3.62	2.0
West Yorkshire Combined Authority	04/08/22	04/05/23	1.25	5.0
Barnsley MBC	20/09/22	05/05/23	1.90	6.0
Mansfield DC	20/03/23	12/05/23	4.44	2.0
West Yorkshire Fire & Rescue	23/08/22	23/05/23	1.80	5.0
West Yorkshire CA - West Yorks Police	24/08/22	24/05/23	1.70	5.0
Blackburn with Darwin BC	27/02/23	30/05/23	4.00	5.0
West Yorkshire Fire & Rescue	09/09/22	09/06/23	1.85	5.0
LB Wandsworth	13/03/23	13/06/23	4.10	5.0
Ribble Valley BC	13/03/23	13/06/23	4.50	2.5
Vale of Glamorgan	20/02/23	15/06/23	3.80	2.5
Liverpool City Region CA	20/03/23	20/06/23	4.55	10.0
Nottinghamshire CC	21/03/23	21/06/23	4.55	5.0
North Hertfordshire DC	27/03/23	27/06/23	4.55	2.0
Norwich City Council	18/01/23	18/07/23	3.87	5.0
Wigan MBC	23/01/23	24/07/23	3.85	5.0
NIHE	29/07/22	28/07/23	1.88	10.0
Rutland County Council	30/01/23	31/07/23	3.80	3.0
West Yorks Comb Auth	03/02/23	03/08/23	3.70	5.0
Hampshire CC	10/02/23	10/08/23	3.85	10.0
Flyde BC	13/02/23	14/08/23	3.85	2.0
South Derbyshire DC	16/02/23	16/08/23	3.80	3.0
Maldon DC	23/11/22	23/08/23	1.80	2.0
East Sussex CC	24/02/23	24/08/23	3.90	5.0
Vale of Glamorgan	23/02/23	15/09/23	4.15	1.5

Lender	Start	Maturity	Rate %	£m
LB Wandsworth	15/03/23	15/09/23	4.35	5.0
South Lanarkshire Council	22/03/23	22/09/23	4.50	5.0
Cambridge & Peterbrough CA	23/01/23	25/09/23	3.90	10.0
Mid Sussex DC	23/03/23	26/09/23	4.30	2.0
West Mids CA	06/02/23	05/02/24	4.00	5.0
TOTAL				183.2

Appendix 9

Investment Strategy

1. Purpose

- 1.1 The purpose of the Investment Strategy is to:
- set out the Council's approach to managing investments
 - establish financial limits for various classifications of investment
 - recognise the role and responsibilities of the Finance Sub Committee and its position as the main conduit through which investment opportunities should be considered
- 1.2 The definition of an **investment** covers all the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.
- 1.3 The Council has a Capital Strategy (prepared in line with the requirements of the Prudential Code); and a Treasury Management Strategy (prepared in line with the requirements of the Treasury Management Code) – relevant disclosures are made within each document.
- 1.4 Consequently, this Investment Strategy is part of a suite of related documents and focuses predominantly

on matters not covered by the Capital Strategy and Treasury Management Strategy.

Statutory Background

- 1.5 On 2 February 2018 the Department for Levelling Up, Housing and Communities (DLUHC) (formerly MHCLG) published updated statutory guidance on capital finance, in respect of Local Government investments and the minimum revenue provision. The guidance may be found at:
<https://assets.publishing.service.gov.uk/>
- 1.6 The guidance was issued to reflect concerns raised by government over patterns of local authority behaviour particularly with respect to the exponential increase in borrowing to invest in commercial properties and other investments where a return was a primary aim. There was concern that local authorities were being exposed to high levels of financial risk through borrowing and investment decisions and that could have a detrimental impact on services if investments did not perform as expected. The requirement to produce this annual Investment Strategy, to be approved by Full Council, was an attempt to recognise this and ensure that Members have sufficient expertise to understand the complex transactions that they have ultimate responsibility for approving.
- 1.7 In the November 2020 Autumn Statement the Chancellor of the Exchequer went further and

effectively prohibited the future purchase of commercial assets primarily for generating yield. Where there are any plans to acquire assets primarily for yield, irrespective of the source of financing for that particular asset, then the Public Works Loan Board (PWLb) would not advance any lending to the Authority. It is clear therefore that yield should be an incidental, rather than the principal factor, in any future decision to acquire an investment asset.

- 1.8 2021 saw regulators continue this direction of travel to strengthen and codify the rules around commercial assets and borrowing for yield. In December 2021 CIPFA issued a revised Prudential Code which placed further limitations on the ability of Local Authorities to borrow and invest.
- 1.9 The new Code incorporated updated and revised content in respect of Authorities not borrowing more than or in advance of their needs purely to profit from the investment of the extra sums borrowed. It strengthened previous guidance that authorities “must not borrow to invest primarily for financial return”. This included any form of borrowing whether it be public or private sector. In addition, it included proportionality as an objective in the Prudential Code; and further provisions were included so that an Authority considered an assessment of risk to levels of resources.

- 1.10 The code is clear to make the distinction between the normal activities that a Council should undertake and those which will expose it to greater risk and uncertainty. Three investment categories have been recognised and they are reflected in this Authority’s definition and presentation of investment information.
- 1.11 It has been the need to diversify and grow revenue income sources to meet growing service pressures and the availability of cheap borrowings that have fuelled the growth in local authority investments. The last year has seen the investment decisions of several local authorities come under scrutiny along with some high-profile failures. These have vindicated the regulators cautionary approach and reinforced to stakeholders that investments come with risk and real consequences when they go wrong.
- 1.12 More than ever members need to ensure that they are fully informed and capable of making decisions on investments particularly in areas that are far removed from normal Council activities and area of expertise.

Introduction

- 1.13 The Authority invests its money for three broad purposes and these are reflected in the revised Prudential Code:
1. because it has surplus cash as a result of its day-to-day activities, for example when income is received

in advance of expenditure (known as **treasury management investments**),

2. to support local public services by lending to or buying shares in other organisations (**service investments**), and
3. to earn investment income (known as **commercial investments** where this is the main purpose).

1.14 Often there may be a crossover of purposes for investments within the Authority. Whilst a return may be a by-product of an investment this is rarely the overriding reason for making or retaining an investment. It will normally be linked to other long term strategic or regeneration factors.

1.15 This Investment Strategy meets the requirements of the statutory guidance issued by DLUHC in February 2018 and focuses on the second and third of the above categories.

2. Investment Indicators

1.16 The Authority has set the following quantitative indicators to allow elected Members and the public to assess the Authority's total risk exposure arising from its investment decisions.

1.17 **Total risk exposure:** The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be

drawn down and guarantees the Authority has issued over third party loans.

Table 1: Total investment exposure in £'000

Total investment exposure	31/03/22 Actual	31/03/23 Actual	31/03/24 Forecast
Treasury management investments	54,300	52,300	40,000
Service investments: Loans	6,733	16,728	16,740
Service investments: Shares	2,610	4,460	4,460
Commercial investments: Property	28,588	24,537	24,537
Commercial Investments: Loans	8,271	3,776	3,776
TOTAL INVESTMENTS	100,502	101,801	89,513
Commitments to lend	2,418	6,097	6,097
TOTAL EXPOSURE	102,920	107,898	95,610

1.18 The Council has total investments exposure estimated at £107.9m at March 2023 (£55.6m excluding treasury management), of which £24.5m relates to property investment backed by physical assets with an income stream and alternative use. Other investments are loans for economic development purposes; and due to their nature they are not a material element of our budgeting for interest income within the MTFS.

1.19 **How investments are funded:** Currently the Authority's investments are largely funded by usable reserves and income received in advance of expenditure. Prudential borrowing is being used in

limited circumstances and performance is closely monitored.

Table 2: Investments funded by borrowing in £'000

Investments funded by borrowing	31/03/22 Actual	31/03/23 Actual	31/03/24 Forecast
Treasury management investments	0	0	0
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	21,517	20,089	19,353
Commercial Investments: Loans	8,000	3,776	3,776
TOTAL FUNDED BY BORROWING	29,517	23,865	23,129

- 1.20 **Rate of return received:** In part this indicator shows, for Treasury Management and Commercial Property investments, the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the nature of the local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 3: Investment rate of return (net of all costs)

Investments net rate of return	2021/22 Actual	2022/23 Actual	2023/24 Forecast
Treasury management investments	2.13%	2.96%	4.60%
Service investments: Loans (see 1.21 below)	-3.00%	-6.52%	0.25%

Investments net rate of return	2021/22 Actual	2022/23 Actual	2023/24 Forecast
Service investments: Shares (see 1.22 below)	NIL*	NIL*	NIL*
Commercial investments: Property	2.95%	3.16%	3.20%
Commercial Investments: Loans	3.20%	3.16%	3.13%

- 1.21 The return for Service Investments: Loans is not a true return but is instead based largely on the % fluctuation in the underlying value of the new assets within the Life Science Fund. As such they do not reflect actual cashflows. If Life Science was excluded the 2022/23 forecast figure was 5.34% - after excluding noninterest bearing loans.
- 1.22 Historically we have shown the % movement in the carrying value of our shareholding in Alderley Park Holdings Limited as a return within the category Service Investments: Shares. However, this is not a real return or cashflow. Typically, a return on a share would be based upon the dividend yield and there have been no dividends paid. Therefore, this has now been shown as Nil. There has been a significant upward revaluation of property assets at Alderley Park which has impacted the underlying asset value that we show in Table 5. We will continue to monitor, but the asset value remains more than the Authority paid for the shares.
- 1.23 The major assets included within Commercial Investments: Properties, representing over 90% of the

value in that classification, are two commercial retail properties in Crewe. Whilst we will see fluctuations year-on-year given the pressures on 'bricks and mortar retail', the Council will only experience an impact on its Revenue Account if a site becomes vacant for a prolonged period or is subject to a (lower) rent review.

- 1.24 From the perspective of the Council one of the tenants affected is a home improvements retailer and the second is a national supermarket retailer. Both have thus far weathered the local economic effects of the past three years though we have experienced further reductions in asset value in this financial year.
- 1.25 Much of the investment returns for Commercial Investments relates to rent on these two assets. Rental income on both has held up during the year. Overall returns are affected by the fact that returns for one of the sites is reduced by the costs required to repay borrowing costs. Additionally, across other properties occupancy and rents received appear to be recovering from the falls seen during Covid-19 though associated costs have risen. These are under review.
- 1.26 The Commercial investments: Loans are at the expected level of return given the rates in place when they were established.

3. Treasury Management Investments

- 1.27 The Authority typically receives its income, such as taxes and grants, before it pays for expenditure such as

through payroll and invoices. It also holds reserves for future expenditure and collects local taxes on behalf of Central Government. These activities, plus the timing of borrowing decisions, can lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy.

- 1.28 The Constitution of the Authority delegates the power to manage and make Treasury Management Investments to the Section 151 Officer via the Treasury Management Strategy.
- 1.29 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 1.30 **Further details:** Full details of the Authority's policies and plans for 2023/24 for treasury management investments are covered in the separate Treasury Management Strategy (**Appendix 8**).

4. Service Investments: Loans

- 1.31 **Contribution:** The Council lends money to other organisations to support local public services and stimulate economic growth. These are shown below in Table 4.
- 1.32 The Council has participated in a European Regional Development Fund project and has received £10m in

grant funding which has been provided to Cheshire and Warrington Development Partnership in the form of a loan to allow development lending across the sub region. This is non-interest bearing for the Council.

- 1.33 Interest bearing loans have been provided to Everybody Health & Leisure Trust (Everybody) for the purpose of investing in new equipment, with the aim of increasing the usage of leisure facilities and improving the health of residents. These are included within the Local Charities category.
- 1.34 In March 2013, Astra Zeneca announced it was relocating its R&D function from Alderley Park to Cambridge. To retain the expertise in the region and to stimulate local economic growth the Council has invested in Alderley Park Holdings Ltd by way of equity investment and interest free loan. The loan was an integral component of the 10% equity stake and therefore needs to be viewed in conjunction with the equity investment.
- 1.35 In addition, the Council has committed to investing £5m (and has lent £4.9m as at March 2023) in the Greater Manchester & Cheshire Life Science Fund, a venture capital fund investing in a range of life science businesses. Partners in the Fund include the Greater Manchester Combined Authority, Cheshire & Warrington Local Enterprise Partnership and Alderley Park Holdings Ltd. The Fund has a regional focus and

seeks to target companies looking to re-locate a material part of their business within the Greater Manchester and Cheshire & Warrington areas, which includes Alderley Park where the Fund is based.

- 1.36 The nature of the loans is that they do not attract an interest rate and returns are dependent upon the success of individual investments made by the Fund. The GM Life Science Fund is “revalued” on an annual basis based upon the net asset valuation of the Fund and this can lead to short term fluctuations in the notional returns of this loan category. It should be noted that whilst the investment in the Life Science Fund is high risk it is also long-term in nature, so year-by-year fluctuations are to be expected but gains or losses will only crystallize when funds are extracted. The Authority has decided against committing new funds to a follow up fund for the time being.
- 1.37 Only the Everybody loans are interest bearing and are reflected in the “Local Charities” category. These are accrued at a rate of Bank of England base rate plus 4%.
- 1.38 The Council may consider making further Service Investment Loans in 2023/24, subject to business cases and where the balance of security, liquidity and yield have been considered as part of robust risk assessment.

- 1.39 **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as per Table 4.

Table 4: Loans for service purposes in £'000

Category of borrower	31/03/22 Actual £000	31/03/23 Actual £000	31/03/23 Actual £000	31/03/23 Actual £000	2023/24 £000
		Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0	0	0	0	2,000
Suppliers	23	24	1	23	500
Local businesses	6,043	16,447	70	16,377	30,000
Local charities	515	257	36	221	2,500
TOTAL	6,581	16,728	107	16,621	35,000

- 1.40 Accounting standards require the Authority to set aside loss allowances for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's Statement of Accounts are shown net of this loss allowance. The loss allowance figure does not necessarily reflect our anticipation or expectation that

loans will need to be written down. Rather, the allowance represents a prudent accounting treatment required by CIPFA guidance. The Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

- 1.41 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding service loans. Each application for a loan requires completion of a business case. This is followed by a process of due diligence taking into account creditworthiness and financial standing and the Council's corporate objectives. External advisors are used where appropriate, dependent on materiality and scope of the loan arrangement. Each application is considered on a case by case basis.
- 1.42 As Accountable Body for the Cheshire & Warrington Local Enterprise Partnership, the Council is also contracting party to loans provided to organisations from the Growing Places Fund. This £12m Fund was established with Government grants and is "owned" by the Local Enterprise Partnership; consequently, these investments are not made using Cheshire East's resources and are not reflected in the table above, as regards investments made, or affecting upper limits of lending.

5. Service Investments: Shares

- 1.43 **Contribution:** The Council invests in the shares of its subsidiaries and local businesses to support local public services and stimulate local economic growth.
- 1.44 As noted above, the Authority has invested in Alderley Park Holdings Limited to maintain and stimulate this key strategic industry of life sciences within the Borough. Cheshire East is a 10% shareholder in Alderley Park and has invested in the development of the site along with Bruntwood (51% shareholder) and Manchester Science Partnerships (39% shareholder).
- 1.45 This should be seen as a long-term strategic investment. There have been no dividend returns and any changes in % returns have been based upon the change in value of our share of the underlying assets which will fluctuate as the site continues its transition from a single user to a multiuser campus. In contrast with what we have seen of the commercial property sector elsewhere, the internal valuation of our stake has risen over the year (i.e. increase in our share of the net asset value). This highlights the fluctuating nature of this valuation. The following observations should be noted:
- 1.46 The valuation (see Table 5) remains greater than the purchase price and the underlying assets at Alderley Park have strengthened, with a pipeline of future investments in place. We expect valuations to improve in the future.
- 1.47 The movement in value largely arises from accounting transactions/ re-valuations. A gain or loss to the Council's Revenue and Capital Receipts accounts would only crystallise in the event of divesting our equity stake. This is not currently under consideration. As it is a long-term strategic asset there is ample time for the sector to grow.
- 1.48 The Council also has shares in its subsidiary, wholly owned companies. However, they are of nominal value, and the share values are not considered material in the context of this Investment Strategy.
- 1.49 As reflected in this strategy a key objective of future investments will be to generate a return to benefit the Council's Revenue Account. However, the Council may consider acquiring shares in companies if there is a compelling business case demonstrating strong potential for growth in capital value.
- 1.50 **Security:** One of the risks of investing in shares is that they fall in value, meaning that the initial outlay may not be recovered. To limit this risk, upper limits on the sum invested in each category of shares have been set.

Table 5: Shares held for service purposes in £'000

Category of company	31/03/22 actual £000	31/03/23 actual £000	31/03/23 actual £000	31/03/23 actual £000	2023/24 £000
	Value in accounts	Amounts invested	Total Gains/ (Losses)	Value in accounts	Approved Limit (at cost)
Local businesses	2,610	1,070	3,390	4,460	10,000
TOTAL	2,610	1,070	3,390	4,460	10,000

1.51 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding shares by: assessing the proposition, taking into consideration the market (the nature and level of competition, how the market/ customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements); using external advisors, where specialist knowledge/ intelligence is required in each case; and being part of the entities' governance arrangements, having a seat on the Board, and receiving and analysing information on financial and operational performance against plan, and updated business plans, on a regular basis.

1.52 **Liquidity:** With regard to the existing equity stake in Alderley Park, it was deemed to be a long-term investment, supporting a business and site development plan through to at least 2025. As described above, regular monitoring and receipt of updated business plans will help to inform

considerations with regards to the selling of shares; and it is important to note, as a minority shareholder in Alderley Park, that shares must first be offered to other shareholders in those private enterprises (and consequently the prospects for disposing of shares should be seen as good, as evidenced by the sale of shares in Manchester Science Partnerships in 2019).

1.53 In the event of considering whether to make further Service Investments via shares, the Council will consider maximum investment periods on a case-by-case basis, taking into consideration the prospects for funds being accessible when required (e.g. to repay borrowing; or for other capital financing purposes) by making an assessment of liquidity, given the nature of the proposed investment (e.g. the type of organisation; the market in which it operates).

1.54 **Non-specified Investments:** Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the Government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

6. Commercial Investments: Property

- 1.55 For the purpose of this Strategy, it should be noted that DLUHC defines property to be an investment if it is held primarily or partially to generate a profit. To comply with accounting classifications, the Authority includes several assets in Table 6 that might otherwise be excluded as they are not being held to primarily generate a yield or return.
- 1.56 Central government continues to express concern over the level of commercial investments held by local authorities and the risk that this presents if an authority becomes over exposed. Real world examples are now emerging where this eventuality has come to pass. Changes to the Prudential Code have reinforced opposition to investment in commercial property.
- 1.57 The government has effectively regulated against the purchase of commercial assets primarily for generating yield. Consequently, there have been no new commercial properties acquired in the year and any future investments will be aligned to normal Council service provision. Whilst this limits the Authority's ability to invest in commercial property for investment purposes, it is recognised that regeneration is a necessary factor which could result in legitimate purchases of such property. Careful attention will need to ensure that yield is an incidental factor in any future decision to invest in a commercial property investment.
- 1.58 **Contribution:** The Council invests in local commercial property and land, for a number of reasons. The intention of making a profit that will be spent on local public services is largely a by-product and is not the primary reason.
- 1.59 Historically, the most significant commercial investment acquired by the Authority is land and buildings on the North and East side of Weston Road in Crewe, purchased in April 2019. This accounts for 77% of the net book value in the accounts in this particular asset classification.
- 1.60 We have revisited the historic purchase costs of the assets included in the categories below. For those that were inherited by Cheshire East Council we have used the valuation at 2009/10. This is to allow for a simple calculation of yield.
- 1.61 The value of properties is updated annually. The most recent valuation is from March 2023 and reflect the period post COVID-19 and the impact of government fiscal and macroeconomic policy along with the rises in inflation and interest rates. In the year to March 2021 we noted that the value of retail property held up whilst that of industrial units and enterprise centres was valued downwards. The year to March 2022 saw retail values continue to grow and the other categories made modest gains. 2023 has seen a significant reversal of

these gains and every category saw falls in valuation. The most significant correction has come with retail property, and this category is now valued at less than purchase cost. Overall the valuation of Commercial Investments: Property fell by 15% year on year. The valuation is so recent that analysis is still being undertaken to consider mitigations required.

Table 6: Property held for investment purposes in £'000

Property	Actual	31/03/22 actual		31/03/23 actual	
	Purchase cost	Gains or (losses) in-year	Value in accounts (includes gains/ (losses) to date	Gains or (losses)	Value in accounts
Industrial Units	1,492	11	1,740	(122)	1,618
Enterprise Centres	245	20	340	(15)	325
Retail	23,300	371	25,975	(3,887)	22,088
Office	240	*-	533	(27)	506
Total	25,277	402	28,588	(4,051)	24,537

- 1.62 **Security:** In accordance with Government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs. At the present time one class of property is valued at less than the historic cost. However, this is currently offset

by historic gains on other property and therefore the view of the Authority is that the asset affected is being held for long term benefits and that there is no change in this outlook. This will continue to be monitored through the year.

- 1.63 **Where value in accounts is at or above purchase cost:** A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets continue to provide overall security for capital investment. Further Investment Strategy documents will be prepared during the year. Should the 2022/23 year end accounts preparation and audit process identify further risks, then an updated Investment Strategy will be presented to Full Council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.
- 1.64 **Where value in accounts is below purchase cost:** The fair value of the Authority's investment property portfolio is no longer sufficient to provide security against loss, and the Authority is therefore taking mitigating actions to protect the capital invested. These actions include annually reviewing the Commercial Properties portfolio; and where the fair value is below the original purchase price alternative actions are considered (e.g. changing the use of the asset to earn additional investment income; refurbishing the asset to make it more attractive to the market; or re-purposing

the asset for use by the Council as an operational property where services to the public will be provided from). If no alternative service uses are considered viable it will be classed as surplus to requirements and steps will be taken to market the asset for sale to realise a capital receipt. It is the Authority's view that the asset that has seen a significant reduction in value remains a strong, core asset in a prime location with scope to recover. The rental income received continues to fund borrowing costs and MRP provisions.

1.65 **Risk assessment:** The Authority assesses the risk of loss before acquiring and whilst holding property investments by:

- Before entering into any commercial property investment the Authority assesses the local market conditions, by establishing the supply and demand of the need for a certain type of commercial property investment, what competition currently exists locally, nationally and globally dependent on the type of activity that will take place in the asset (for example retail units, industrial units or residential properties). These decisions are made alongside the expertise, knowledge and market evidence collected from our Economic Development Service.
- The Authority also ensures that when setting rental income on the assets a cost of use and sensitivity analysis is completed, to future proof the running and maintenance costs of the assets so that rents are set at a level where they are competitive in the

local market but will also ensure that the income will provide that additional financial security.

- Whilst holding the commercial properties we continually review market prices, look out for changes in the market, and assess the competition.
- The Authority constantly monitors any changes in the political environments, locally, nationally and globally to assess any potential impact on the local rental markets.

1.66 Future investments would be considered in the first instance by the Section 151 Officer supported by other officers. Any final decision would be made by the Finance Sub Committee. Should any investments be identified then the Section 151 Officer can initiate steps to move funds into the main Capital Programme.

1.67 This Investment Strategy acknowledges that with the introduction of the committee system the role of the Finance Sub Committee is the body that has the role to consider future investments and make recommendations to Council for ultimate approval of individual investments.

1.68 No new investments are currently anticipated. However, given that significant commercial retail property has been purchased more emphasis will need to be given towards the category of any future investment to ensure that the portfolio is diversified and not overly reliant upon a single sector.

- 1.69 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority constantly monitors the use of all assets and where there is a market for a particular asset or asset type will look into realising the capital receipt on those assets if it outweighs the long-term benefits of holding the asset for a potential rental stream.

7. Commercial Investments: Loans

- 1.70 **Contribution:** The Authority has worked alongside Cheshire West and Chester Council and Warrington Borough Council to each provide the Cheshire & Warrington Local Enterprise Partnership (LEP) with a £10m loan facility to be used to invest in economic development schemes across the Enterprise Zones in the sub-region. The existing Strategic Capital Projects budget has been utilised for this purpose.
- 1.71 The first loans totalling £8m in respect of Alderley Park Glasshouse and Blocks 22-24 were made in December 2020. The purpose is to stimulate economic development, and payback of the loans will be achieved from business rates retained by the LEP under Enterprise Zone regulations. The loan in respect

of Blocks 22-24 was repaid in July 2022. Whilst the facility is still available there are no imminent plans to draw down further amounts.

Table 7: Loans for Commercial Purposes in £'000

Category of borrower	31/03/22 Actual	As at 31/03/22 Actual			2022/23
		Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Partner Organisations	7,903	3,776	183	3,593	20,000
TOTAL	7,903	3,776	183	3,593	20,000

- 1.72 When considering making commercial investment loans, there will always be a Council policy-related objective (e.g. regeneration or economic development) in addition to the objective of financial benefit (yield) to the Council's Revenue Account (i.e. interest received) being greater than the costs to the Revenue Account (e.g. debt financing).
- 1.73 In considering commercial loan investment opportunities, the Council will adopt a prudent approach, with two underlying objectives:
- **Security** – protecting the capital sum invested from loss

- **Liquidity** – ensuring the funds invested are available when needed

- 1.74 **Risk assessment:** The Authority assesses the risk of loss before entering into commercial loans with a thorough due diligence process by: assessing the proposition, taking into consideration the market (the nature and level of competition, how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements); using external advisors, where specialist knowledge/intelligence is required in each case; and receiving and analysing information on financial and operational performance against plan, and updated business plans, on a regular basis.
- 1.75 Each application for a loan will require completion of a business case. Each loan application is considered on a case by case basis. For commercial loans, the intent is that they will be approved in line with those rules being developed in accordance with Section 10 below. Currently, the approval route will be based upon the source of the funding identified for the Loan.

8. Loan Commitments and Financial Guarantees

- 1.76 As Accountable Body for the Cheshire & Warrington Local Enterprise Partnership, the Council is acting as

Entrusted Entity to a £20m European Regional Development Fund (ERDF)-supported 'Evergreen' Development Fund, which has issued loans to third parties from its first £10m drawdown of funding. The Council, as contracting party, provides guarantees in respect of the amounts provided through ERDF.

- 1.77 The Fund is designed to provide loan finance to specific projects across Cheshire and will not generate a return for the Authority. The balances are included this year within Service Investments: Loans (see Table 4 above). The workings of the fund are subject to detailed scrutiny and are managed by a firm of experienced fund managers with a strong track record of providing loans that minimise the risk of default. The Council, as contracting party, will provide guarantees in respect of the amounts provided through ERDF though this will be offset by the professional indemnity insurance held by the fund manager.

9. Proportionality

- 1.78 A major concern for external governing bodies is the extent to which Authorities are dependent upon investment income to fund services. Proportionality will form a key component of the proposed new Prudential Code.
- 1.79 The Authority is not materially dependent on return-generating investment activity to achieve a balanced

revenue budget, in respect of Place Services. Within the Authority the proportion is consistently below 2.5% and is deemed immaterial. Such is the low proportion that it represents, should it fail to achieve the expected net return, the Authority's contingency plans for continuing to provide these services include effective budget management and tight cost control.

10. Borrowing in Advance of Need

- 1.80 Government guidance is that local authorities must not borrow more than, or in advance of their needs purely to profit from the investment of the extra sums borrowed. The Authority follows this guidance. Investments are made to meet the strategic needs of the Authority, its residents and local businesses.

11. Capacity, Skills and Culture

- 1.81 **Elected members and statutory officers:** Adequate steps are taken to ensure that those elected Members and statutory officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to: 1. take informed decisions as to whether to enter into a specific investment; 2. to consider individual assessments in the context of the strategic objectives and risk profile of the local authority; and 3. to enable them to understand how the quantum of these decisions have changed the overall risk exposure of the local authority.

- 1.82 The Finance Sub Committee comprised of Members, supported by officers and where necessary, external advisors, provides oversight of the Investment Strategy and acts on recommendations from officers that consider opportunities to enhance the Revenue and Capital Budgets of the Council through strategic investments, whether that involves using capital/cash resources or borrowing and lending powers.
- 1.83 The Authority continues to identify best practice from across the sector and will incorporate this into the evolving Investment Strategy.
- 1.84 It is recognised that in order to support decision making there will be a need to engage external advisors from time to time. The Authority has appointed Arlingclose Ltd as treasury management advisors and receives specific advice on investment, debt and capital finance issues. Other consultants, such as property consultants, are engaged as required.
- 1.85 **Commercial deals:** Steps have been taken to ensure that those negotiating and reporting commercial deals are aware of the core principles of the prudential framework and of the regulatory regime within which local authorities operate. A team of officers from Place, Finance, Legal, and Procurement are responsible for ensuring that the framework is followed. Where

appropriate staff are provided with additional training and up to date skills via CIPFA and other providers.

- 1.86 **Corporate governance:** Corporate governance arrangements have been put in place to ensure accountability, responsibility and authority for decision

making on investment activities within the context of the Council's corporate values and Constitution.

- 1.87 The requirement to produce an Investment Strategy, approved annually by Full Council is a key component of the corporate governance framework.

12. Glossary of Terms

Investment covers all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.

For the avoidance of doubt, the definition of an investment also covers loans made by a local authority to one of its wholly owned companies or associates, to a joint venture, or to a third party. The term does not include *pension funds* or *trust fund investments*, which are subject to separate regulatory regimes and therefore are not covered by this guidance.

A **credit rating agency** is one of the following three companies: Standard and Poor's, Moody's Investors Service Ltd and Fitch Ratings Ltd.

A **loan** is a written or oral agreement where a local authority temporarily transfers cash to a third party, joint venture, subsidiary or associate who promises to return it according to the terms of the agreement, normally with interest. This definition does not include a loan to another local authority, which is classified as a specified investment.

Specified Investments

An investment is a specified investment if all of the following apply:

- The investment is denominated in sterling and any payments or repayments in the respect of the investment are payable only in sterling
- The investment is not a long-term investment (the local authority has contractual right to repayment within 12 months, either because that is the expiry term of the investment or through a non-conditional option)
- The making of the investment is not defined as capital expenditure by virtue of Regulation 25(1)(d) of the *Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [as amended]*
- The investment is made with a body or in an investment scheme described as high quality; or with one of the following bodies:
 - i. The United Kingdom Government;
 - ii. A local authority in England or Wales (as defined in section 23 of *the 2003 Act*) or a similar body in Scotland or Northern Ireland; or
 - iii. A parish council or community council
- should define high credit quality (definition incorporates ratings provided by credit rating agencies)

The **Treasury Management Code** means the statutory code of practice issued by CIPFA: "*Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, 2017 Edition*".

The **Prudential Code** means the statutory code of practice, issued by CIPFA: "*The Prudential Code for Capital Finance in Local Authorities, 2021 Edition*".

The **Capital Strategy** is the strategy required by the updates to the Prudential Code and Treasury Management Code.

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.

OFFICIAL

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
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.

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
	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.

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
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

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
							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

Corporate Policy Committee

Date of Meeting:	11 July 2023
Report Title:	Office Estate Rationalisation - WorkplaCE
Report of:	Alex Thompson, Director of Finances and Customer Services
Report Reference No:	CP/1/23-24
Ward(s) Affected:	All Wards in the Borough

1. Purpose of Report

- 1.1.** This report sets out the approach to optimising the Council's workplaces and reviewing the size of the useable office estate. The approach has been developed to date by listening to staff, champions and employee networks as well as taking on board positive lessons learnt over the last three years, particularly where working practice has been impacted by the pandemic.
- 1.2.** The recommendations of this report will support the design of a modern workplace that supports fairness, accessibility and productivity. This approach will implement the approved budget item [No. 68] "Office Estate Rationalisation" within the Medium-Term Financial Strategy. The approach also contributes to the strategic aims and objectives set out in the Council's Corporate Plan 2021-25, by:
- 1.3.** Supporting a sustainable financial future for the council, through service development, improvement and transformation.
- 1.4.** Reducing our impact on our environment.
- 1.5.** To be carbon neutral by 2025.

2. Executive Summary

- 2.1** Transforming the Council's estate had been a feature of the Council's workplace strategies prior to the pandemic. Improved ICT, including mobile technology, enhanced a hybrid way of working that supports efficient use of Council office space. The pandemic forced an acceleration of homeworking, using new technology, to protect the health and wellbeing of customers and staff. During that period from 2020 to 2022 the Council has gained a greater understanding of alternative ways of working.
- 2.2** Hybrid working mixes an office workplace with home working and has become an established way of working for most council staff since the pandemic. How we utilise our corporate offices has been under continual review, both pre and post pandemic, which evidenced under-utilisation of the available workspace even prior to 2020. The current way of working has increased this under-utilisation, which has enabled the Estates Transformation Programme, now called the WorkplaCE Project, to be accelerated.

The Medium-Term Financial Strategy 2023 to 2027 included a proposal for:

"Rationalisation of the Council's office space buildings to reflect increased hybrid working, and to secure reduction of business rates and holding costs. Also targeting additional Carbon benefits in retained buildings. Key assets in the North and South of the borough will be retained and invested in to provide modern workplaces for staff, Members and stakeholders. Consultation will also consider the option to relocate Macclesfield Library to the nearby Town Hall. Surplus assets will be considered for alternative use to generate income through rental or a capital receipt" (MTFS– approved February 2023)

- 2.3** A review of office accommodation presents further opportunities to increase achievement of the Council's Environment Strategy. The strategy targets carbon reduction through improvements in our buildings and our approach to transport. Whilst a significant amount of work has already been undertaken to reduce carbon within our buildings, the under-utilisation of office space makes buildings highly inefficient. This is also important when considering the large increases in energy costs caused by inflation, improved management of under-utilised space will help to reduce both carbon and cost.
- 2.4** The approach to "provide modern workplaces for staff, Members and stakeholders" has continued via needs assessment and building relationships with partners. The assessment identified that there is no 'one size fits all' solution for services to meet the demands of our customers. But that a reduction in office space is clearly appropriate. There may be future options for incorporating partners within our corporate estate, although it is essential that we are certain the Council's requirements are met.
- 2.5** The needs assessed data determined a total requirement of 10,176 m² for Council staff in corporate offices. This was compared to an estate provision of 21,000 m² across five main offices located across Macclesfield, Middlewich, Sandbach and Crewe. The options appraisal considered what could be an

appropriate mix of accommodation, whilst maintaining a presence at either end of the Borough (Macclesfield and Crewe) in accordance with the MTFS.

- 2.6** Decisions to date have included the closure of Cledford House (Middlewich), where staff relocation is currently underway; and the re-purposing of offices at the Municipal Buildings (Crewe) to make way for the Technical and Digital Innovation Centre (TADIC) - approved by the Economy and Growth Committee in March 2023. This reduces the available office space by 5,102 m².
- 2.7** Further assessment also considered the most appropriate location for corporate offices based on reducing travel, space availability within buildings as well as providing access to facilities and accessibility for customers. The data supported a presence being required in the north and the south within the borough's largest towns, supporting regeneration.
- 2.8** A feasibility study is being considered regarding the relocation of Macclesfield Library to the nearby Town Hall. However, there is much to do before this could be presented for decision. Estate rationalisation related to the Town Hall should therefore ensure changes to the building allow for future proofing. This approach can enable this work to take place, should the Council wish to do so at a later date. This future proofing could include a short-term lease of available, vacant, space.
- 2.9** Further decisions on office accommodation require additional consultation. This report articulates an option to reduce the estate and the implications to; enhance the residual estate; review staff terms and conditions to ensure they are fit for purpose for the current ways of working; and review IT equipment to access the future ambitions of the workplace project.

3. Recommendations

- 3.1.** Note the findings from the needs assessment and the emerging options to support the WorkplaCE Project.
- 3.2.** Note the MTFS requirement for overall financial savings as set out within Proposal 68 Office Estate Rationalisation (MTFS February 2023).
- 3.3.** Note the baseline data identifying the required office space to support the WorkplaCE Project and therefore the anticipated footprint for the council in the future.
- 3.4.** Based on the findings of the needs assessment Committee approves progressing consultation with trade unions, employees, third parties and members by the Head of HR and the Head of Democratic Services on an option to close Westfield Offices Sandbach and, in that event, relocate staff within other areas of the corporate estate subject to consultation.
- 3.5** Delegates authority to the Head of Estates to market test and conduct consultation and feasibility studies in relation to surplus facilities, subject to the following requirements:

- 3.5.1 Options must achieve financial benefits over an appropriate period to help cover the costs of the office rationalisation project.
- 3.5.2 Options must achieve best value from such assets.
- 3.5.3 Options must be reported to the Economy and Growth Committee for approval prior to implementation.
- 3.6 Approve the Principles attached at Appendix 2 and agrees that the Chief Executive, will implement changes to working practices, HR Policies, and the Employee Handbook, subject to consultation and engagement with employees and third parties.
- 3.7 Note that feasibility work on the option to relocate Macclesfield Library to the nearby Town Hall will continue and be subject to further reporting to the Economy and Growth Committee prior to consultation.
- 3.8 Delegates authority to the Head of Estates to provide flexibility in the workplace design at Macclesfield Town Hall offices that could effectively accommodate appropriate space for the library if necessary.
- 3.9 Note the ongoing partnership working with the NHS to provide joint accommodation that supports integrated working.

4 Reasons for Recommendations

- 4.1 The Corporate Policy Committee has responsibility, within the Constitution, to determine key cross-cutting policies and key plans that impact on more than one service committee.
- 4.2 The recommendations set out in paragraphs 3.1 to 3.9 provide a way to ensure a consistent approach is taken to office rationalisation that achieves the requirements set out in the MTFS. The approach will be supported with the appropriate policies to ensure staff and members are treated fairly.
- 4.3 Recommendations within this report will support further decision making to provide a clear identification of the corporate offices that will be retained and invested in. Investment will exist both in terms of ICT and infrastructure but also any further energy efficient improvements to reduce the ongoing running costs.
- 4.4 Delegating authority to the Head of HR and Head of Democratic Services will enable a full period of consultation with potentially affected staff and members that can support further decision making on rationalisation of the office estate.
- 4.5 Delegating authority to the Head of Estates Place will test the market to help achieve best value from the residual estate and to clarify the final business case

for the costs of rationalisation and to provide potential further benefits to the MTFS.

- 4.6** The recommendations outlined, reinforce the councils aims as set out in paragraphs 3.1 to 3.9 of this report.

5 Other Options Considered

Option	Impact	Risk
Do nothing	High	The MTFS would be adversely impacted by continuing to maintain offices with a much-reduced workforce operating in these assets where energy prices are increasing substantially. The investment in new ICT (Laptops) would not present value for money and the reputational risk to the council would be significantly impacted as retaining underutilised assets such as these would have a damaging effect on the environment and impact the ability to be carbon neutral by 2025.

6 Background

- 6.1** Even before the impact of the Covid pandemic we had acknowledged that the corporate estate was not fully utilised, with office space occupied on at an average of 50% capacity on a regular basis. Internal meetings were primarily face to face and often in several locations across the borough and beyond, which necessitated a high level of travel. These practices are not sustainable for a modern council with a diverse workforce delivering a range of council services committed to being carbon neutral by 2025.
- 6.2** The global pandemic accelerated the opportunity to embrace new ways of working through enforced home working for staff and services not directly reacting to and supporting the Covid response. Investment in ICT and infrastructure has enabled home working and hybrid working on a scale not previously envisaged. The findings show that embracing our Digital Strategy, and the increase in virtual meetings, supports a material reduction in the need for staff to attend corporate offices – with an average utilisation rate of around 25%. Services continue to deliver from locations outside of the main corporate offices, although they will retain and need some access to workspace in these locations for collaboration and face to face meetings periodically in the future.
- 6.3** The Council has actively recognised its requirements for accommodation are changing and has already developed and approved plans for Cledford House, Middlewich and Municipal Building offices, Crewe. These proposals will see these assets being repurposed for SEN provision and to create a Technical and Digital Innovation Centre (TADIC) respectively. These will access available government funding to improve services to residents and generate employment opportunities in the Borough.

- 6.4** Elected members of the Council, and our key stakeholders and partners have adapted to new ways of working with many meetings being conducted via Teams to enhance flexibility and reduce carbon intensive travel.
- 6.5** There remains a requirement for face-to-face meetings, for committees and full council, as well as the social and operational benefits of retaining such interaction. A needs assessment for Members has been carried out with Democratic Services to ensure that future workplace options can support Members in carrying out their role with the requisite ICT and meeting space.
- 6.6** The needs assessment undertaken with Heads of Services, provided a forward-looking breakdown of worker styles by location and gives a pen picture of the demand for workspace and meeting spaces within the borough. This information provided by services enabled the project team to map the required footprint for the Council to provide the necessary environment and equipment to work within. Appendix 1 sets out this information from the assessment in more detail.
- 6.7** Informed assumptions have been used to identify the overall corporate office space needed in the future. We are using a calculated average m² per person for bookable workspace alongside a requirement for collaboration space, meeting spaces and breakout space. The quality of breakout space was informed by 'Spring Back' events that the Council carried out with staff to increase the learning about improving the workplace.
- 6.8** Table 1 shows the available workspace within each corporate office. The table also shows that the single use of such offices for staff accommodation presents only one option to achieve the needs assessed demand of 10,176m². This leads to an option for consultation although flexibility of the entire estate can be taken into consideration when making a final decision.

Table 1: Office Accommodation by m²

Options	Asset(s) in scope	GIAm ² Available	Variance on GIAm ²
1	Macclesfield TH & Delamere	11,831	1,655
2	Delamere & Westfields	10,205	29
3	Macclesfield TH & Westfields	9,760	-416
4	Delamere & Municipal	8,030	-2,146
5	Macclesfield TH & Municipal	7,585	-2,591
6	Delamere only	6,138	-4,038
7	Westfields & Municipal	5,959	-4,217
8	Macclesfield TH only	5,693	-4,483
9	Westfields only	4,067	-6,109
10	Municipal only	1,892	-8,284

- 6.9** The policy direction is to retain accommodation in the North and South of the borough, whilst reducing overall costs. Consultation must take place in advance of any further decision making to ensure views of potentially affected staff are taken into consideration.
- 6.10** The results of the consultation will be presented to the Committee along with further analysis to support the committee in making decisions that can achieve the requirements of the MTFS.
- 6.11** Council employees and members work across a highly varied buildings estate which includes libraries, children and adult's day centres, depots and offices. The learning from the assessment impacts on all workplaces, but changes to the size of the estate at this stage are focused on the largest capacity buildings, which are our corporate offices.

7 Staff Consultation

- 7.1** There will be a formal period of consultation on the options undertaken with CEC's recognised trade unions, the staff groups and with members. The outcome of that consultation will then need to be considered before any potential changes to the Council's existing office estate are made.
- 7.4** The detail of the consultation plan will be developed setting out the key stages of the consultation

8 Implications

8.1 Legal

- 8.1.1** There is a legal requirement to consult with recognised unions and staff on any option which may affect staff terms including workplace location. The outcome of that consultation will in turn inform next steps of the estates rationalisation programme and further legal advice should be sought at each stage.
- 8.1.2** The Council is under a legal obligation to ensure public money is used properly and the report evidences that rationalisation of the estate will assist in meeting that obligation. The consultation will help inform the final decision and allow all views to be appropriately considered.
- 8.1.3** The consultation period may also be used to inform issues such as the registered office, proposed mitigation on any equality impacts etc. all of which are important elements of any final decision.

8.2 Finance

The Council's 2022-26 Medium Term Financial Strategy (MTFS) included a savings target for 'Estates Transformation – Office Accommodation' of £460,000. Recognising the impact of the pandemic and the subsequent review of the requirements of this project has led to a reset. Savings were achieved through this project as part of the ongoing activities of the Facilities Management Team. This included procurement and efficient consumption of

utilities and efficient maintenance programmes. The Council's 2023-27 MTFS sets out the revised budgets for this project. The increased budget in 2023/24 recognises the need to remove unachievable savings from the 2022 to 2026 MTFS. Savings in 2024/25 and beyond reflect the financial benefits of a reduction in the estate. The current MTFS calculations are based on:

- Estimated running costs to assets in scope c£2,098,000 in 2023/24
- 2023/24 No anticipated reduction in the occupied office/workspace and associated subsequent running costs of assets in scope, +£210k relates to the Neighbourhood Estates Review (£260k) which is now deferred plus anticipated income from tenant(s) c£50k.
- 2024/23 A reduction in the occupied office/workspace and associated subsequent running costs by c26% estimated to be -£550k.
- 2025/26 A further reduction in the occupied office/workspace and associated subsequent running costs c7%. Estimated be -£150k.

8.2.1

2023/24	2024/25	2025/26
£210k	-£550k	-£150k

8.2.2 The estimated costs of the refurbishment of the offices in scope, including associated ICT costs, will require funding from the savings generated from the repurposing of assets. The ED Place will take this into consideration when producing options for repurposed assets. The estimated costs of the project are in the region of £2m. This will be subject to further review as part of the consultation process, but the clear principle is that any costs must be balanced by associated financial benefits from the repurposed estate. The ED Place may take action to minimise net costs through arrangements with 3rd parties to lease surplus office space.

8.2.3 Costs are expected to be split approximately 25% on ICT, 70% on refurbishment and furniture and 5% on management of change and project management support. The costs below are estimated against an option as an indication of affordability.

Item(s)	Comments	Estimated Costs
Standard workstation – Monitors & Peripherals	Costs are for monitors & peripherals including docking and secure cabling to an anchor point. Estimated additional workstations required as some new monitors have already been provided.	
Fixed workstation – Desktop PCs	Costs based fixed workstations, i.e. Desktop PC, peripherals and secure cabling.	
Room /desk Booking System	Estimated costs will depend on phase 2 requirements capture from the Facilities team (est.300 hours) and roll out to other services, e.g. Childrens Services, (est. 240 hours)	
Large Meeting room equipment	Cost based on equipment similar to what has already been provided in 3 of the core buildings. Please note there is a MS Teams Meeting Room Subscription Licence Estimate based on 7 rooms	
Medium Meeting room equipment	Cost based on equipment similar to what has already been provided in 3 of the core buildings. Please note there is also a MS Teams Meeting Room Subscription Licence Estimate based on 7 rooms	
ICT Resource costs	For project management and technical resources for the roll-out of the required equipment and solutions, plus removal and re-allocation of equipment from sites to be decommissioned. This estimated cost is based on the current cost model for charging for ICT resources.	
Site closure – decommissioning of ICT equipment. Per site.	Circuit cancellation fees	
Sub Total ICT Related Costs (minimum estimate)		c£500,000
Item(s)	Comments	Estimated Costs
Delamere House & Macclesfield Town Hall	Refurbishment to include: <ul style="list-style-type: none"> • Building works to remodel Reception Area (Delamere House) • internal decoration to all floors including walls & flooring. • Includes a 10% Contingency & a 10% associated Fees 	£1,375,000
FM & Removal Costs	Costs to relocate items between offices	£125,000
Project Delivery Costs	Costs associated with delivery of the project, post approval(s)	£100,000
Sub Total FM & Asset Related Costs (minimum estimate)		£1,600,000
Total Estimated Costs		c£2,100,000

- 8.2.3** Until an asset is disposed of, by way of sale or lease, a minimum of 70% of the annual running costs would be required to maintain the asset. This will be reflected in the Council's MTFS as part of the budget monitoring reported to the Economy and Growth Committee.
- 8.2.4** Current estimated reductions in running costs in relation to a disposed asset will produce annual net savings, after cost of borrowing and estimated increases in running costs, beginning the year after the disposal of the asset.

9.0 Policy

- 9.1** The proposal within this report supports achievement of the following priorities in the Corporate Plan.
- 9.2** Support a sustainable financial future for the council, through service development, improvement, and transformation.
- 9.3** Support and develop our workforce to be confident, motivated, innovative, resilient, and empowered.
- 9.4** Reduce impact on the environment.
- 9.5** Be a carbon neutral council by 2025.

10. Equality

- 10.1** Initial equality, diversity and inclusion implications were identified through the "Spring Back Together" events in May and June 2022. Generally, staff recognise that a hybrid working model supports greater workforce inclusivity.
- 10.2** The proposals particularly in supporting staff with physical and mental disabilities to balance health conditions with working, for example being able to work from home when this does not impact on service delivery. Staff with caring responsibilities are also supported to work flexibly, and this flexibility should also benefit customers, through extended service delivery hours where possible. In developing a refreshed working environment for staff there may be opportunities to enhance facilities for those with protected characteristics, for example, by adapting wellbeing rooms so that they may also function as multi faith prayer spaces.
- 10.3** There may also be some negative equality, diversity and inclusion implications of the options for any staff who may have additional travel and accessibility pressures if they are required to travel to another council building that is further away from their current base.

11. Human Resources

- 11.1** There is a legal requirement to consult with recognised unions and staff on any option which may affect staff terms including workplace location. The outcome of that consultation will in turn inform next steps of the estates rationalisation programme and further human resources advice should be sought at each stage.

12. Risk Management

- 12.1** There is robust governance in place for this project, where risk is identified and managed at Project Board, the Brighter Futures Programme Board and more recently at Corporate Leadership Team (CLT) under the MTFS proposals.

13. Rural Communities

- 13.1** No implications for our rural communities.

14. Children and Young People/Cared for Children

- 14.1** Teams from Children and Families have been impacted by the closure of Cledford House, however, full consultation has taken place and teams are in the process of moving.

15. Public Health

- 15.1** No implications for Public Health.

16. Climate Change

- 16.1** The options could see a reduction in the council's corporate asset footprint which in turn would reduce the carbon footprint and associated CO² emissions.
- 16.2** Reduced travel between meetings, together with potential increased use of car club activity, would give savings on the Council carbon footprint.

Access to Information	
Contact Officer:	Alex Thompson, Director of Finance and Customer Services Alex.Thompson@cheshireeast.gov.uk 01270 685867
Appendices:	Appendix 1 Heads of Service Needs Assessment summary Appendix 2 WorkplaCE Agreed Principles
Background Papers:	N/A

This page is intentionally left blank

Heads of Service Needs Assessment – High Level Summary of Findings

Engagement:

In total, 43 Needs Assessments have been received to date, with some 2,986 staff included as the Establishment figure within the assessments received. The needs assessment captured information in relation to the number of staff within each service and the locations that the service operates from. The assessment also provided the opportunity to capture and reflect how services are now working, following the pandemic and the investment made in ICT to permit hybrid working on a scale not previously envisaged.

Role Types:

Staff roles were defined into 3 types, namely:

1. Fixed (primarily building based).
2. Hybrid (combination of home working and building based).
3. Mobile (primarily away from a council facility or home).

The breakdown of responses for these roles is as follows:

- Fixed **379** or **13%**
- Hybrid **1,921** or **64%**
- Mobile **686** or **23%**

These figures can be broken down (on request) to show the role types by Service, Directorate & Director.

Additional Information:

48% of services responding (26) have some form of face-to-face engagement with the residents and the public.

52% of services responding (28) have requirements falling with Equality, Diversity and Inclusion (EDI), ranging from accessibility to religious requirements.

Services such as Care4CE and Library services have not been broken down by location at this stage due to the large number in scope but are reflected within the assessments.

Most services require some bookable workspace (desks/pods) in their designated office locations and as drop in spaces in the four corporate offices. 16 of the services have provided good indication of their typical daily/weekly requirement this ranges from 3% to 100% in services with varying staff numbers. On average, of the 16 services responding, **19%** would appear to be a typical daily requirement for bookable workspaces. To further support the baselining of the demand, Facilities Management have undertaken a number of surveys, physically counting desks occupied in various locations for a week at a time. See the charts and graphs on the next page, for September 2022. Emerging results would seem to align to the average figure shown above.

Through engagement with Heads of Service in the drop-in sessions and on subsequent Teams calls with individuals, there is strong support for some Wyse Terminals (or similar) with 2 screens to be available at most locations, including some of the office space outside of the 4 corporate (i.e. Macclesfield, Westfields, Delamere & Municipal Buildings). Outlying workplaces, such as Care4CE,

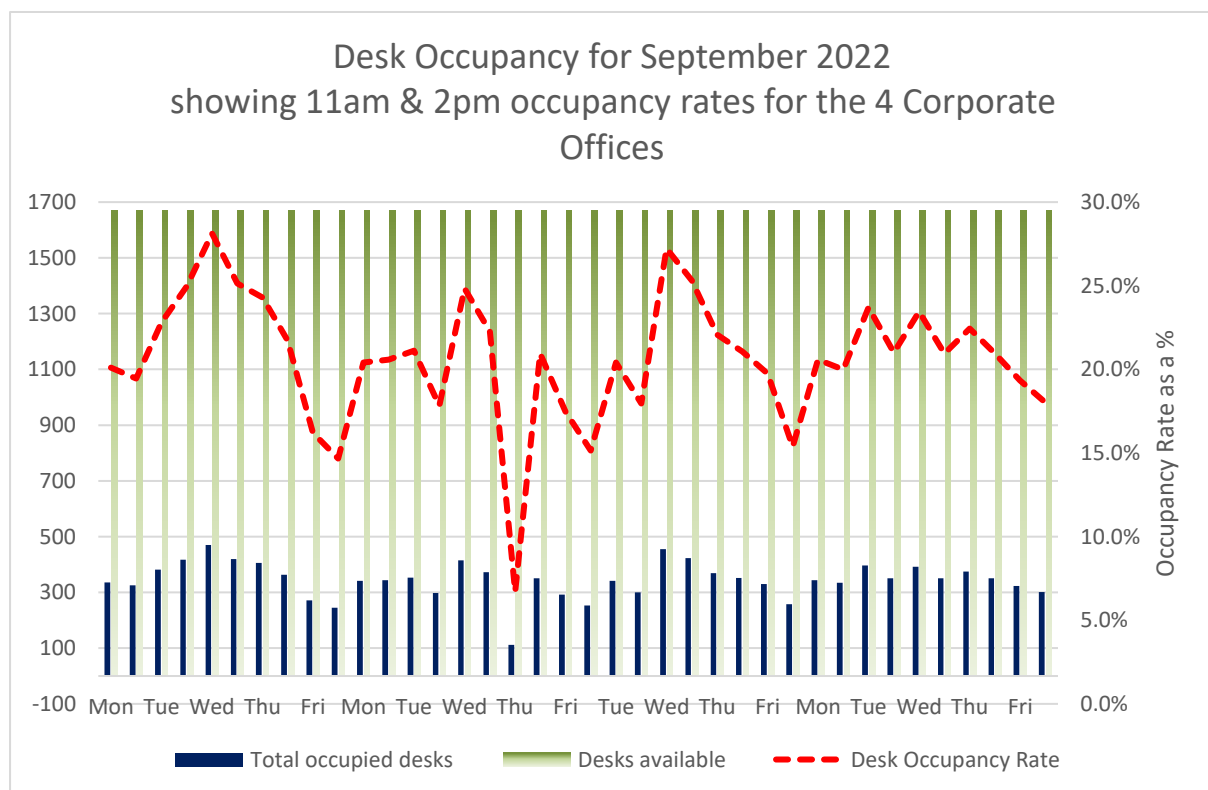
Libraries, Tatton etc would benefit from a small number in these locations; especially where there are Casual staff working that would not necessarily require a laptop.

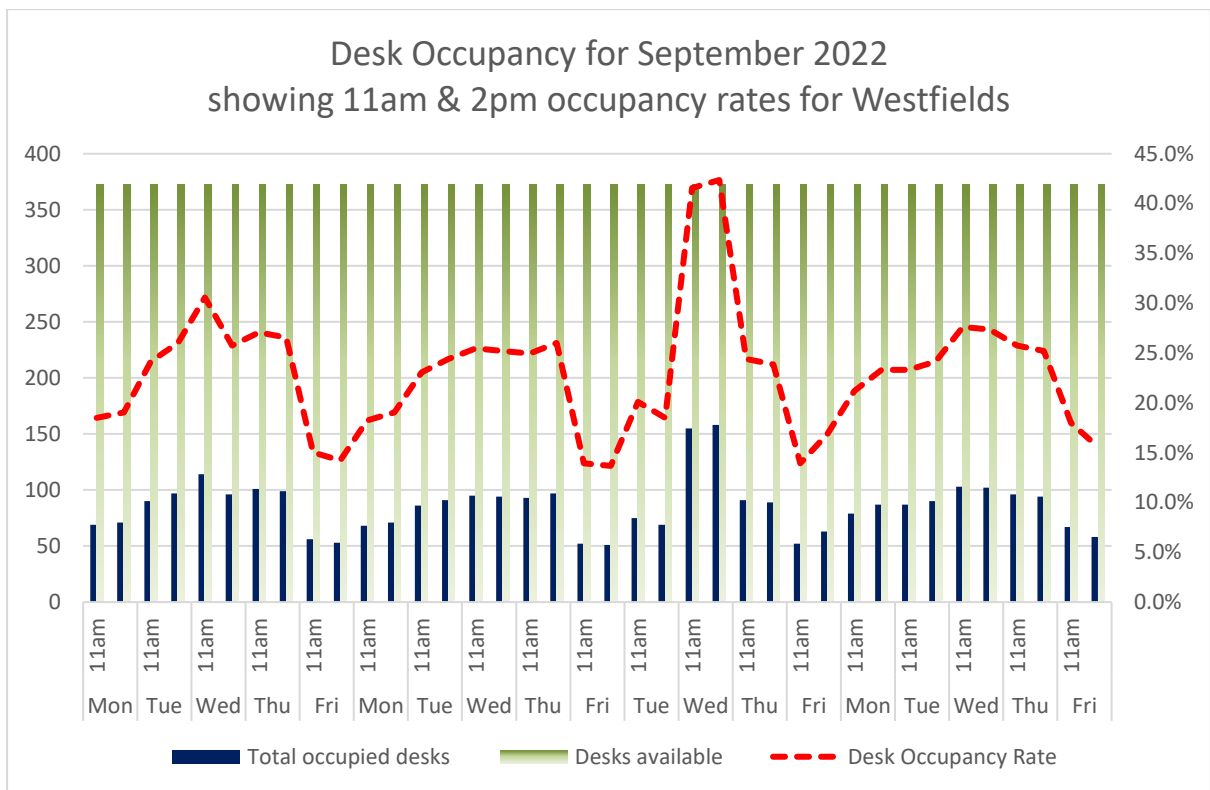
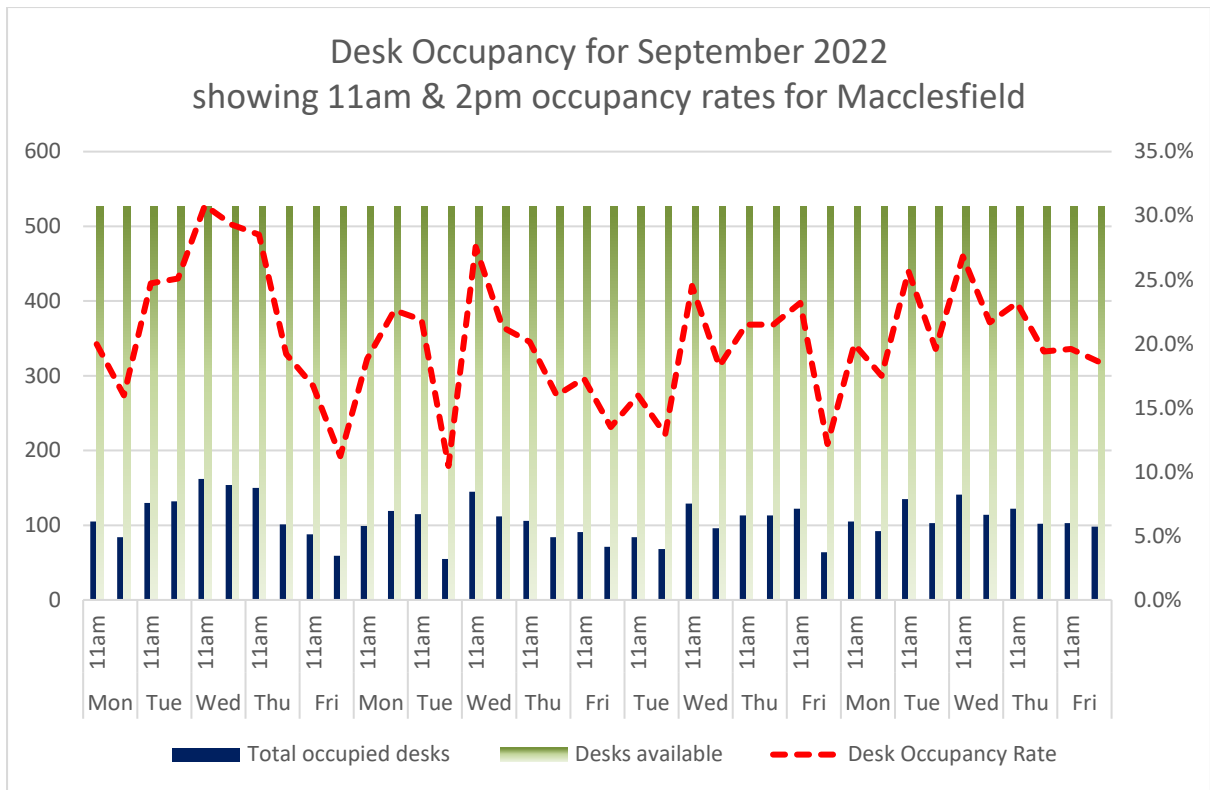
Services that have storage currently would look to retain this moving forward, very few have indicated that could feasibly reduce this at this time.

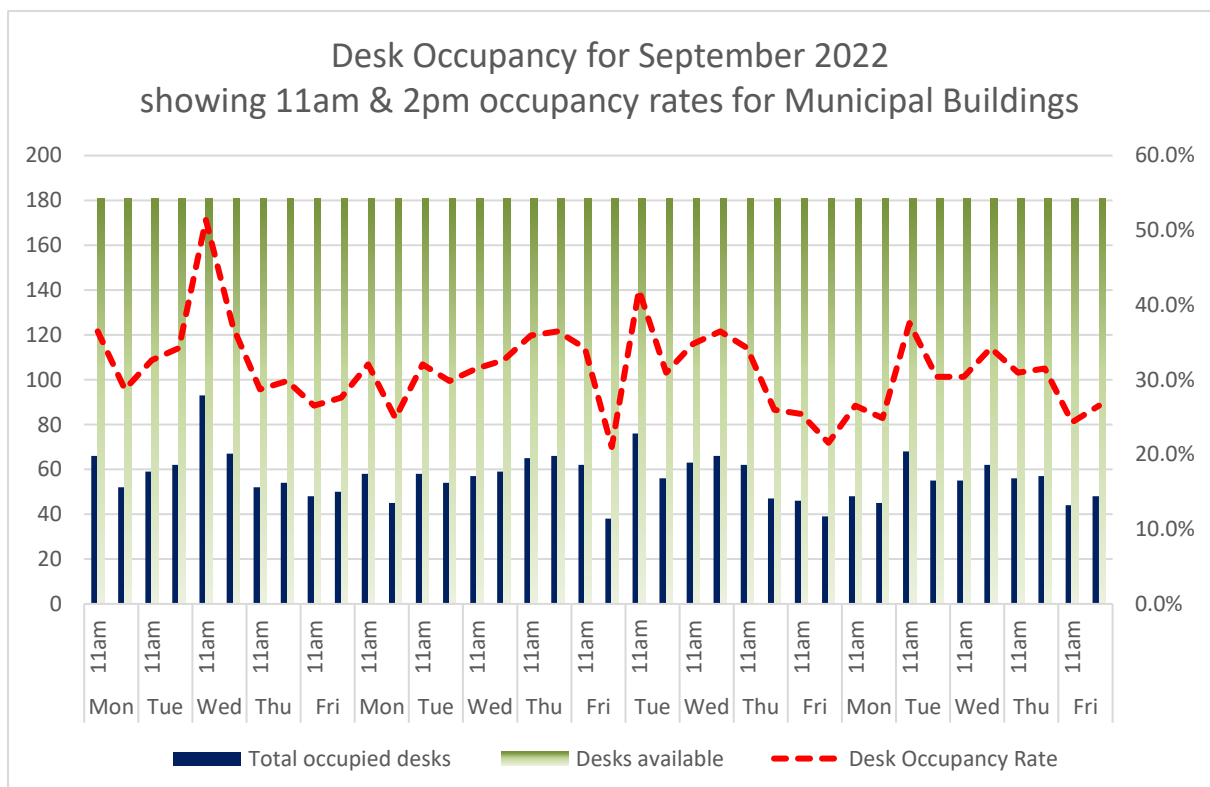
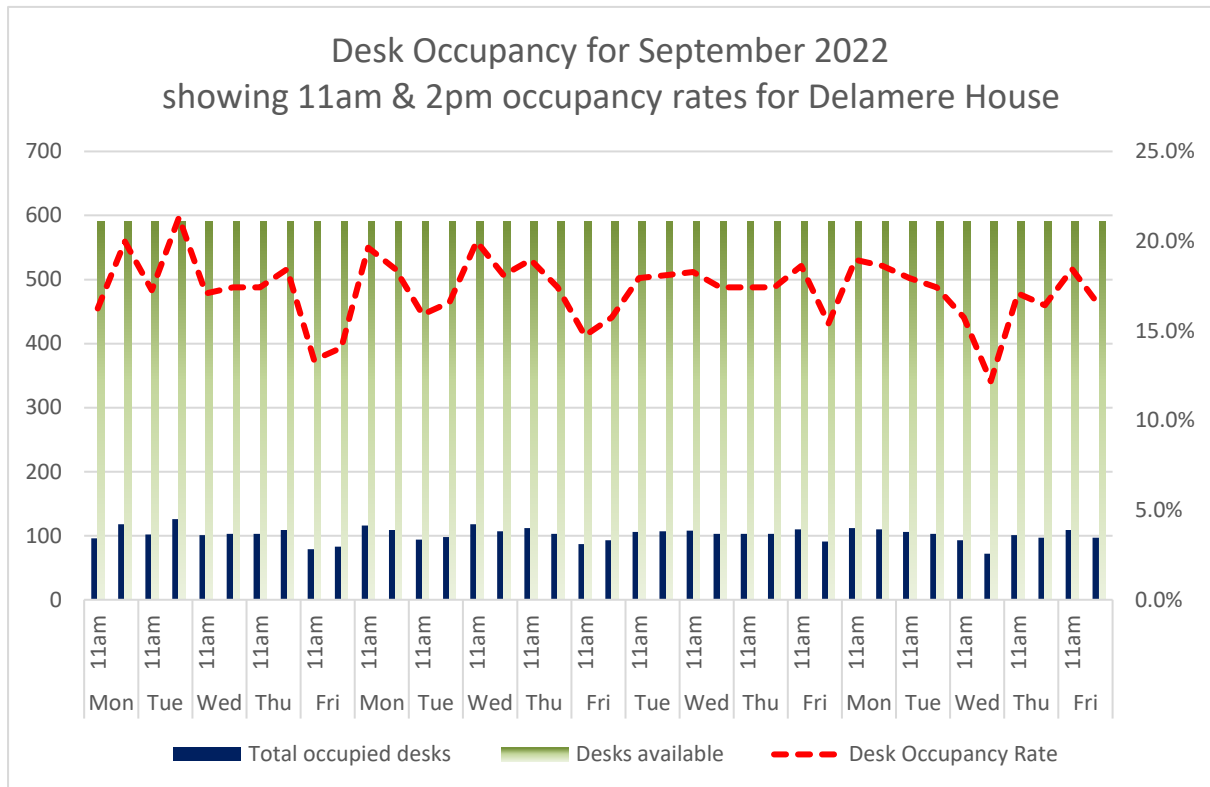
FM Desk Occupancy Data September 2022:

The table below shows the number of staff that prior to the pandemic that were in each of the 4 corporate offices and the number of desks available in each office.

Staff No.s	748	239	478	612	2,077
Available Desks	591	181	373	526	1,671
01/09/2022 (5th - 30th)	Delamere House	Municipal Buildings	Westfields	Macclesfield Town Hall	All 4 Combined
Overall Desk Occupancy Average	17.3%	31.4%	23.0%	20.3%	20.6%
Peak Rate	21.3%	51.4%	42.4%	30.8%	28.1%
Average of 20% +	21.3%	31.4%	26.4%	24.4%	22.7%
11am Average	17.4%	33.0%	23.0%	22.5%	21.1%
2pm Average	17.2%	29.7%	23.0%	18.2%	20.2%







Corporate Policy Committee

Date of Meeting:	11 July 2023
Report Title:	Office Estate Rationalisation – WorkplaCE Appendix 2 Agreed Core Principles
Report of:	Alex Thompson, Director of Finances and Customer Services
Report Reference No:	CP/1/23-24
Ward(s) Affected:	All Wards in the Borough

Our WorkplaCE – Core Principles



FAIR - Improve productivity, value for money and services to residents.

- Our spaces will be good places to work, ensuring staff can maximise output and achieve outcomes.
- Workplaces will provide good value through design and an ensuring accommodation is not overprovided.
- Having executive and elected member spaces in our main offices.
- Services to residents will benefit from the location and working practices of our staff

GREEN - Reduce the environmental footprint of our working practices.

- Enhanced use of electric pool cars.
- Carbon efficient buildings.
- Only using the energy, we need, when we need it.

FAIR - Meet our staff aspirations for an improved work life balance.

- Support flexible and mobile working with portable ICT for staff who are mobile as well as fixed ICT in our offices.
- Supporting staff to purchase equipment for homeworking.
- Workplaces and work practices attract and retain staff.
- Desks and other spaces will be bookable to provide certainty for staff.

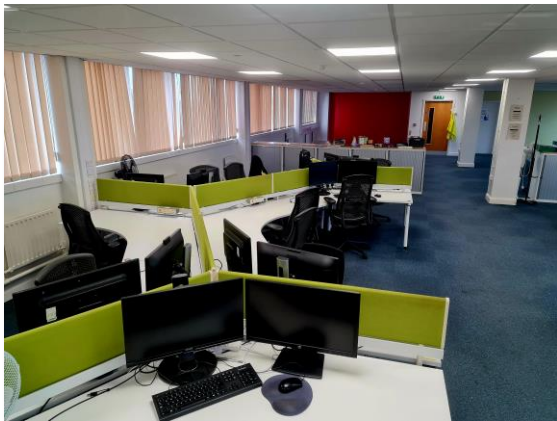
OPEN - Provide a safe creative environment to collaborate in and drive innovation and transformation.

- Workplaces will be safe and inclusive to meet the needs of all our staff and members.
- Our spaces will help staff work together, supporting them socially and encouraging collaborative solutions to helping our customers.
- Confidential spaces will be available to book.

GREEN - Optimise the use of our office workspace and reduce our costs.

- Less space, fully used during office hours of 8am to 7pm, Mon to Fri.
- Appropriate facilities to support staff in our SpaCEs.
- Offices are conveniently located and accessible for staff and customers.
- There will be Executive Officer and Elected Member facilities in all corporate offices.

Examples of how some of the office spaces can be configured & furnished to provide desk and collaboration spaces.



Potential Option Headlines (per Option 1 in Table 1 - subject to Consultation)

1. Two corporate offices achieve MTFs requirement for a presence in North (Macclesfield Town Hall) and one South (Delamere House).
2. Remaining assets could be repurposed.
3. Directorates could occupy dedicated floors to permit Services within each Directorate to optimise their workspace and embed collaborative working.
4. Dedicated flexible space could accommodate Full Council meetings as appropriate.
5. Executive and Member workspaces in each location, available to be booked and utilised when not in use.
6. Embed the new Desk and Meeting Room Booking System.
7. Subject to consultation, all staff could be accommodated in two buildings, one North and one South.
8. Cledford House staff are in the process of being relocated to Delamere House primarily, with a small number relocating to Macclesfield Town Hall.
9. Potential for NHS and other key stakeholders to be accommodated within the option, though Directorates needs are the priority.

Macclesfield Town Hall

1. Feasibility Study commissioned to establish options to potentially relocate the Library within the Town Hall. Options looking at utilising space on the Ground, First & Second floors.
2. No impact to Family Centre, Post & Print, CCTV or the Elections Team. Visitor Information Centre accommodation included within feasibility study.
3. Floor 1 - Adults, Children & Families Directorates.
4. Floor 2 - Corporate & Place Directorate.
5. Floor 2 - Executive Suite retained, potential for some minor building works.

Delamere House

1. Ground Floor – remodel Reception, potential for some minor building works
2. Floor 1 – Collaboration spaces with flexibility to host a Full Council meeting.
3. Floor 2 – Childrens & Families Directorate
4. Floor 3 – Childrens & Families Directorate, retain the communal breakout & refreshment area for use by anyone in the building.
5. Floor 4 - Corporate Directorate and Executive Suite including Members Areaⁱ.
6. Floor 5 – Adults Directorate
7. Floor 6 – Highways & Ringway Jacobs.
8. Floor 7 – Place Directorate.

ⁱ Note this option also retains Members Area in the Civic element of Municipal Buildings, Crewe

This page is intentionally left blank

OPEN

Corporate Policy Committee

11 July 2023

Crewe Business Improvement District

Report of: Peter Skates, Acting Executive Director - Place

Report Reference No: CP/46/23-24

Ward(s) Affected: Crewe Central, Crewe East, Crewe South, and Crewe West

Purpose of Report

- 1 A formal notification has been submitted to the Council, setting out the intention of Groundwork CLM, on behalf of the Crewe BID Steering Group, to put a proposal for a Crewe Business Improvement District (BID) to a ballot.
- 2 The report provides information on BIDs; the emerging draft Crewe BID proposal; sets out the anticipated implications of the notification; and seeks decisions enabling officers to respond appropriately to the notification.

Executive Summary

- 3 The Council has received formal notification that Groundwork Cheshire Lancashire & Merseyside (Groundwork CLM), a charity focused on mobilising practical community action to tackle poverty and improve the environment across the UK, intend to submit a proposal for a Business Improvement District (BID) in Crewe and will be requesting the Council hold a postal ballot on the BID proposal on or after 18 July 2023.
- 4 If successful at ballot, this will be the second BID in Cheshire East, the first being the Wilmslow Town Centre BID.
- 5 The Corporate Plan identifies the Council's ambition to ensure the success of town centres in our key towns. Many councils view BIDs as a valuable addition to their town centres, supporting the economy and enabling collaboration between town centre businesses focused on common ambitions. This proposal has the potential to support the

Council's ambitions in enabling vital and viable town centres, subject to the detail of the final BID proposal.

- 6 There is a need to comply with the Business Improvement Districts (England) Regulations 2004, (BID Regulations) including providing information to the BID proposer, holding a postal ballot if formally requested to do so, and if the BID is successful at ballot, taking responsibility for collection of the BID levy on behalf of the BID. This has both staff resource and financial implications.
- 7 There are additional implications for the Council as the owner of several hereditaments within the proposed BID area. The Council will be entitled to vote in any BID ballot, and, if the BID is successful at ballot, will be liable to pay the levy for its hereditaments falling within the scope of the BID proposal.
- 8 This report to Corporate Policy Committee is intended to ensure members are aware of actions officers will need to take in response to the emerging BID proposal; to outline the anticipated resource implications for the Council associated with the process of establishing a BID; and to seek a decision on any charges to be made by the Council associated with the BID development, ballot, and levy collection.
- 9 Given that the detail of the BID proposal will not be fixed until on or after 18 July 2023, the Council cannot until that time take a final stance on the BID proposal. A separate, later report will therefore be presented to a committee post receipt of the formal BID proposal. Given that the detail of the proposal will have implications for the Council in terms of its built assets within the BID area, and its anticipated impact on town centre vitality and viability, it is currently intended to take this second report to Economy and Growth Committee.

RECOMMENDATIONS

It is recommended that the Corporate Policy Committee agree the following:

1. The Executive Director of Place shall notify the BID proposer of the Council's intention to seek to recoup the costs to the Council arising from BID development and levy collection, and any other associated costs allowable under the Business Improvement Districts (England) Regulations 2004.

2. On receipt of the Crewe Business Improvement District (BID) final proposal:
 - a. The Chief Executive as Returning Officer and “Ballot Holder” shall check the BID proposal against the requirements set out in the BID Regulations, and subject to the BID proposal meeting the necessary requirements, shall make all necessary arrangements for the Crewe BID proposal ballot to take place, and for the results of the ballot to be counted and declared on behalf of the BID proposer.
 - b. The Executive Director for Place shall take a further report to the Economy and Growth Committee outlining the detail of the final BID proposal and seeking any necessary further authority to respond.
3. That subject to a “yes” vote at ballot; the Executive Director for Place shall ensure a final review of the BID proposal is undertaken and shall determine whether there is any cause to veto the proposals having regard to all relevant matters as prescribed by the BID Regulations; and following that determination shall either confirm that the Council will not veto the BID proposals or serve a notice to exercise a veto.
4. That subject to a “yes” vote at ballot, and the Executive Director of Place confirming that the Council will not veto the BID proposals:
 - a. The Council’s Monitoring Officer shall make necessary arrangements for the completion and updating of such legal agreements as he considers necessary to facilitate the BID, including agreements ensuring clarity around baseline service levels within the BID area, and clarity of arrangements for collection and management of the BID levy.
 - b. The Council as billing authority shall make necessary arrangements for billing, collection and enforcement of the BID levy, and its transfer to the body responsible for the Crewe BID.

Background

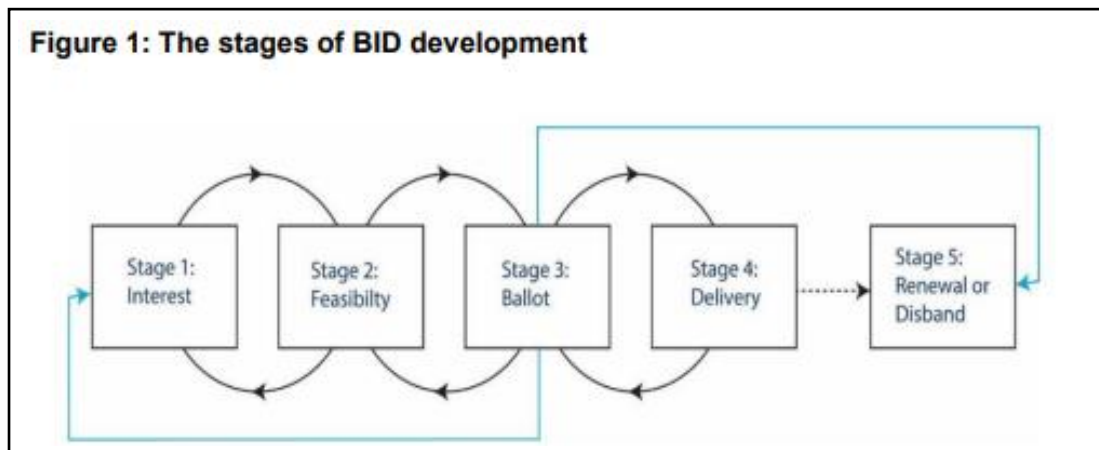
- 10 A Business Improvement District (BID) is a defined area where business rate payers have voted in a ballot to pay a levy, in addition to business rates, into a fund for a fixed period (normally 5 years), and that

levy is then managed to deliver specific agreed initiatives to benefit the BID area.

- 11 A majority of BIDs are focused on town centres and BIDs have the potential to bring significant extra regeneration impact to a town or district centre. The priorities for BID levy spend will depend on the exact detail of the final BID proposal, but town centre BIDs might typically support such things as improving the general appearance of the BID area, enhanced marketing and promotional activity, events to stimulate footfall, crime reduction initiatives, access initiatives such as wayfinding, support for business such as schemes to reduce costs through combined procurement, and collective training opportunities.
- 12 To be successful at ballot a BID proposal must have gained a simple majority vote in favour, both in terms of the number of voters and the aggregate value of business rates of those that have voted. The Regulations do not specify how a BID scheme should be managed once established. BIDs may constitute their managing board, make spending decisions, and seek additional income as they see fit. Most are non-profit bodies, but this is not required by legislation.
- 13 Legislation to enable BIDs was included in the Local Government Act 2003. Subsequently the Business Improvement Districts (England) Regulations 2004 outlined the procedures for their establishment and management. Since their introduction, BIDS have become an important mechanism for place management in many locations. There are currently around 324 BIDs across Great Britain, Northern Ireland and Ireland (Source 2021 BID survey), including one in Cheshire East (Wilmslow) at present. A number of BIDS are also currently in place across neighbouring authorities, including the following: Manchester BID; Stockport Town Centre BID; Warrington Town Centre BID, Altrincham BID, and no fewer than five BIDs in Cheshire West and Chester.
- 14 BIDS have a maximum term of five years unless renewed by reaffirmation of support through a further ballot. Many BIDs progress beyond their initial five-year term, with some of the UK's longest-running BIDs, having now been in operation for over 15 years and through four ballots. Evidence indicates that BID ballot results increase in support the longer a BID has been in existence. (Institute of Place Management 2019). This suggests that BIDs can be seen by local businesses as adding value worthy of the levy charged. Regional locations with long-running BIDs include Liverpool City Centre and Winsford Industrial Estate in Cheshire West, both now in their fourth term.
- 15 A BID has the potential to bring significant extra regeneration impact to a locality. They are financed principally through an annual compulsory

levy based on the rateable value of businesses in the BID area. The levy rate is typically something in the order of 1.5% of rateable value, but the rate is a matter of choice for the BID proposer. This income is ringfenced to provide improvements in the BID area that would otherwise not occur. The BID can also draw on other public and private funding streams.

- 16 The development of a BID can be described in the five stages set out in Figure 1 (Source Institute of Place Management (IPM)).

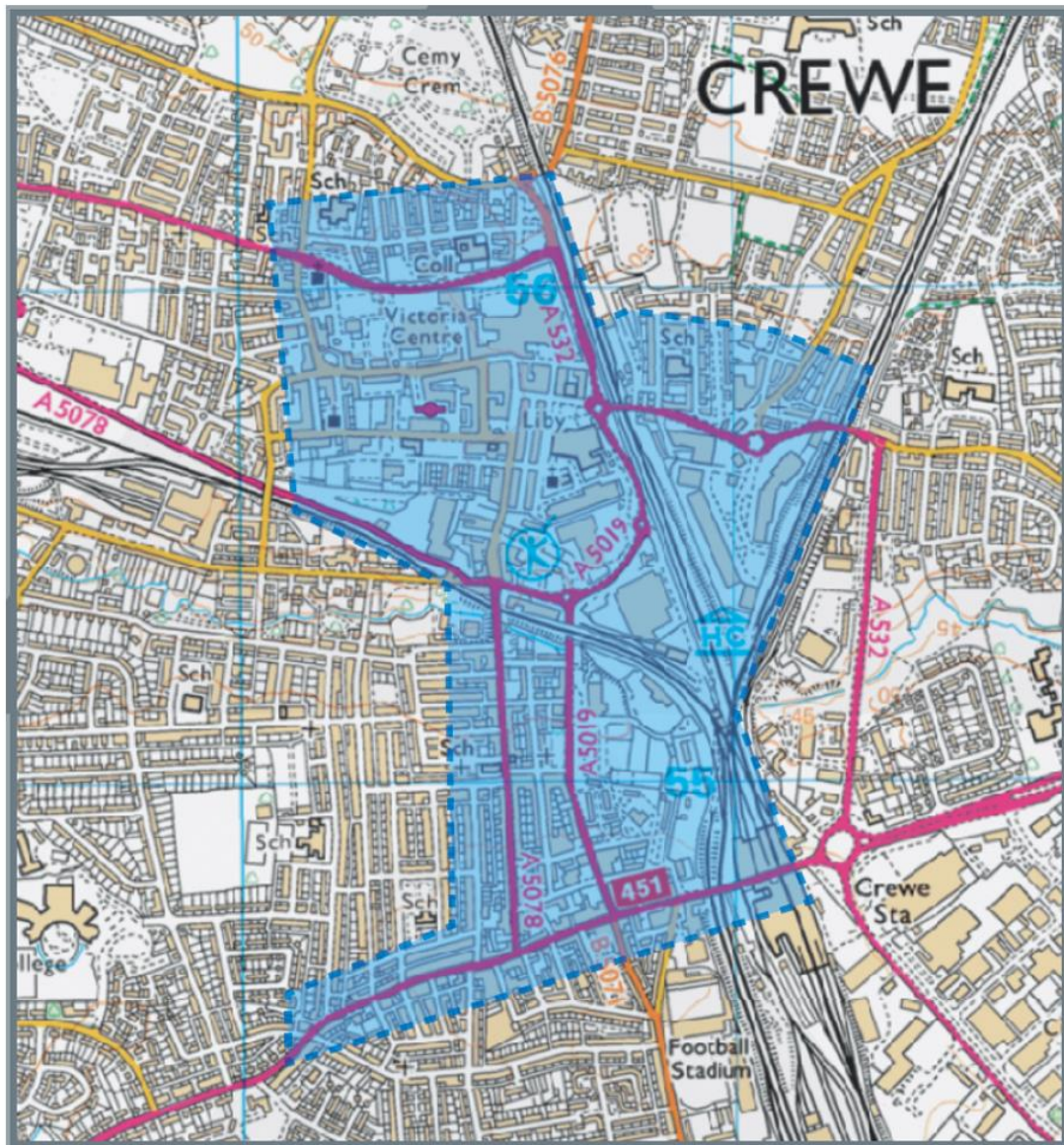


- 17 In general terms, where there is potential interest in a BID, work is undertaken to test feasibility. This will involve consideration of a potential BID geography, testing the appetite of businesses, considering the amount of levy which could be raised, and contemplating the priorities the BID might focus on. If the feasibility work suggests there is likely to be sufficient support for a “yes” vote, a BID proposal may then be developed further and the local authority as billing authority requested to put the BID proposal to a ballot. If the BID is successful at ballot, it will then progress to delivery stage.
- 18 In September 2021, Crewe Town Council appointed Groundwork CLM to carry out a feasibility study on a potential BID in Crewe. In undertaking this work Groundwork established a Crewe BID Steering Group and sought to engage with a sample of 300+ businesses and stakeholders to gauge opinion on a range of issues and challenges for central Crewe. 84 businesses provided feedback. This work identified several areas where a BID could potentially add value above and beyond the statutory responsibilities of Cheshire East Council and ultimately the study recommended that a BID proposal be developed.
- 19 In August 2022 Crewe Town Council considered the report flowing from the feasibility study and resolved that the Town Council would appoint Groundwork to continue its work to develop a BID to take to ballot.
- 20 Subsequently, on 25th April 2023 Groundwork served notice on CEC confirming that the Crewe BID Steering Group intends to ask the

Council to hold a BID ballot. This notice (the “84 day notice”) is submitted at least 84 days before the BID proposer submits the formal BID proposal and a formal notice requesting the holding of the ballot. It is therefore anticipated that the final BID proposal and the notice requesting the BID ballot will be received by the authority on or shortly after 18 July 2023.

- 21 Whilst the Crewe BID proposal is still in development, the Council has been provided with draft proposals. These are subject to change until the BID proposal is finalised.
- 22 The Draft BID proposal anticipates the area of the BID will likely coincide with the plan illustrated in figure 2.

Figure 2: Anticipated BID Area



- 23 The final BID proposal will detail the levy rate, the non-domestic ratepayers for which the BID levy is to apply, and any reliefs that will be given. The levy may not apply to all ratepayers within the BID area, for example properties with lower rateable values may be excluded. The analysis of rateable value undertaken by Groundwork has shown that a BID could potentially generate an investment of up to £1.49 M over five years, allowing for exclusion of hereditaments with a rateable value below £12,000. The BID proposal when received will also set out how funds levied would be spent. The levy would be used to add value and the Council is therefore required to clearly set out current service levels to ensure additionality.
- 24 Despite the business-led approach to BID development and management, there are a series of critical roles that a local authority is required to perform to facilitate the establishment, smooth running and termination of a BID as required. Some of the key local authority roles are summarised below:

Preparation of Rating List Data

- 25 On receipt of a valid request from the BID proposer, the Local Authority is required to prepare a document giving the name of each business ratepayer within the boundary of the proposed BID, together with the address and rateable value of each relevant business property.

Action required on formal submission of proposals

- 26 On receipt of the formal submission of the BID proposal the Local Authority must check and be satisfied that the submission from the BID proposer includes the relevant information set out in the BID Regulations.

Baseline Agreement

- 27 The focus of a BID is to create a programme that provides additionality, complementing those services provided within the area by the local authority and other statutory services. The Regulations require the BID proposal to include the range of new or expanded services and works which would be provided using the levy collected. The local authority is in turn required to demonstrate its intention with regard to the services it provides, through baseline agreements. Officers will therefore need to draw up a statement of existing services, to be set out in a formal agreement if the BID progresses beyond ballot stage.

Operating Agreement and Collection of Levy

- 28 If the BID progresses beyond ballot stage, the local authority is required to manage the collection and enforcement of BID levy charges. It is

common practice for the BID body and the local authority to establish a levy collection agreement called an Operating Agreement. This agreement is to define the principles and processes for collecting the levy; enforcing the payment of the levy; reporting on collection and bad debt; monitoring provisions between the BID and the local authority; and providing regular detailed and summary information on the service to the BID as the client. Best practice suggests that a draft arrangement between the authority and BID should be available for scrutiny by businesses during the ballot period and hence officers need to work with the BID proposer to draft an Operating Agreement, to be finalised and signed if the BID progresses beyond the ballot.

Ballot

- 29 BIDs can only be established if they have been sanctioned through a formal postal ballot conducted among businesses that operate in the BID area. The ballot must return a majority in favour of the BID, both by number of votes and aggregate rateable value. Eligibility to vote is based on one vote per eligible business premise (hereditament) situated in the defined BID area. Business ratepayers vote for or against the establishment of a BID for a period of up to 5 years. Beyond that time a further ballot would be required to renew the BID. According to the BID survey of 2021, there has been a total of 822 BID ballots since 2004, of which 710 have been successful.
- 30 The Returning Officer is required to ensure the ballot is operated, either inhouse or outsourced, in line with the BID Regulations. Irrespective of whether the ballot is run in-house or outsourced, the local authority ballot holder remains legally responsible for the ballot process as set out in the Regulations. It is currently anticipated that the BID ballot would be outsourced.

Veto of BID Proposals

- 31 The Local Government Act 2003 sets out at S51 that where BID proposals are approved by a ballot, the billing authority has the power to veto the BID in limited circumstances only. This is where it considers that the BID would conflict to a material extent with formally adopted and published local authority policy, or where it considers the BID would place a significantly disproportionate and inequitable financial burden on any person or class of persons in the geographical area of the BID caused by the manipulation of that geographical area. This power must be exercised within 14 days of a successful ballot.

BID Governance

- 32 A Business Improvement District is managed by a Business Improvement District body. The BID body should be managed through a Board (or similar) with clear arrangements on how they will operate. The BID must decide on the mix of representatives to ensure their Board is an effective, decision-making body with the right skills, which can represent the mix of businesses in the area. If the BID ballot is successful governance arrangements would be finalised and a final commencement date set. It is understood that a commencement date in April 2024 is the current ambition. If the BID is successful at ballot and proceeds to commencement, as the Council would be a levy rate payer for several hereditaments within the anticipated BID boundary, there may be an opportunity for the authority to be represented on the BID Board (or equivalent). The Terms of Reference of any BID Board have not yet been set out. The Local Authority representation on any such BID Board will be considered further in the paper to be taken to Economy and Growth Committee having regard to the relevant decision-making framework.

Consultation and Engagement

- 33 The proposed BID would fall within four Cheshire East Wards: Crewe Central, represented by Cllr Anthony Critchley; Crewe South, represented by Cllr Laura Smith and Cllr Dawn Clark; Crewe West, represented by Cllr Marilyn Houston and Cllr Connor Naismith; and Crewe East represented by Cllr Hazel Faddes, Cllr Martin Edwards and Cllr Jill Rhodes. Cllrs Edwards, Rhodes, Clark, and Houston are also Crewe Town Councillors and Crewe Town Council has been instrumental in funding work to bring the BID proposal forward. All ward members will be briefed on the emerging BID proposal prior to committee.
- 34 In June 2023 Groundwork CLM ran a consultation on the draft BID proposal aimed principally at businesses who would be liable to pay the BID levy if the BID succeeds at ballot. The aim of this consultation was to help gather views to shape the BID proposal prior to finalisation.

Reasons for Recommendations

- 35 If a Council as billing authority receives formal notification of an emerging BID proposal, they must respond to enable that BID proposal to be properly considered in the manner prescribed by the BID Regulations. If a formal request to hold a ballot is submitted in accordance with the BID Regulations, unless it has just grounds to veto the proposal, the Council as the billing authority must instruct the 'ballot holder' (the Council's Returning Officer) to make the necessary arrangements for a postal ballot to take place. Putting a BID proposal to

ballot is a transparent and open mechanism for testing the appetite of businesses for paying an additional levy to be used for local priorities.

- 36 Similarly, if the BID is successful at ballot, the Regulations set out that the relevant billing authority, in this case the Council, shall provide for the imposition, administration, collection, recovery and application of the BID levy. Whilst the local authority is required to manage the collection and enforcement of BID levy charges, in practice the BID body and the local authority establish a levy collection agreement often known as an Operating Agreement. Additionally, technical guidance advises that it is best practice for a baseline agreement to be approved at the start of a BID's term which sets out baseline services the local authority is going to provide reflecting existing baseline services, and services to be provided by the BID.
- 37 This report seeks to inform members of the requirements and to ensure appropriate delegations to officers to enable the Regulations to be adhered to.
- 38 The BID proposal will generate additional work for several services within the Council and if the BID is successful at ballot there will be additional resource implications for the Council principally in the collection of levy charges as set out in more detail in the financial implications section of this report. There is scope within the BID Regulations for the Council to charge for various services provided to enable BID development, levy collection, and in certain prescribed, limited circumstances, ballot costs. There is no requirement for the Council to charge for these services, but it may choose to do so. It is therefore necessary for the Council to determine which costs it will seek to recover.
- 39 Having regard to current financial pressure, pressure on staff resources, and the fact that whatever decision is taken in respect of recovering costs associated with this BID proposal could set a precedent for future similar proposals, it is recommended that the Council seek to charge for all services provided by the Council which the Regulations specify can be recharged. This is aligned to the way in which the costs associated with the development of the Wilmslow BID were dealt with.

Other Options Considered

- 40 The following alternative options to the recommended option have been considered but are not recommended given the impacts and risks noted:

Option	Impact	Risk
Do nothing	<p>The BID proposal would not be transparently considered.</p> <p>The Council would be in breach of its duties under the BID Regulations</p>	<p>Complaint likely</p> <p>Loss of potential opportunity to raise additional funding to support Crewe</p>
Determine not to charge for some or all of the Council's services associated with responding to the BID proposal	<p>The BID proposers would have more resources available for spending in the BID area if the BID is successful at ballot.</p> <p>Budget and/or staff resourcing pressures for the Council</p> <p>Inconsistency in approach with Wilmslow BID proposal</p>	Complaints regarding inconsistency of approach

Implications and Comments

Monitoring Officer/Legal

- 41 The legal implications of the recommendations have largely been canvassed in the body of this report. In summary these are:
- (a) There is a need to comply with the Business Improvement Districts (England) Regulations 2004, (BID Regulations) including providing information to the BID proposer, holding a postal ballot if formally requested to do so, and if the BID is successful at ballot, taking responsibility for collection of the BID levy on behalf of the BID (6).
 - (b) There are additional implications for the Council as the owner of several hereditaments within the proposed BID area. If the BID proposal is successful at ballot, the Council will be liable to pay the levy for its hereditaments falling within the scope of the BID

proposal (7). These include Municipal House, Delamere House, the Lifestyle Centre and a number of car parks. Until the BID proposal is finalised it is not clear how much the levy for these assets will amount to but is currently estimated at £16,000 per annum (49).

- (c) The BID proposer must consult those affected by the proposed levy before submitting a request for a ballot.
- (d) A request to hold a ballot submitted in accordance with the BID Regulations, requires the Council as the billing authority to instruct the Council's Returning Officer to make arrangements for a postal ballot to take place (35). The Returning Officer is required to ensure the ballot is operated, either in-house or outsourced, in line with the BID Regulations. Irrespective of whether the ballot is run in-house or outsourced, the local authority ballot holder still remains legally responsible for the ballot process as set out within the Regulations (30). The Returning Officers costs are recoverable from the Council.
- (e) The Council is required to manage the collection and enforcement of BID levy charges. This will need a levy collection agreement with the BID body known as an Operating Agreement covering such matters as the processes for collecting the levy; enforcing the payment of the levy and reporting on collection and bad debt. Additionally, it is best practice for a baseline agreement to be approved at the start of a BID's term which sets out baseline services the local authority is going to provide reflecting existing baseline services, and services to be provided by the BID (36 & 27).
- (f) The Council is permitted to charge a reasonable fee for the collection of the BID levy (28). Costs incurred in developing the BID proposals, holding of the ballot or implementing the BID may be recovered through the BID levy if proposed by the BID body. (38 & 28).
- (g) The levy may not apply to all ratepayers within the BID area for example properties with lower rateable values might be excluded including Council ones (23).
- (h) Personal data will need to be disclosed. On receipt of a valid request from the BID Proposer, the Council is required to prepare a document (from its business rates records) with; the name of each business ratepayer within the boundary of the proposed BID, together with the address and rateable value of each relevant business property occupied or (if unoccupied) owned by

the ratepayer and provide this to the BID proposer for canvassing purposes (25).

- (i) BIDs can only be established if they have been sanctioned through a formal postal ballot conducted among businesses that operate in the BID area. The ballot must return a majority in favour of the BID, both by number of votes and aggregate rateable value (29). The Council is to ensure the BID proposer has sufficient funds to cover the cost of the ballot in the event it received a “no” vote and the number of “yes” votes were less than 20% of those entitled to vote, (46).
- (j) The Council has the power to veto the BID in limited circumstances. This is where it considers that the BID would conflict to a material extent with formally adopted and published local authority policy, or where it considers the BID would place a significantly disproportionate and inequitable financial burden on any person or class of persons in the geographical area of the BID (31).
- (k) The BID body should be managed through a Board (or similar) with clear arrangements on how they will operate. The Council may have the opportunity to be represented on the BID board (32).

Section 151 Officer/Finance

- 42 The BID proposal will generate additional work for a number of services within the Council and if the BID is successful at ballot there will be additional resource implications for the Council principally in the collection of levy charges. There is scope within the BID Regulations for the Council to charge for various services provided to enable BID development, the BID ballot (in certain specific circumstances) and levy collection, but not a requirement to do so. Councils do not always seek to recoup their costs associated with BID set up and levy collection. BID technical guidance (2015) suggests that there have been wide variations on BID charging policies across the country with 32% of BIDs not being charged for collection of the levy by their local authority and a median collection charge being £7,500. (BID National Survey 2021).
- 43 It is therefore necessary for the Council to determine which costs it will seek to recover such that the BID proposer can take account of this in finalising the BID proposals. For the Wilmslow BID proposal, the Council sought to recover a variety of costs and a similar approach is suggested as appropriate in this case.

- 44 Key costs to the Council associated with BID development, ballot and levy collection are anticipated to be the cost of gathering information required by the BID proposer, the cost of holding the ballot, the cost of gearing up to collect a levy, and annual costs in collection/enforcement for the lifetime of the BID. These costs are not currently budgeted for within the MTFS and are in the process of being estimated by the relevant services.
- 45 Regulation 2 allows the billing authority to make a 'reasonable charge' for providing information requested by the BID proposer. In reality this will amount to the cost of officer time.
- 46 It is intended to outsource the ballot with associated costs currently estimated to be in the order of £4,000. In the event the ballot returns a "no" vote and the number of "yes" votes is less than 20% of those entitled to vote, the Council may seek to recover the costs from the BID proposer as a civil debt. In other circumstances where a "no" vote is returned the ballot costs would likely need to be borne by the Council. The Council could request that the BID proposer includes in the BID proposal for ballot costs to be recovered from the levy in the event of a successful ballot but there is no guarantee this will be accepted by the proposer.
- 47 If the BID is successful at ballot, the Council as billing authority, would be responsible for collecting the levy. In the first year the costs to the Council of levy collection would need to include those associated with updating software to enable separate billing to take place. Additional costs of the external software service provider have been initially estimated at £5,500. Thereafter levy collection costs would largely be associated with production and delivery of bills/correspondence and some officer time. These costs are difficult to estimate with any accuracy until the details of the BID proposal are finalised since they would be impacted by the selected mechanism for charging which has yet to be determined. BID Technical Guidance suggests a reasonable fee may be charged for the collection of the levy. Initial assessment of typical annual charges for levy collection (where charges are made) suggest the authority could charge around 3% of the levy for collection. Based on the feasibility study undertaken this would amount to in the region of £9,000/annum based on current rateable values and multiplier, although this would need to be tested further once full details of the BID proposal are available.
- 48 Having regard to current pressures on staff resources and Council finances and the fact that whatever decision is taken in respect of recovering costs associated with this BID proposal could set a precedent for future similar proposals, it is recommended that the Council seek to charge for the services provided by the Council, to be

recouped from the BID proposer or the levy collected as appropriate. Where the Regulations are explicit that charges can be made to recover costs, it is recommended that the BID proposer/BID Body be billed an amount deemed appropriate by officers and commensurate with the Regulations. With regard to the cost of holding a ballot, on which the Regulations are silent other than in the limited specific circumstances covered by Regulation 10, it is recommended that the BID proposer be asked to voluntarily cover ballot costs in the event of a successful ballot from levies raised, noting that this may be rejected by the BID proposer.

- 49 In addition to the financial implications associated with the BID ballot and levy collection, as Cheshire East Council is the rate payer for hereditaments in the proposed BID area, if the BID is successful it will have to pay the levy on those properties. The Business Rates team have identified the hereditaments in the draft BID area for which CEC is the rate payer. Although no accurate estimates can be made before the BID proposal is finalised, based on the information available at this point, it has been estimated that the total levy will amount to circa £16,000 per annum for the lifetime of the BID, based on current rateable values and multiplier. It should be noted that this figure may change dependant on new development within Council ownership in the town centre, such as the planned new Multi Storey Car Park. It is anticipated that any levy payable will be requested by Facilities Management or the relevant service through the next MTFS process.
- 50 If the ballot is successful, the feasibility work provided to the Council projects that the BID could raise close to £300,000 per annum in levy income for sole use by the Central Crewe BID, although this will depend on the final BID proposal.

Policy

- 51 The Corporate Plan recognises that successful town centres are vital to ensuring thriving urban and rural economies with opportunities for all. A well-managed, successful BID could support Crewe to thrive economically. It also has the potential to support several other policies such as helping to tackle crime and anti-social activity; improving open spaces for people to socialise; and increasing footfall and vibrancy. The extent of alignment with Council policies can however only be confirmed once the final BID proposal has been received. This matter will therefore be considered further after the final BID proposal has been received and reported in a follow-on report to Economy and Growth Committee.
- 52 A BID proposal, subject to its final detail, could support the following aims and priorities of the Corporate Plan.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place
<p>Ensure transparency in all aspects of council decision making.</p> <p>Support a sustainable financial future for the council, through service development, improvement and transformation</p> <p>Look at opportunities to bring more income into the borough</p>		<p>A great place for people to live, work and visit</p> <p>Thriving urban and rural economies with opportunities for all</p>

Equality, Diversity and Inclusion

- 53 The Council has not undertaken an Equality Impact Assessment (EIA) on this proposal since it is being brought forward by a third party and additionally at this point the BID proposal has not been finalised.

Human Resources

- 54 There are considered to be no direct significant implications for human resources stemming from this report.

Risk Management

- 55 There is potential for both positive and negative reactions from local businesses to this proposal. Whilst the Council is not the BID proposer there is a clear possibility that the BID proposal may be perceived as a Council initiative with consequent potential positive or negative public reaction, particularly as the Council would be responsible for collection of the levy. Risks around this can be mitigated by establishing a clear communication plan and liaison with the BID proposer.
- 56 The checks undertaken by the Council on receipt of the BID proposal include a review of finances designed to enable the Council to ensure the BID proposer can cover costs should the ballot be unsuccessful and return a 'yes' vote of less than 20% of those entitled to vote, reducing the risk of abortive costs falling to the Council.

- 57 There are additional reputational and financial risks which might flow from procedural error, for example should a challenge be lodged claiming an irregularity in the ballot process.

Rural Communities

- 58 There are considered to be no specific implications for rural communities arising from this report.

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

- 59 There are considered to be no specific implications for young people/cared for children stemming from this report.

Public Health

- 60 There are considered to be no direct implications for public health stemming from the BID proposal. If the BID is successful in boosting the local economy this could potentially have beneficial health impacts although economic benefit may not necessarily filter to those in poorest health, particularly in a five-year period.

Climate Change

- 61 The BID proposal has the potential to impact on climate change in multiple ways. For example, if the BID supports business to thrive this could encourage more people in Crewe to stay in their local area for leisure but conversely it could attract new visitors from outside the area, both scenarios impacting on carbon emissions in different ways. Given that the Council would not be in control of BID expenditure it would likely be able to exercise only limited influence over initiatives which could have implications for climate change, whether positive or negative. If the Council has a representative on any future BID Board, there will likely be more scope to ensure that the climate change agenda is considered is considered when decisions are made by the BID body.

Access to Information	
Contact Officer:	Jo Wise, Development & Regeneration Delivery Manager jo.wise@cheshireeast.gov.uk 07870 391694
Appendices:	N/A
Background Papers:	N/A

This page is intentionally left blank

OPEN

Corporate Policy Committee

11 July 2023

**Cheshire and Merseyside Health and
Care Partnership**

Report of: Helen Charlesworth May, Executive Director (Adults, Health & Integration) and David Brown, Director of Governance & Compliance

Report Reference No: CP/6/23-24

Ward(s) Affected: All

Purpose of Report

- 1 This report requests authority for the Council to become a member of the new statutory Integrated Care Partnership for Cheshire & Merseyside, to be known as the Cheshire & Merseyside Health and Care Partnership (C&M HCP).

Executive Summary

- 2 The Cheshire & Merseyside Health & Care Partnership is a statutory joint committee and forms part of the overall structure of the new Integrated Care System set out in the Health & Care Act 2022.
- 3 The C&M Health and Care Partnership has statutory functions to deliver an Integrated Care Strategy across the C&M area, and to hold others to account for their delivery of the Strategy. In order to undertake this effectively it needs the support and input from all partners across the C&M region, to ensure that local needs and requirements are fully reflected in the Strategy.

RECOMMENDATIONS

That Corporate Policy Committee:

1. Recommend to full Council that the terms of reference of the C&M Integrated Care Partnership (to be known as the Cheshire & Merseyside Health & Care Partnership) be adopted.
2. That the Council become a member of the Cheshire & Merseyside Health & Care Partnership.
3. That the Leader of the Council be nominated to be the Council's representative on the Cheshire & Merseyside Health & Care Partnership.
4. That the Chief Executive have delegated approval to nominate an Executive Director/Director of Public Health to be a member of the Committee if she considers this appropriate.

Background

4. The government reforms of the NHS under the Health and Care Act 2022 created new Integrated Care Systems with responsibility across wider geographical footprints. The Integrated Care System (ICS) for our area covers the footprint of the nine local authority areas in Cheshire and Merseyside. Finances are directed to the Cheshire & Merseyside area and can then be devolved down to local areas (known as 'Place'). Our 'Place' operates through the Cheshire East Health & Care Partnership (CE HCP), which is comprised of partners from across the health services in Cheshire East. A diagram illustrating the governance arrangements for the C&M Integrated Care System is set out at Appendix 1.
5. As part of the statutory governance arrangements, the ICS is required to set up an Integrated Care Partnership for Cheshire & Merseyside, with local authority membership from each Place.

Role of the Integrated Care Partnership

6. The Integrated Care Partnership (ICP) will drive the strategic direction and plans across the C&M area, and this work needs to be aligned with other strategies and the work of the local Health and Wellbeing Boards. The ICP allows organisations to work together more closely

to collectively improve the health of residents across C&M. In particular, it has responsibility for agreeing an Integrated Care Strategy across C&M to address the broad health and social care needs of the population across the C&M region, including the wider determinants of health, such as employment, environment and housing. Integrated Care Boards and local authorities will be required to have regard to the ICP strategy when making decisions, commissioning and delivering services.

7. The ICP will comprise of health and care partners from across the C&M area, including one councillor representative from each local authority, as well as two Executive Directors and two Directors of Public Health from across C&M. Only the Chair, Vice Chair, local authority, ICB representatives & Healthwatch will have voting rights, but the partnership will have representation from across the broader sector, including the Ambulance Service, Fire & Rescue, Police, Housing, Voluntary Sector, Carers, Primary Care, Social Care Providers, LEP, University Sector and Providers. This will ensure a wide range of views are heard.
8. A copy of the terms of reference to be agreed is set out at Appendix Two.

NOTE: The terms of reference are not yet agreed, and a number of concerns have been sent back to the ICB for them to deal with. A response is still awaited. These relate to:-

- There are two co-vice chairs which will be confusing if the Chair is absent.
- It is not clear how the 'Executive' (we assume to be officers) and DPH's will be appointed as there are only a limited number of places.
- There is a lack of clarity around the ICB votes
- Clarity needed over when the public/press can be excluded
- The quorum does not specify a need for a class of members to be present i.e., if there are no local authority members the meeting can still proceed
- Clarity is needed over conflicts of interest
- Whether meetings can be held remotely

Consultation and Engagement

9. The Integrated Care Board has not formally consulted the public over the terms of reference for the ICP, but it has consulted with all nine local authorities.

Reasons for Recommendations

10. The Council must become a member of the Integrated Care Partnership as this is a statutory requirement under S116ZA Health & Social Care Act 2022.

Other Options Considered

11. No other options have been considered, as this is a statutory duty.

Implications and Comments

Monitoring Officer/Legal

12. Integrated Care Partnerships are a fundamental part of the Integrated Care System which was brought in by the Health & Social Care Act 2022. Under S.116ZA, each Integrated Care Board and local authority within the Integrated Care Board area **must** establish a joint committee for the board's area. The Integrated Care Board must consist of at least one member of the ICB, and one member from each local authority, and the ICP itself can determine any other membership. The ICP can also determine its own procedures, such as quorum etc.
13. The Integrated Care Partnership is responsible for the preparation of the Integrated Care Strategy, which sets out how the population needs of the area can be met by the ICB, NHS England or local authorities.
14. S116B Health & Social Care Act 2022 provides that local authorities and Integrated Care Boards must have regard to any Integrated Care Strategy and any joint Health & Wellbeing Strategy when exercising its function.

Section 151 Officer/Finance

15. There are no financial implications or changes required to the Medium-Term Financial Strategy, as this report is seeking to approve a statutory committee and the appointment of a member of the Council to it. In the event that officers are appointed to the Committee, then this will have a financial implication in terms of time only, which would be managed within existing budgets.
16. Any decisions to be made by the Joint Committee which would involve budgetary implications for the Council will need to be brought back to Committee/Council in line with our constitutional arrangements.

Policy

17. Membership of the Integrated Care Partnership will help to ensure that the Health & Wellbeing Board and the Council are able to provide the necessary leadership to achieve their role of leading on integration, reducing health inequalities and supporting the delivery of the Joint Local Health and Wellbeing Strategy.

An open and enabling organisation (Include which aim and priority)	A council which empowers and cares about people Reduce inequalities across the borough	A thriving and sustainable place A great place for people to live, work and visit.
---	--	--

Equality, Diversity and Inclusion

18. There are no equalities implications.

Human Resources

19. There are no human resources implications, although there would be a time commitment from officers if they are nominated to a place on the Integrated Care Partnership Board.

Risk Management

20. There are no direct risk management implications in this report. However, decisions of the Integrated Care Partnership may carry risk, and these should be considered as appropriate by the board member.

Rural Communities

21. There are no direct implications for rural communities.

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

22. There are no direct implications for children and young people.

Public Health

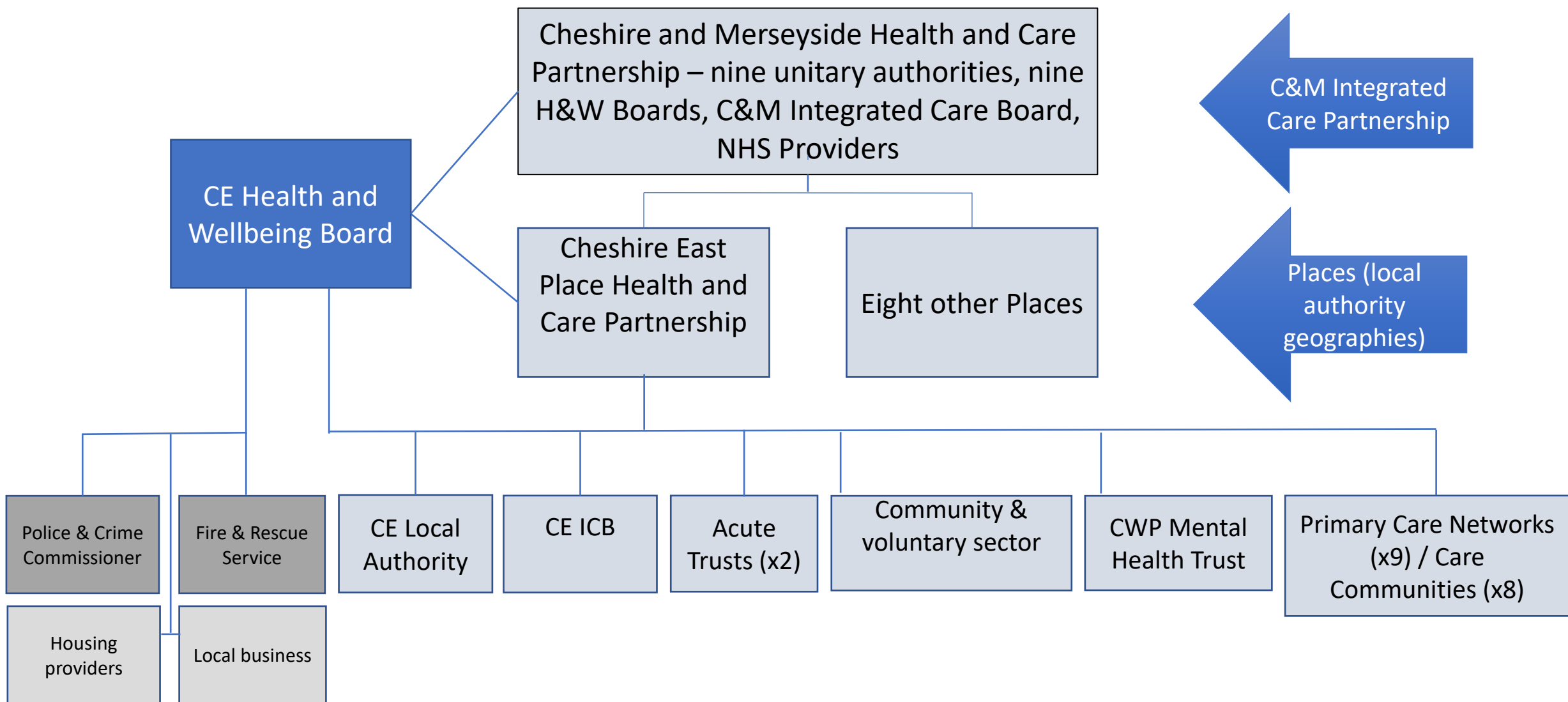
23. A key aim of the Integrated Care Strategy is to improve the public health amongst the residents of Cheshire & Merseyside, as set out above.

Climate Change

24. There are no climate change implications.

Access to Information	
Contact Officer:	Deborah Upton Deborah.upton@cheshireeast.gov.uk
Appendices:	1. Governance structure 2. Terms of Reference (Draft)
Background Papers:	None

The Cheshire & Merseyside Integrated Care System



This page is intentionally left blank

Cheshire and Merseyside Health Care Partnership (HCP)

Terms of Reference

Document revision history

Date	Version	Revision	Comment	Author / Editor
19 October 2022	0.1	Initial ToR		Natalie Robinson

First Review due by November 2023

1. Introduction

- 1.1 The engagement document: Integrated Care System Implementation¹ produced by the Department of Health and Social Care and NHS England set the role of the Integrated Care Partnership (ICP) as:

“A broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS as equal partners in order to facilitate joint action to improve health and care outcomes and experiences, influence the wider determinants of health, and plan and deliver improved integrated health and care.”

- 1.2 An ICP is a joint committee² formed between an NHS Integrated Care Board and all upper-tier local authorities that fall within the same Integrated Care System (ICS) area. The ICP will play a critical role within the ICS with the intent to bring together a broad alliance of partners concerned with improving the care, health and wellbeing of the population, with membership determined locally.
- 1.3 Cheshire and Merseyside (C&M) has had an established Health and Care Partnership, since 2020 and is the committee from which the C&M ICS's ICP will develop from. It has been proposed that the new ICP will be known as / referred to as the Cheshire and Merseyside Health and Care Partnership (HCP) because this is a trusted and well-respected brand with partners and stakeholders.
- 1.4 The HCP is a joint committee where partners in the ICS will come together to deliver the aims and objectives contained within this terms of reference, this includes developing the C&M Integrated Care Partnership Strategy and strategic priorities³, in response evidence presented to it, and agreeing what we want to do differently to serve our populations at a Place level.
- 1.5 The work of the HCP should not duplicate the work of the nine Cheshire and Merseyside Health and Wellbeing Boards but will work in conjunction where appropriate to help achieve common objectives and aims to benefit local populations at a Place level.
- 1.6 These terms of reference set out the membership, remit, responsibilities, and reporting arrangements of the joint committee.

¹ <https://www.england.nhs.uk/publication/integrated-care-systems-guidance/>

² The Local Government and Public Involvement in Health Act 2007 s. 116ZA(1) (as inserted by Health and Care Act 2022) requires “An integrated care board and each responsible local authority whose area coincides with or falls wholly or partly within the board’s area must establish a joint committee for the board’s area (an “integrated care partnership”).”

³ S.116ZB sets out the requirements for Integrated care strategies and the processes and procedures to be adopted.

2. Role and Purpose

- 2.1 The primary purpose of the Cheshire and Merseyside HCP (the “HCP”) will be to act in the best interests of people, patients, and the system as a whole, rather than representing individual interests of any one constituent partner.
- 2.2 The HCP will develop strong relationships and a collaborative culture across all partners, with representation from across the health and care system with membership including representatives from both statutory / non-statutory partners and individual organisations.
- 2.3 The HCP will be governed by a set of principles and ways of working which are based on a combination of what has been deemed important by local stakeholders together with national expectations.
- 2.4 The HCP will:
 - Involve local organisations and people in preparing its Integrated Care Partnership Strategy that sets out how the assessed needs in relation to its area are to be met by the exercise of functions of the ICB, NHS England and Local Authorities. The HCP will ensure that best available evidence and data is used to inform the development of the Integrated Care Partnership Strategy through drawing upon the Joint Strategic Needs Assessments and other sources of rich data, insight and intelligence, with support of public health teams to ensure robust application of evidence to work programme design.
 - Work with a broad range of partners including those on the frontline, to develop a clear view on the contribution of the Health and Social Care system into prevention and the wider determinants of health, including our collective “anchor” approach, and help in the development and delivery of the local framework for addressing inequalities. The HCP provides opportunity for a system level forum to support and enhance work programmes to improve population health outcomes and reduce health inequalities by addressing complex, long term issues that require a system level integrated approach across stakeholders.
 - Support the work of the nine Cheshire and Merseyside Health and Wellbeing Boards (HWBBs) and have due regard to and respond to their Health and Wellbeing Strategies and Joint Strategic Needs Assessments. The HCP provides opportunity for a system level forum where work undertaken by individual Health and Wellbeing Boards can be shared in the spirit of collective learning and to the benefit of the local people
 - Enable, encourage and support partners, places and collaboratives to improve and innovate, including advocating for new approaches and transformational ways of working, improving population health outcomes and reduce health inequalities at Place by addressing complex, long term issues that require a system level integrated approach across stakeholders.
 - Provide a forum to build on the joint positive working and collaboration between the NHS, Local Authorities and other partners that was demonstrated during the COVID-19 pandemic period

2.5 The HCP will play an important role to **support partners** to deliver on the following statutory duties:

- *Duty to commission certain specified health services*
- *Duty as to reducing inequalities*
- *Duty as to patient choice*
- *Duty to exercise functions effectively, efficiently, and economically*
- *Duty to obtain appropriate advice*
- *Duty to promote innovation*
- *Duty in respect of research*
- *Duty to promote integration*
- *Duty as to public involvement and consultation (in accordance with ICB direction and potential Place implementation) Duties as to climate change*
- *Duty to have regard to the wider effect of its decisions in relation to—*
 - (a) the health and well-being of the people of England;*
 - (b) the quality of services provided to individuals—*
 - (i) by relevant bodies, or*
 - (ii) in pursuance of arrangements made by relevant bodies, for or in connection with the prevention, diagnosis or treatment of illness, as part of the health service in England;*
 - (c) efficiency and sustainability in relation to the use of resources by relevant bodies for the purposes of the health service in England.*

3. Authority

- 3.1 The HCP is a Statutory Joint Committee, created by the Health and Care Act 2022. It operates on a partnership and collaborative basis. Each of the constituent statutory partner organisations remains responsible for discharging their individual organisational duties and responsibilities.
- 3.2 However, the HCP is able to make decisions on matters within its statutory remit (e.g. agreeing system priorities to steer Place-based planning and delivery which achieve the aims of the Integrated Care Strategy). The intention is that it will be responsible for holding partnership discussions to help achieve the stated role and purpose as outlined within Section 2.
- 3.3 Members commit to working collaboratively; openly and supporting the development and role of the HCP.
- 3.4 The HCP is authorised to create any relevant sub-groups in order to take forward specific programmes of work considered necessary by the membership.

4. Membership & Attendance

4.1 Members

- 4.1.1 Members are selected to be representatives of constituent partners and attend HCP meetings to promote the greater collective endeavour. Therefore, members are expected to make effective two-way connections between the Cheshire and Merseyside HCP and constituent organisations, adopting a partnership approach to working together, as well as listening to the voices of citizens, patients and the public we serve.
- 4.1.2 It is expected that members will prioritise these meetings and make themselves available; where this is not possible a nominated deputy may attend of sufficient seniority who will have delegated authority to make decisions on behalf of their organisation in accordance with the objectives set out in the Terms of Reference for this group. For Local Authority (LA) representatives this will be in accordance with the due political process.
- 4.1.3 All Members of the HCP will be asked to make connections between the HCP and the sector in which they are representing. The core focus of this role is not to champion the interests of any single organisation.
- 4.1.4 The meetings will be Chaired by a Councillor representing a Local Authority in the Partnership, with two Joint Vice Chairs, one being the Cheshire and Merseyside ICB Chair and the other being an appointed representative of the VCSE sector. The Chair to be appointed on an annual basis at the first meeting of the year by the local authority elected members of the Board present at the meeting who have voting rights. Nominees for the Chair role to be nominated and seconded by local authority elected members members of the Board with voting rights and agreed by way of a majority vote.
- 4.1.5 The full membership of the HCP is:

Members with voting rights:	
ICP Chair	Councillor representing a Local Authority in the Partnership voting
ICP Vice Chair (2)	NHS Cheshire and Merseyside ICB Chair Voluntary Sector Representative
ICB	Chief Executive One vote Executive Medical Director, NHS Cheshire and Merseyside Assistant Chief Executive Director of Finance
Local Authority Partners	Political Representation x 9 (including ICP Chair) 9 votes (1 per area and to include the chair if present) Executive x 2 non voting Directors of Public Health x 2 non voting
Members without voting rights	
Northwest Ambulance Service	voting
Police	X 2 (Cheshire Police, Merseyside Police) non voting
Fire and Rescue	X 2 (Cheshire, Merseyside) non voting

Voluntary, Community and Faith Sector	X 2 (Cheshire & Warrington, Merseyside) non voting
Local Enterprise Partnership	X 2 (Cheshire, Merseyside) non voting
Primary Care	X2 voting
Provider Collaborative	X2 (CMAST, MHLDS) non voting
Carers	Non voting
Housing	Non voting
Healthwatch	X2 voting
Higher Education/University	X2 non voting
Social Care Provider	Non voting

In all cases, nominations to HCP membership will be renewable on an annual basis. Each participant organisation or body will be expected to have formally nominated or confirmed their ex-officio representatives by 1st August of each year. NOTE – Changes in membership during the year are allowed and must be notified to the HCP promptly and before attendance at the next meeting.

The HCP may from time to time request attendance by appropriate individuals to present agenda items and/or advise the HCP on particular issues. Any such individual may attend the meeting but will not be entitled to vote on any item presented to it.

4.1.6 Nominated Deputies

In the event of a Member being unable to attend, a nominated deputy may be called upon to attend in their place. Nominations for the role of deputy should be made by each partner at the time of appointment to the Board and/or confirmed annually. NOTE – the nominated deputies cannot chair ICB meetings should a deputy attend in place of their respective principal members from their authority.

4.2 Attendees

4.2.1 Only members of the HCP, or their nominated deputy, can participate in HCP meetings, but the Chair may invite relevant staff to the meeting as necessary in accordance with the business of the HCP. A voting Board Member who fails to attend three consecutive HCP Meetings will be requested to account for their attendance record to the Chairperson of the HCP. The Chairperson of the HCP will be empowered to refer any ongoing concerns regarding persistent non-attendance of a Board Member to that Member's nominating organisation/body with a recommendation that consideration be given to whether it would be appropriate for the individual to continue in their Member role.

The Chair may ask any or all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

5. Meetings

5.1 Quorum

5.1.1 The meeting will be quorate if at least 50% of the voting members are present. If the quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions requiring agreement by statutory bodies may be taken. If any member of the HCP has been disqualified from participating in the discussion and/or decision-making for an item on the agenda, by reason of a declaration of a conflict of interest, then that individual shall no longer count towards the quorum. A conflict of interest is xxxx

5.2 Decision-making and voting

5.2.1 As far as is possible the HCP will make decisions by consensus. The Chairperson will have the responsibility to decide whether an item shall be put to a vote. In this instance, each member who is eligible to vote (see section 4.1 above) will have one vote. Issues put to the vote will be decided by a majority of the membership present and eligible to vote. Where there is no majority the Chairperson will have the casting vote.

5.2.2 In accordance with paragraph 6, no member (or representative) with a conflict of interest in an item of business will be allowed to vote on that item.

5.3 Open to Press and Public

5.3.1 The Board will have the opportunity to hold two types of meeting:-

- Business Meetings
- Development Meetings

5.3.2 Business meetings of the Board are deemed to be public meetings. However, individual reports may be exempt from publication or disclosure pursuant to the provisions of the Local Government Act 1972. While business meetings of the Board will generally be open to the public, members of the public will be able to attend in an observer capacity only.

5.3.3 The Board will also reserve the right to convene development sessions, which will be held in private and will not be formal meetings of the ICP, as the nature of such sessions will not be conducive to public attendance. However, a short summary of each development session will be reported to the next available business meeting.

5.4 Frequency of meetings

- 5.4.1 The HCP will meet up to six times each year. Additional meetings may take place as required.
- 5.4.2 The HCP Chair, in consultation with and with the support of both Vice Chairs, may ask the HCP to convene further meetings to discuss particular issues on which they want advice.
- 5.4.3 The HCP may meet virtually or in hybrid format when necessary and members attending using electronic means will be counted towards the quorum.

5.5 Reporting and Accountability

There will be no formal line of accountability between the HCP and the Cheshire and Merseyside ICB.

The HCP will receive reports from the Cheshire and Merseyside statutory HWBBs, which will inform its own priorities and strategy; and the HCP will also provide reports to the HWBBs on matters concerning delivery of ICS priorities and outcomes framework.

The HCP will also provide reports to the ICB, providing a summary of any specific programmes of work undertaken, including the issues considered and recommended actions, and any key outputs (in particular the Integrated Care Partnership Strategy) from its meetings.

5.6 Access to Information

- 5.6.1 Notice of Meeting - In accordance with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 regarding access to information, notice of the time and place of HCP business meetings will be published at the XXX and via the XXX website at least five clear days before the date of each meeting.
- 5.6.2 Agenda Despatch - A copy of the agenda and related reports for each HCP business meeting will be sent to each HCP Member at least five clear days before the date of that meeting.
- 5.6.3 Confidential/Exempt Business - In line with the Access to Information Procedure Rules, the public may be excluded from HCP meetings where confidential or exempt business is being considered. The agenda for HCP meetings will clearly indicate where confidential/exempt information is due to be considered.

5.7 Administrative Support

The HCP shall be supported with a secretariat function provided by XXX. In addition to publication of agendas and supporting papers the secretariat will prepare and circulate minutes of meetings within x days and maintain and action points/plans.

6. Behaviours and Conduct

6.1 The HCP shall conduct its business in accordance with any national guidance. The seven Nolan Principles of Public Life shall underpin the committee and its members.

6.2 HCP members should:

- Inform the Chair of any interests they hold which relate to the business of the HCP.
- Inform the Chair of any previously agreed treatment of the potential conflict / conflict of interest.
- Abide by the Chair's ruling on the treatment of conflicts / potential conflicts of interest in relation to ongoing involvement in the work of the HCP.
- Inform the Chair of any conflicts / potential conflicts of interest in any item of business to be discussed at a meeting. This should be done in advance of the meeting wherever possible.
- Declare conflicts / potential conflicts of interest in any item of business to be discussed at a meeting under the standing "declaration of interest" item.
- Abide by the Chair's decision on appropriate treatment of a conflicts / potential conflict of interest in any business to be discussed at a meeting.
- In the absence of a specific Code of Conduct for the HCP, abide by their own respective organisation's Code of Conduct

6.3 As well as complying with requirements around declaring and managing potential conflicts of interest, HCP members should:

- Attend meetings, having read all papers beforehand
- Arrange an appropriate (i.e. formally nominated) deputy to attend on their behalf, if necessary
- Act as 'champions', disseminating information and good practice as appropriate
- Comply with the HCP's administrative arrangements to support the HCP around identifying agenda items for discussion, the submission of reports etc.
- Consider the equality, diversity and inclusion implications of decisions they make.

7. Review

7.1 The HCP will review its effectiveness at least annually

7.2 These terms of reference will be reviewed at least annually and earlier if required.

Corporate Policy Committee**11th July 2023****Cheshire East Health and Wellbeing
Board Terms of Reference Update**

**Report of: Helen Charlesworth-May, Executive Director of Adults,
Health and Integration****Report Reference No: CP/49/23-24****Ward(s) Affected: All****Purpose of Report**

- 1 Improving the health and wellbeing of the residents of Cheshire East is a priority for the Council and its partners. The Health and Wellbeing Board was set up because of the requirements of the Health and Social Care Act 2012 and has a key role to play in setting the priorities for Cheshire East and providing system leadership for health and wellbeing.
- 2 The Health and Care Act 2022 and a Local Government Association facilitated review of the Health and Wellbeing Board have led to the need to update the Board's Terms of Reference. This report and Appendix One highlight those changes and seeks the Committee's approval of them. Appendix Two is a clean copy (without tracked changes) for ease of reading.

Executive Summary

- 3 The Terms of Reference of the Health and Wellbeing Board are reviewed every two years. The current version was agreed in 2021. As a result of the legislative changes last year (in particular the demise of the Cheshire Clinical Commissioning Group), an update was required; in addition, the review of the Health and Wellbeing Board (facilitated by the Local Government Association) has led to some further changes in relation to the membership section.
- 4 The most significant proposed change is to make all members of the Board, voting members. This was proposed on the basis that if we expect people to give up their time to join the Board, then their contribution ought to be equally

valued to that of the statutory members; giving them a vote was a means of doing that.

RECOMMENDATIONS

That Corporate Policy Committee:

1. Recommend that full Council adopt the revised terms of reference for the Cheshire East Health and Wellbeing Board.

Background

- 5 The current Terms of Reference of the Health and Wellbeing Board were approved by Council in April 2021. Within the Terms of Reference there is a requirement to review them every two years. If any changes are proposed, they are taken to the Corporate Policy Committee and then Council for approval (because they are a part of the Council's Constitution).
- 6 On 1st July 2022 the Health and Care Act 2022 came into force. This disestablished the Clinical Commissioning Groups (CCG) and replaced them with Integrated Care Systems across wider geographical footprints (ICS) We are now part of the Cheshire and Merseyside Integrated Care System, which comprises nine local authorities, health service providers and the newly established NHS Cheshire and Merseyside Integrated Care Board. A slide illustrating the governance of the ICS is set out at Appendix Three. As can be seen, our Health and Wellbeing Board forms an important part of the overall ICS governance across the Cheshire and Merseyside footprint, and importantly at 'Place' level as well.
- 7 The CCG is referenced within the existing Terms of Reference for the Health and Wellbeing Board and was represented on the Board. The necessary changes have been made within the revised version to delete references to the CCG and replace with the Integrated Care Board (ICB) and it is now ICB colleagues who attend meetings. Other minor changes have been made to take into account the NHS reorganisation of last year.
- 8 During 2022 a Local Government Association facilitated review of the Health and Wellbeing Board took place. This was initiated to ensure that the Board was fit for purpose in the light of the ICS. A number of workshops with Board members and a wider group of senior leaders took place. At the conclusion of the review there were recommendations for the Board to take forward and where required these have been incorporated into the revised Terms of Reference.
- 9 The most significant change is to remove the distinction between the voting Statutory Members and non-voting members. It was felt that having a two-tier voting/non-voting membership could be interpreted as not valuing the time,

knowledge and expertise of the Associate Members. It is therefore proposed that the Statutory Members have a vote and that all additional Members are appointed as voting Members.

Consultation and Engagement

- 10 The proposed changes have been extensively debated by the Health and Wellbeing Members through three workshops and the informal meetings of the Board. No formal public engagement or consultation has been undertaken.

Reasons for Recommendations

- 11 To ensure that the Health and Wellbeing Board Terms of Reference facilitate the work of the Board in meeting its statutory duties and responsibilities.

Other Options Considered

- 12 No other options have been considered.

Option	Impact	Risk
Do nothing	Terms of Reference would not reflect current legislative requirements and organisational arrangements	This would hamper the effectiveness of the Board

Implications and Comments

Monitoring Officer/Legal

- 13 Health and Wellbeing Boards were established by S194 of the Health and Social Care Act 2012 as committees of local authorities. The legislation provides that the Board must consist of at least one councillor, the Directors of Adults, Childrens and Public Health, a representative of Healthwatch and the CCG (now the ICB), and such others as the local authority thinks appropriate.
- 14 Full Council has the authority to determine the membership and terms of reference of the Health and Wellbeing Board, following consultation with the Board.

- 15 Section 194 (8) of the Health and Care Act 2012 also allows the Board to appoint such additional persons to be members of the Board as it thinks appropriate.

Section 151 Officer/Finance

- 16 No changes are required to the Council's existing Medium Term Financial Strategy (MTFS) as a result of this report. Relevant areas of expenditure are covered by existing resources, for example, those contained within the Better Care Fund (BCF) administered as a Pooled budget between the Council and Local Health partners.

Policy

- 17 The revisions to the Terms of Reference of the Health and Wellbeing Board will help to ensure that the Board is able to provide the necessary leadership to achieve its role of leading on integration, reducing health inequalities and supporting the delivery of the Joint Local Health and Wellbeing Strategy.

An open and enabling organisation	A council which empowers and cares about people Reduce inequalities across the borough	A thriving and sustainable place A great place for people to live, work and visit.
--	--	--

Equality, Diversity and Inclusion

- 18 There are no equality implications in relation to this report and its recommendations/decisions.

Human Resources

- 19 There are no HR implications of this report.

Risk Management

- 20 There are no significant risk management implications of this report.

Rural Communities

- 21 There are no specific implications to rural communities of this report.

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

- 22 There are no specific implications to children and young people, and cared for children, of this report.

Public Health

- 23 There are no specific implications in relation to Public Health. However, having Terms of Reference that are fit for purpose will allow the Board to work effectively in leading work to improve Public Health and reduce inequalities. The Board has a strategic leadership role in relation to the implementation of the Joint Local Health and Wellbeing Strategy (approved March 2023), and addressing the wider determinants of health (education, skills, employment status, housing, home environment, access to culture and leisure, green spaces etc); all of which have an impact on health and wellbeing.

Climate Change

- 24 There are no impacts upon climate change from this report.

Access to Information	
Contact Officer:	Guy Kilminster, Corporate Manager Health Improvement Guy.kilminster@cheshireeast.gov.uk
Appendices:	Appendix One - Draft revised Terms of Reference for the Cheshire East Health and Wellbeing Board (V4 - showing tracked changes) Appendix Two - Draft revised Terms of Reference for the Cheshire East Health and Wellbeing Board (V4 – clean copy) Appendix Three - Integrated Health and Care System Governance diagram
Background Papers:	N/A

This page is intentionally left blank

Cheshire East Statutory Health and Wellbeing Board

Terms of Reference June 2023

1. Context

- 1.1 The full name of the Board shall be the Cheshire East Health and Wellbeing Board. (CEHWB)
- 1.2 The CEHWB was established in April 2013.
- 1.3 The Health and Social Care Act 2012 and subsequent regulations provide the statutory framework for Health and Wellbeing Boards (HWB).
- 1.4 For the avoidance of doubt, except where specifically disapplied by these Terms of Reference, the Council Procedure Rules (as set out in its Constitution) will apply.

2. Purpose

- To work in partnership to make a positive difference to the health and wellbeing of the residents of Cheshire East through an evidence-based focus on improved outcomes and reducing health inequalities.
- To prepare and keep up to date the Joint Strategic Needs Assessments (JSNAs) and Joint **Local** Health and Wellbeing Strategy ~~ies~~ (JHWSs), which is a duty of local authorities and **integrated care boards. clinical commissioning groups (CCGs).**
- To lead integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 (ie lead commissioning, pooled budgets and/or integrated provision) in connection with the provision of health and social care services.
- To be a forum that enables member organisations of the Board to hold each other to account for their responsibilities for improving the health of the population
- To assist in fostering good working relationships between commissioners of health-related services and the CEHWB itself.
- To assist in fostering good working relationships between commissioners **and providers** of health-related services (such as housing and many other local government services) and commissioners of health and social care services
- To undertake any other functions that may be delegated to it by the Council under section 196(2) of the Health and Social Care Act 2012.

Such delegated functions need not be confined to public health and social care.

- To provide advice assistance and support for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of such services.

3. Roles and Responsibilities

- 3.1 To work with the Council and **NHS Cheshire and Merseyside Integrated Care Board (ICB) CCG** effectively to ensure the delivery of the Joint Strategic Needs Assessment and Joint **Local** Health and Wellbeing Strategy.
- 3.2 To work within the CEHWB to build a collaborative partnership to key decision making that embeds health and wellbeing challenge, issue resolution and provides strategic system leadership.
- 3.3 To participate in CEHWB discussions to reflect the views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery.
- 3.4 To champion the work of the CEHWB in their wider work and networks and in all individual community engagement activities.
- 3.5 To ensure that there are communication mechanisms in place within partner organisations to enable information about the CEHWB's priorities and recommendations to be effectively disseminated.
- 3.6 To share any changes to strategy, policy, and the system consequences of such on budgets and service delivery within their own partner organisations with the CEHWB to consider the wider system implications.

4. Accountability

- 4.1 The CEHWB carries no formal delegated authority from any of the individual statutory bodies.
- 4.2 **Core** Members of the CEHWB have responsibility and accountability for their individual duties and their role on the CEHWB.
- 4.3 The CEHWB will discharge its responsibilities by means of recommendations to the relevant partner organisations, which will act in accordance with their respective powers and duties.
- 4.4 The Council's **Core Statutory** Members will ensure that they keep **Committee Chairs Cabinet** and the wider Council advised of the work of the CEHWB.

Reviewed May/June 2023 V4

- 4.5 The CEHWB may report and be accountable to Full Council and to the ~~relevant Governing Body of the NHS Clinical Commissioning Group Cheshire and Merseyside Integrated Care Partnership~~ by ensuring access to meeting minutes and presenting papers as required.
- 4.6 The CEHWB will not exercise scrutiny duties around health or adult social care services directly. This will remain the role of the Cheshire East Scrutiny Committee. Decisions taken and work progressed by the CEHWB will be subject to scrutiny by that Scrutiny Committee.
- 4.7 The CEHWB will provide information to the public through publications, local media, and wider public activities by publishing the minutes of its meetings on the Council's website. The CEHWB is supported by an Engagement and Communications Network across HWB organisations to ensure this function can operate successfully.

5. Membership

- 5.1 The ~~Core~~ membership of the CEHWB will comprise the following:

~~Voting m~~Members:

- **Three** councillors from Cheshire East Council* ¹ -~~(representing the Administration)~~
- The Director of Adult Social Services*
- The Director of Children's and Families*
- The Director of Public Health*
- A local Healthwatch representative*
- Two representatives from ~~the NHS Cheshire and Merseyside Integrated Care Board*~~ Clinical Commissioning Group
- ~~Two representatives from the Cheshire Integrated Care Partnership~~
- The Chair of the Cheshire East Place Health and Care Partnership
- The Executive Director of Place
- A Police and Crime Commissioner representative
- A Fire and Rescue Service representative
- A representative of CVS Cheshire East
- An additional representative of Children and Families
- A councillor from Cheshire East representing the main opposition group
- A representative of housing providers
- A representative of local businesses

~~Non-voting members:~~

- ~~The Chief Executive of the Council~~
- ~~The Director of Children's and Families~~
- ~~A nominated representative of NHS England / NHS Improvement~~

The councillor membership of the CEHWB ~~(the three core voting members)~~ will be determined by Cheshire East Council.

¹ * Statutory Members of the Board

Reviewed May/June 2023 V4

5.2 The ~~Core~~ Statutory Members will keep under review the Membership of the CEHWB and ~~if appropriate may appoint such additional persons to be members of the Board as it thinks appropriate (as set out in the Health and Social Care Act 2012 194 (8)). will make recommendations to Council on any changes to the Core Membership.~~ All Members of the Board will be voting members.

5.3 ~~The above Statutory Members² through a majority vote have the authority to recommend to Council that individuals be appointed as Voting Associate Members of the CEHWB. The length of their appointment of additional members will be determined by the Health and Wellbeing Board. membership will be for up to one year and will be subject to re-selection at the next Annual General Meeting "AGM" of the CEHWB.~~ Associate Members They will assist the CEHWB in achieving the priorities agreed within the Joint Health and Wellbeing Strategy. ~~and may indeed be chairs of sub-structure forums where they are not actual Statutory Members of the CEHWB.~~

5.4 ~~The above Statutory Members³ through a majority vote have the authority to appoint individuals as Non-Voting Associate Members of the CEHWB. (Committee Procedure Rule 20.1 refers). The length of their membership will be for up to one year and will be subject to re-selection at the next Annual General Meeting "AGM" of the CEHWB.~~

5.45 Each ~~Core~~ Member has the power to nominate a single named substitute. If a Substitute Member be required, advance notice of not less than 2 working days should be given to the Council whenever practicable. The Substitute Members shall have the same powers and responsibilities as the ~~Core~~ Members.

6. Frequency of Meetings

6.1 There will be no fewer than four ~~public~~ meetings per year ~~(including an AGM), usually once every three months. as a formal CEHWB.~~

6.2 Additional meetings of the CEHWB may be convened with ~~the~~ agreement of the ~~CEHWB's~~ Chairman.

7. Agenda and Notice of Meetings

7.1 Any agenda items or reports to be tabled at the meeting should be submitted to the Council's Democratic Services no later than seven working days in advance of the next meeting. Generally, no business will be conducted that is not on the agenda.

² ~~Regulation 5(1) removes this restriction in relation to health and wellbeing boards by disapplying section 104(1) of the 1972 Act to enable the local authority directors specified in the 2012 Act to become members of health and wellbeing boards~~

³ ~~Regulation 5(1) removes this restriction in relation to health and wellbeing boards by disapplying section 104(1) of the 1972 Act to enable the local authority directors specified in the 2012 Act to become members of health and wellbeing boards~~

Reviewed May/June 2023 V4

- 7.2 Any ~~voting~~ member of the Board may ~~approach~~ request the Chairman ~~of the Board~~ to deal with an item of business which the ~~voting~~ member believes is urgent and ~~under the circumstances~~ requires a decision of the Board. The Chairman's ruling of whether the requested item is considered / tabled or not at the meeting will be recorded in the minutes of the meeting.
- 7.3 Meetings of the Board shall be open to the press and public and the agenda, reports and minutes will be available for inspection at the Council's offices and on its website at least five working days in advance of each meeting. ~~In accordance with the Access to Information legislation, Democratic Services will circulate and publish the agenda and reports prior to the next meeting. Exempt or Confidential Information shall only be circulated to Core Members.~~ This excludes items of business containing confidential information or information that is exempt from publication in accordance with Part 5A and schedule 12A Local Government Act 1972 (as amended).
- 8. Annual General Meeting Election of Chairman**
- 8.1 The CEHWB shall elect the Chairman and Vice Chairman at ~~its first meeting in the Municipal year. each AGM,~~ The appointment will be a simple majority of those present and voting. ~~by majority vote of all Core voting Members present at the meeting.~~
- 8.2 For the avoidance of doubt, in the event of a tie when a vote is taken, the Chairman will have a casting vote. ~~The CEHWB will approve the representative nominations by the partner organisations as Core Members.~~
- 9. Quorum**
- 9.1 Any full meeting of the CEHWB shall be quorate if there is representation of any three of the following ~~statutory~~ members: ~~the relevant NHS Cheshire and Merseyside ICB GCG(s),~~ the Cheshire East Health and Care Partnership, Local Health Watch, a Councillor and an Officer of Cheshire East Council.
- 9.2 Failure to achieve a quorum within fifteen minutes of the scheduled start of the meeting, or should the meeting become inquorate after it has started, shall mean that the meeting will proceed as an informal meeting but that any decisions shall require appropriate ratification at the next quorate meeting.
- 10. Procedure at Meetings**
- 10.1 ~~General meetings of the CEHWB are open to the public and it~~ In accordance with the Council's Committee Procedure Rules, meetings will include a Public Question Time Session. ~~Papers, agendas and minutes will be published on the Cheshire East Health and Wellbeing website.~~
- 10.2 The Council's Committee Procedure Rules will apply in respect of formal meetings subject to the following:-
- 10.3 The CEHWB will also hold development/informal sessions throughout the year where all members are expected to attend and partake as the agenda suggests.

~~10.4 Core Members are entitled to speak through the Chairman. Associate Members are entitled to speak at the invitation of the Chairman.~~

10.45 With the agreement of the CEHWB, ~~sub~~ working groups (non-decision-making) and/or sub-committees (decision-making) can be set up to consider distinct areas of work. These subgroup will be responsible for arranging the frequency and venue of their meetings. The CEHWB will approve the membership. ~~of the subgroups.~~

10.56 Any working group or sub-committee subgroup recommendations will be made to the CEHWB who will consider them in accordance with these terms of reference and their relevance to the priorities within the Joint Local Health and Wellbeing Strategy and its delivery plan.

10.67 Whenever possible decisions will be reached by consensus or failing that a simple majority vote by those members entitled to vote.

11. Expenses

11.1 The partnership organisations are responsible for meeting the expenses of their own representatives.

~~11.2 A modest CEHWB budget will be agreed annually to support engagement and communication and the business of the CEHWB.~~

12. Conflict of Interest

12.1 ~~All voting members of the Board are subject to the Cheshire East Council Code of Conduct. All members of the Board are required to uphold the Nolan Principles and all other relevant NHS or Council Code of Conduct requirements which are applicable to them. This includes the requirement to register and disclose pecuniary, registerable and other non-registerable interests at meetings where appropriate. In accordance with the Council's Committee Procedure Rules, at the commencement of all meetings all CEHWB Members shall declare disclosable pecuniary or non-pecuniary interests and any conflicts of interest.~~

~~12.2 In the case of non-pecuniary matters Members may remain for all or part of the meeting, participate and vote at the meeting on the item in question.~~

~~12.3 In the case of pecuniary matters Members must leave the meeting during consideration of that item.~~

13. Conduct of Core Members at Meetings

13.1 CEHWB members will agree to adhere to ~~the seven~~ principles and behaviours set out in Appendix One when outlined in the CEHWB Code of Conduct when carrying out their duties as a CEHWB member. [Appendix 1].

14. Review

Reviewed May/June 2023 V4

- 14.1 The above terms of reference will be reviewed every two years at the **first meeting of the CEHWB in the Municipal year. AGM.**
- 14.2 Any amendments **to these terms of reference** shall only be **made included by consensus or a simple majority vote, prior to referral to the Corporate Policy Committee and Council.** by the Council, on the recommendation of the Corporate Policy Committee and the CEHWB.

January 2017

Revised July 2019

Revised August 2020

Revised April 2021

Revised June 2023

Definition

Exempt Information

Which is information falling within any of the descriptions set out in Part I of Schedule 12A to the Local Government Act 1972 subject to the qualifications set out in Part II and the interpretation provisions set out in Part III of the said Schedule in each case read as if references therein to “the authority” were references to “CEHWB” or any of the partner organisations.

Confidential Information

Information furnished to, partner organisations or the CEHWB by a government department upon terms (however expressed) which forbid the disclosure of the information to the public; and information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court are to be discussed.

Conflict of Interest

You have a Conflict of interest if the issue being discussed in the meeting affects you, your family or your close associates in the following ways;

- *The issue affects their well being more than most other people who live in the area.*
- *The issue affect their finances or any regulatory functions and*
- *A reasonable member of the public with knowledge of the facts would believe it likely to harm or impair your ability to judge the public interest.*

Associate Members

Associate Member status is appropriate for those who are requested to chair sub groups of the CEHWB.

Health Services

Means services that are provided as part of the health service.

Health-Related Services *means services that may have an effect on the health of individuals but are not health services or social care services.*

Social Care Services

Means services that are provided in pursuance of the social services functions of local authorities (within the meaning of the Local Authority Social Services Act 1970

Appendix 1

CEHWB Member Code of Conduct

1. Selflessness

Members of the Cheshire East Health and Wellbeing CEHWB should act solely in terms of the interest of and benefit to the public/patients of Cheshire East. They should not do so in order to gain financial or other benefits for themselves, their family or their friends

2. Integrity

Members of the Cheshire East Health and Wellbeing CEHWB should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their duties and responsibilities as a CEHWB member

3. Objectivity

In carrying out their duties and responsibilities members of the Cheshire East Health and Wellbeing CEHWB should make choices based on merit and informed by a sound evidence base

4. Accountability

Members of the Cheshire East Health and Wellbeing CEHWB are accountable for their decisions and actions to the public/patients of Cheshire East and must submit themselves to whatever scrutiny is appropriate

5. Openness

Members of the Cheshire East Health and Wellbeing CEHWB should be as transparent as possible about all the decisions and actions that they take as part of or on behalf of the CEHWB. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands

6. Honesty

Members of the Cheshire East Health and Wellbeing CEHWB have a duty to declare any private interests relating to their responsibilities and duties as CEHWB members and to take steps to resolve any conflicts arising in a way that protects the public interest and integrity of the Cheshire East Health and Wellbeing CEHWB

7. Leadership

Members of the Cheshire East Health and Wellbeing CEHWB should promote and support these principles by leadership and example

Health and Wellbeing Board Principles and Behaviours

The Cheshire East Health and Wellbeing Board Partners shall work together to achieve the objectives of the Cheshire East Health and Wellbeing Strategy and The Cheshire East Place Partnership Five Year Plan. The Board shall:

- (a) Collaborate and work together on an inclusive and supportive basis, with optimal use of their individual and collective strengths and capabilities;
- (b) Engage in discussion, direction setting and, where appropriate, collective agreement, on the basis that all the Partners will participate where agreed proposals affect the strategic direction of the Health and Wellbeing Board and/or of Services, and in establishing the direction, culture and tone of the work and meetings of the Board;
- (c) Act in the spirit of partnership in discussion, direction setting and, where appropriate, collective agreement making;
- (d) Always focus upon improvement to provide excellent Services and outcomes for the Cheshire east population;
- (e) Be accountable to each other through the Board by, where appropriate, taking on, managing and accounting to each other in respect of their financial and operational performance;
- (f) Communicate openly about major concerns, issues or opportunities relating to the Board;
- (g) Act in a way that is best for the delivery of activity to drive forward the Five Year Plan, and shall do so in a timely manner and respond accordingly to requests for support promptly;
- (h) Work with stakeholders effectively, following the principles of co- design and co-production;

This page is intentionally left blank

Cheshire East Statutory Health and Wellbeing Board

Terms of Reference June 2023

1. Context

- 1.1 The full name of the Board shall be the Cheshire East Health and Wellbeing Board. (CEHWB)
- 1.2 The CEHWB was established in April 2013.
- 1.3 The Health and Social Care Act 2012 and subsequent regulations provide the statutory framework for Health and Wellbeing Boards (HWB).
- 1.4 For the avoidance of doubt, except where specifically disapplied by these Terms of Reference, the Council Procedure Rules (as set out in its Constitution) will apply.

2. Purpose

- To work in partnership to make a positive difference to the health and wellbeing of the residents of Cheshire East through an evidence-based focus on improved outcomes and reducing health inequalities.
- To prepare and keep up to date the Joint Strategic Needs Assessments (JSNAs) and Joint Local Health and Wellbeing Strategy (JHWS), which is a duty of local authorities and integrated care boards.
- To lead integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 (ie lead commissioning, pooled budgets and/or integrated provision) in connection with the provision of health and social care services.
- To be a forum that enables member organisations of the Board to hold each other to account for their responsibilities for improving the health of the population
- To assist in fostering good working relationships between commissioners of health-related services and the CEHWB itself.
- To assist in fostering good working relationships between commissioners and providers of health-related services (such as housing and many other local government services) and commissioners of health and social care services
- To undertake any other functions that may be delegated to it by the Council under section 196(2) of the Health and Social Care Act 2012.

Such delegated functions need not be confined to public health and social care.

- To provide advice assistance and support for the purpose of encouraging the making of arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of such services.

3. Roles and Responsibilities

- 3.1 To work with the Council and NHS Cheshire and Merseyside Integrated Care Board (ICB) effectively to ensure the delivery of the Joint Strategic Needs Assessment and Joint Local Health and Wellbeing Strategy.
- 3.2 To work within the CEHWB to build a collaborative partnership to key decision making that embeds health and wellbeing challenge, issue resolution and provides strategic system leadership.
- 3.3 To participate in CEHWB discussions to reflect the views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery.
- 3.4 To champion the work of the CEHWB in their wider work and networks and in all individual community engagement activities.
- 3.5 To ensure that there are communication mechanisms in place within partner organisations to enable information about the CEHWB's priorities and recommendations to be effectively disseminated.
- 3.6 To share any changes to strategy, policy, and the system consequences of such on budgets and service delivery within their own partner organisations with the CEHWB to consider the wider system implications.

4. Accountability

- 4.1 The CEHWB carries no formal delegated authority from any of the individual statutory bodies.
- 4.2 Members of the CEHWB have responsibility and accountability for their individual duties and their role on the CEHWB.
- 4.3 The CEHWB will discharge its responsibilities by means of recommendations to the relevant partner organisations, which will act in accordance with their respective powers and duties.
- 4.4 The Council's Statutory Members will ensure that they keep Committee Chairs and the wider Council advised of the work of the CEHWB.

Reviewed May/June 2023 V4

- 4.5 The CEHWB may report and be accountable to Full Council and to the Cheshire and Merseyside Integrated Care Partnership by ensuring access to meeting minutes and presenting papers as required.
- 4.6 The CEHWB will not exercise scrutiny duties around health or adult social care services directly. This will remain the role of the Cheshire East Scrutiny Committee. Decisions taken and work progressed by the CEHWB will be subject to scrutiny by that Scrutiny Committee.
- 4.7 The CEHWB will provide information to the public through publications, local media, and wider public activities by publishing the minutes of its meetings on the Council's website. The CEHWB is supported by an Engagement and Communications Network across HWB organisations to ensure this function can operate successfully.

5. Membership

- 5.1 The membership of the CEHWB will comprise the following:

Members:

- **Three** councillors from Cheshire East Council* ¹ (representing the Administration)
- The Director of Adult Social Services*
- The Director of Children's and Families*
- The Director of Public Health*
- A local Healthwatch representative*
- Two representatives from NHS Cheshire and Merseyside Integrated Care Board*
- The Chair of the Cheshire East Place Health and Care Partnership
- The Executive Director of Place
- A Police and Crime Commissioner representative
- A Fire and Rescue Service representative
- A representative of CVS Cheshire East
- An additional representative of Children and Families
- A councillor from Cheshire East Council representing the main opposition group
- A representative of housing providers
- A representative of local businesses

The councillor membership of the CEHWB will be determined by Cheshire East Council.

- 5.2 The Statutory Members will keep under review the Membership of the CEHWB and may appoint such additional persons to be members of the Board as it thinks appropriate (as set out in the Health and Social Care Act 2012 194 (8)). All Members of the Board will be voting members.

¹ * Statutory Members of the Board

5.3 The length of the appointment of additional members will be determined by the Health and Wellbeing Board. They will assist the CEHWB in achieving the priorities agreed within the Joint Health and Wellbeing Strategy.

5.4 Each Member has the power to nominate a single named substitute. If a Substitute Member be required, advance notice of not less than 2 working days should be given to the Council whenever practicable. The Substitute Members shall have the same powers and responsibilities as the Members.

6. Frequency of Meetings

6.1 There will be no fewer than four meetings per year, usually once every three months.

6.2 Additional meetings of the CEHWB may be convened with the agreement of the Chairman.

7. Agenda and Notice of Meetings

7.1 Any agenda items or reports to be tabled at the meeting should be submitted to the Council's Democratic Services no later than seven working days in advance of the next meeting. Generally, no business will be conducted that is not on the agenda.

7.2 Any member of the Board may request the Chairman to deal with an item of business which the member believes is urgent and requires a decision of the Board. The Chairman's ruling of whether the requested item is considered / tabled or not at the meeting will be recorded in the minutes of the meeting.

7.3 Meetings of the Board shall be open to the press and public and the agenda, reports and minutes will be available for inspection at the Council's offices and on its website at least five working days in advance of each meeting. This excludes items of business containing confidential information or information that is exempt from publication in accordance with Part 5A and schedule 12A Local Government Act 1972 (as amended).

8. Election of Chairman

8.1 The CEHWB shall elect the Chairman and Vice Chairman at its first meeting in the Municipal year. The appointment will be a simple majority of those present and voting.

8.2 For the avoidance of doubt, in the event of a tie when a vote is taken, the Chairman will have a casting vote.

9. Quorum

9.1 Any full meeting of the CEHWB shall be quorate if there is representation of any three of the following members: – NHS Cheshire and Merseyside ICB , the Cheshire East Health and Care Partnership, Local Health Watch, a Councillor and a Statutory Officer of Cheshire East Council.

- 9.2 Failure to achieve a quorum within fifteen minutes of the scheduled start of the meeting, or should the meeting become inquorate after it has started, shall mean that the meeting will proceed as an informal meeting but that any decisions shall require appropriate ratification at the next quorate meeting.

10. Procedure at Meetings

- 10.1 In accordance with the Council's Committee Procedure Rules, meetings will include a Public Question Time Session.
- 10.2 The Council's Committee Procedure Rules will apply in respect of formal meetings.
- 10.3 The CEHWB will also hold development/informal sessions throughout the year where all members are expected to attend and partake as the agenda suggests.
- 10.4 With the agreement of the CEHWB, working groups (non-decision-making) and/or sub-committees (decision-making) can be set up to consider distinct areas of work. These will be responsible for arranging the frequency and venue of their meetings. The CEHWB will approve the membership.
- 10.5 Any working group or sub-committee recommendations will be made to the CEHWB who will consider them in accordance with these terms of reference and their relevance to the priorities within the Joint Local Health and Wellbeing Strategy and its delivery plan.
- 10.6 Whenever possible decisions will be reached by consensus or failing that a simple majority vote by those members entitled to vote.

11. Expenses

- 11.1 The partnership organisations are responsible for meeting the expenses of their own representatives.

12. Conflict of Interest

- 12.1 All members of the Board are required to uphold the Nolan Principles and all other relevant NHS or Council Code of Conduct requirements which are applicable to them. This includes the requirement to register and disclose pecuniary, registerable and other non-registerable interests at meetings where appropriate.

13. Conduct of Members at Meetings

- 13.1 CEHWB members will agree to adhere to principles and behaviours set out in Appendix One when carrying out their duties as a CEHWB member.

14. Review

- 14.1 The above terms of reference will be reviewed every two years at the first meeting of the CEHWB in the Municipal year.

- 14.2 Any amendments to these terms of reference shall only be made by the Council, on the recommendation of the Corporate Policy Committee and the CEHWB.

January 2017

Revised July 2019

Revised August 2020

Revised April 2021

Revised June 2023

Definition

Exempt Information

Which is information falling within any of the descriptions set out in Part I of Schedule 12A to the Local Government Act 1972 subject to the qualifications set out in Part II and the interpretation provisions set out in Part III of the said Schedule in each case read as if references therein to “the authority” were references to “CEHWB” or any of the partner organisations.

Confidential Information

Information furnished to, partner organisations or the CEHWB by a government department upon terms (however expressed) which forbid the disclosure of the information to the public; and information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court are to be discussed.

Conflict of Interest

You have a Conflict of interest if the issue being discussed in the meeting affects you, your family or your close associates in the following ways;

- *The issue affects their well being more than most other people who live in the area.*
- *The issue affect their finances or any regulatory functions and*
- *A reasonable member of the public with knowledge of the facts would believe it likely to harm or impair your ability to judge the public interest.*

Associate Members

Associate Member status is appropriate for those who are requested to chair sub groups of the CEHWB.

Health Services

Means services that are provided as part of the health service.

Health-Related Services *means services that may have an effect on the health of individuals but are not health services or social care services.*

Social Care Services

Means services that are provided in pursuance of the social services functions of local authorities (within the meaning of the Local Authority Social Services Act 1970

Appendix 1**Health and Wellbeing Board Principles and Behaviours**

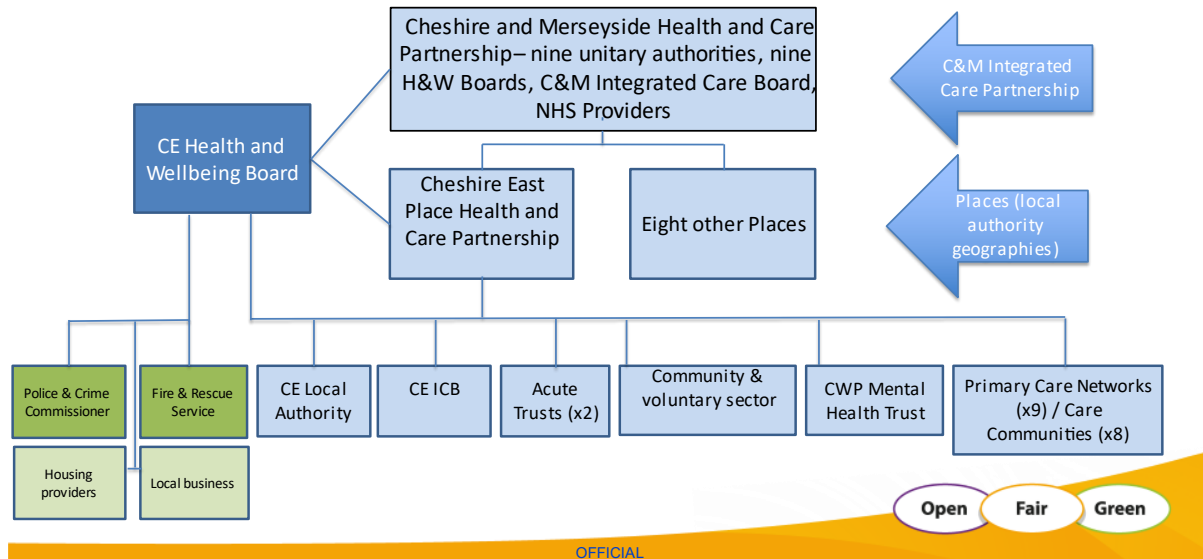
The Cheshire East Health and Wellbeing Board Partners shall work together to achieve the objectives of the Cheshire East Health and Wellbeing Strategy and The Cheshire East Place Partnership Five Year Plan. The Board shall:

- (a) Collaborate and work together on an inclusive and supportive basis, with optimal use of their individual and collective strengths and capabilities;
- (b) Engage in discussion, direction setting and, where appropriate, collective agreement, on the basis that all the Partners will participate where agreed proposals affect the strategic direction of the Health and Wellbeing Board and/or of Services, and in establishing the direction, culture and tone of the work and meetings of the Board;
- (c) Act in the spirit of partnership in discussion, direction setting and, where appropriate, collective agreement making;
- (d) Always focus upon improvement to provide excellent Services and outcomes for the Cheshire east population;
- (e) Be accountable to each other through the Board by, where appropriate, taking on, managing and accounting to each other in respect of their financial and operational performance;
- (f) Communicate openly about major concerns, issues or opportunities relating to the Board;
- (g) Act in a way that is best for the delivery of activity to drive forward the Five Year Plan, and shall do so in a timely manner and respond accordingly to requests for support promptly;
- (h) Work with stakeholders effectively, following the principles of co- design and co- production;

This page is intentionally left blank

Appendix Three

The Cheshire & Merseyside Integrated Care System



This page is intentionally left blank

OPEN

Corporate Policy Committee

11 July 2023

Cheshire East Council Electoral Review

Report of: Mr David Brown, Director of Governance and Compliance

Report Reference No: CP/53/23-24

Wards Affected: all Cheshire East Council Wards

Purpose of Report

- 1 To seek the appointment of a Sub-Committee which will make recommendations to the Corporate Policy Committee in respect of the Local Government Boundary Commission's forthcoming review of the Council's electoral arrangements.
- 2 In responding to the review, the Council will be fulfilling its Corporate Plan objective, to be "open" by providing strong community leadership and by working transparently with residents, businesses and partners, to deliver the Council's ambitions within the Borough.

Executive Summary

- 3 The Local Government Boundary Commission for England (the Commission) is an independent body set up by Parliament. Its main role is to carry out electoral reviews of local authorities throughout England. The Commission has informed the Council that it will undertake a review of the Council's electoral arrangements.
- 4 This report explores what will be required of the Council in response to the review, and what representations the Council might wish to make during the review.
- 5 The recommendations of this report ask the Committee to appoint a Sub-Committee to make recommendations to it, in order for the Committee to determine the Council's response to the review.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Appoint a Sub-Committee (the Electoral Review Sub-Committee) to make recommendations to it in respect of all matters relating to the Cheshire East Council Electoral Review.
2. Agree that the Sub-Committee will comprise 7 members, on a politically proportionate basis as set out in this report, with an open invitation to a member of the Liberal Democrat Group to attend meetings of the Sub Committee on an informal non-voting basis, and to contribute to the Sub Committee's debates.

Background

What is an electoral review?

An electoral review will examine and propose the following new electoral arrangements for the Council:

- How many councillors the Council should have.
- How many Council wards there should be, where their boundaries should be, and what the wards should be called.
- How many councillors should represent each ward.

Why are Cheshire East Council's electoral arrangements being reviewed?

The Commission decided to conduct the review because the Council now meets both of its intervention criteria:

- a) One ward has an electors-per-councillor ratio that is more than 30% different from the average for the authority (see table below, red shading); and
- b) More than 30% (17) of all (52) wards have a ratio that is more than 10% different from the average for the authority (see table below, yellow shading).

Current Cheshire East Ward statistics

The following table shows each Cheshire East Council Ward and the following variances, with each column representing, from left to right, the years 2019-2022.

Alderley Edge	0.7%	0.5%	-0.9%	-2.3%
Alsager	-11.1%	-9.7%	-7.8%	-6.6%
Audlem	8.1%	10.3%	11.2%	12.8%
Bollington	-5.8%	-6.3%	-6.6%	-7.8%
Brereton Rural	26.6%	37.7%	45.9%	54.3%
Broken Cross and Upton	-7.2%	-8.7%	-8.3%	-9.6%
Bunbury	2.6%	10.4%	14.0%	20.7%
Chelford	-6.2%	-2.5%	-0.2%	2.0%
Congleton East	-1.2%	-3.1%	-4.2%	-5.5%
Congleton West	-1.8%	-0.8%	1.2%	3.1%
Crewe Central	16.8%	16.2%	14.2%	18.8%
Crewe East	-0.8%	-0.6%	-1.2%	-0.5%
Crewe North	-1.9%	-3.4%	-3.8%	-4.7%
Crewe South	5.8%	6.1%	5.6%	7.4%
Crewe St. Barnabas	1.9%	-2.9%	-5.2%	-6.5%
Crewe West	5.4%	2.2%	1.1%	0.4%
Dane Valley	10.1%	10.2%	11.2%	10.1%
Disley	8.6%	7.3%	5.6%	2.5%
Gawsworth	-9.5%	-7.9%	-6.1%	-5.8%
Handforth	0.6%	-0.5%	-1.6%	-3.7%
Haslington	-5.2%	-4.3%	-4.3%	-2.0%
High Legh	-1.4%	-1.6%	-2.3%	-2.3%
Knutsford	-4.6%	-6.3%	-7.4%	-8.9%
Leighton	18.2%	19.7%	22.1%	23.2%
Macclesfield Central	-2.8%	-2.6%	-3.5%	-5.8%
Macclesfield East	-2.2%	-3.3%	-3.3%	-3.7%
Macclesfield Hurdsfield	-5.1%	-7.0%	-7.0%	-8.2%
Macclesfield South	-12.1%	-12.6%	-13.0%	-12.4%
Macclesfield Tytherington	0.4%	-1.7%	-1.8%	-1.7%
Macclesfield West and Ivy	-13.6%	-14.7%	-15.6%	-16.9%
Middlewich	2.7%	1.1%	1.3%	-0.3%
Mobberley	-3.1%	-4.4%	-6.3%	-8.0%
Nantwich North and West	-3.6%	-3.7%	-5.8%	-6.5%
Nantwich South and Stapeley	-1.1%	-0.7%	-1.9%	-2.5%

Odd Rode	-5.8%	-6.8%	-7.5%	-8.3%
Poynton East and Pott Shrigley	-14.0%	-16.1%	-17.7%	-18.8%
Poynton West and Adlington	-6.1%	-7.7%	-8.3%	-8.0%
Prestbury	-1.6%	-0.8%	-1.9%	-2.6%
Sandbach Elworth	19.7%	23.5%	26.1%	27.4%
Sandbach Ettiley Heath and Wheelock	17.8%	19.3%	20.8%	17.6%
Sandbach Heath and East	-1.6%	-0.1%	2.3%	6.2%
Sandbach Town	14.9%	14.9%	13.9%	12.0%
Shavington	2.9%	8.0%	13.0%	19.0%
Sutton	-2.5%	-4.7%	-5.4%	-7.1%
Willaston and Rope	8.4%	9.1%	11.3%	11.6%
Wilmslow Dean Row	2.2%	4.1%	3.8%	5.5%
Wilmslow East	-11.9%	-11.1%	-12.4%	-12.6%
Wilmslow Lacey Green	-2.3%	-1.1%	-2.6%	-1.5%
Wilmslow West and Chorley	8.5%	9.3%	8.5%	6.8%
Wistaston	3.4%	2.6%	3.4%	3.6%
Wrenbury	17.6%	21.0%	20.6%	21.8%
Wybunbury	19.1%	19.2%	19.1%	17.2%

The Commission's approach to electoral reviews

The purpose of an electoral review is to ensure that:

- The Council's wards are in the best possible places to help the Council carry out its responsibilities effectively.
- New wards leave each councillor representing roughly the same number of voters as other councillors elsewhere in the authority.
- New wards, as far as possible, reflect community interests and identities, and boundaries are identifiable. Transport links will be considered, as well as community groups and facilities, natural or physical boundaries, parishes and shared interests.
- New wards promote effective and convenient local government. The number of councillors will take into account the geographic size of, and the links between, parts of wards.

The different stages of the review

The Commission's Programme Manager has set out a timetable for the review, which identifies its different stages. This timetable (see summary below) will be of key importance in terms of the Council's understanding of what will be required of it, but the Commission has indicated the following:

Information will be sought from the Council, including electoral forecasts and other electoral data. Legislation states that the Commission's recommendations should not be based only on how many electors there are now, but also on how many there are likely to be in the five years after the publication of its final recommendations.

Part of the review will include meetings between the Commission, councillors, officers and group leaders. Where it considers it appropriate to do so, the Commission may meet with parish and town councils.

The Commission will decide how many councillors should be elected to the Council in the future. This decision will be based on information received from the Council, and any other representations made. The Commission's view on Council size will be informed by:

- The governance arrangements of the Council
- The Council's scrutiny functions
- The representational role of Councillors
- Future trends and plans for the Council

When the number of electors per councillor in a ward is within 10% of the average for the authority, the Commission will regard the ward as having 'good electoral equality'.

There will be a period or periods of consultation, following which, draft recommendations will be made upon the Council's electoral arrangements. Further consultation will follow. The Commission's review process might take 12-18 months to conclude, when its final recommendations will be published.

Council size and warding submissions

The Commission anticipates that submissions will be 15-20 pages in the form of set templates/guidance:

https://www.lgbce.org.uk/sites/default/files/2023-03/council_size_template.pdf

https://www.lgbce.org.uk/sites/default/files/2023-03/how_to_propose_a_pattern_of_wards_2018.pdf

The Commission provided best practice examples from authorities which they identify as comparable to Cheshire East in terms of size and type of authority, specifically in respect of submissions for both council size and warding, and also other examples of best practice. These are set out in the Appendix to this report.

Parliamentary approval of the Commission's recommendations

Once finalised, the Commission's recommendations must be approved by Parliament. The legal document which brings into force the Commission's recommendations is a draft order, which will be laid before Parliament.

Once Parliamentary approval has been granted, the new electoral arrangements would be expected to come into force at the next scheduled local elections. In the Council's case, this would be in May 2027.

Work currently being undertaken

As part of the preparatory work for the review, a model has been prepared which has generated electoral forecasts of future electorate numbers for various geographical tiers, from Polling District up to Borough Ward and Borough Council level, for the period required by the Commission (2023-29). This model takes full account of the scale and locations of recent and expected future housing development, and as such has been prepared in consultation with the Council's planning policy officers.

Along with tables of the model's forecasts, we have also prepared a detailed technical report that explains the forecasting methodology.

The Commission has welcomed this early work and is content for the Council to submit its electoral forecasts any time between now and 11 December, always providing that if any development or other factors arise which would lead to changes in our expectations about the future numbers (and distribution

of) the electorate, this new evidence) be brought to the attention of the Commission.

In order to inform this work, we are already preparing information relating to our Borough's Polling Districts, mapping, Electoral Register detail which is broken-down by Polling District, property numbers, and actual/expected housing completions. These preparations are being undertaken in line with the guidance in the Commission's Information Request Pack, which sets out in detail exactly what electoral forecast and other information it requires from the Council.

The Electoral Review Timetable

The Commission has set out the following timetable for the review:

- Officer Briefing, Group Leaders' Briefing and Full Council Briefing: Summer 2023
- Parish/Town Council and local groups' briefing: January 2024
- Council and political groups develop council size proposals (see Appendix 1) by December 2023
- Submission of council size proposals: 11 December 2023
- Commission meets to consider Council size: 16 January 2024
- Commission to consult on warding patterns: 23 January-1 April 2024
- Commission to meet to discuss draft recommendations: 18 June 2024
- Commission to consult on draft recommendations: 2 July-9 September 2024
- Commission to meet to discuss final recommendations: 19 November 2024
- Final recommendations published: 3 December 2024
- Order laid: early 2025
- Order made: spring 2025
- Implementation: 2027

Consultation and Engagement

- 6 It is not anticipated that the Council will undertake any consultation work on the review. The review is being led by the Commission, not the Council, and the Commission has a clearly identified programme of consultation as part of its Electoral Review Timetable, which is assumed to include relevant stakeholders.

Reasons for Recommendations

- 7 The recommendations of this report seek to ensure that the Council is best placed to respond to the Commission's review of the Council's electoral arrangements. The Corporate Policy Committee is responsible for the Council's response to the review, and a Sub-Committee of the Committee would be best placed to undertake the detailed work on the review before making recommendations to the Committee.
- 8 The Sub-Committee should be of a suitable size to undertake this detailed work, and a Sub-Committee of 7 would be ideally placed to do this. The political proportionalities of a Sub-Committee of 7 are 3:3:1 (Conservative: Labour: Independent). However, it is recommended that a Liberal Democrat Group member should be invited to attend meetings of the Sub-Committee, and be allowed to participate in its deliberations, in a non-voting capacity.
- 9 In responding to the review, the Council will be fulfilling its Corporate Plan objective, of being "open" by providing strong community leadership and by working transparently with residents, businesses and partners, to deliver the Council's ambitions within the Borough.

Other Options Considered

- 10 The Council could choose not to engage with the Commission's review, but this would be an unhelpful approach and would deprive the Council of the important opportunity to make submissions, and to influence its electoral arrangements which will apply from 2027.
- 11 In terms of the details of the recommendations, the Corporate Policy Committee itself could choose to produce its own responses to the review, but the Committee is advised that a much more workable approach would be for a Sub-Committee to be appointed to recommend detailed responses to the review. Equally, the Committee could choose to appoint a Sub-Committee smaller or larger than that which is recommended, but this would need to meet the political proportionality requirements, so as to reflect the overall proportionality of the Council. Due to this political proportionality, there are a limited number of options which work for small decision-making bodies.

12 Impact assessment:

Option	Impact	Risk
Do nothing (ie do not engage with the review)	The Council would be deprived of the important opportunity to make representations	The review would not secure the benefit of the Council's input as the key respondent. The resulting electoral review order, which will be implemented in 2027 would not be informed by the Council's views.
Committee to undertake the detailed work itself	The whole Committee of 13 would be required to embark upon this intense and detailed piece of work, developing the final recommendations for ratification.	This would perhaps not be the best use of time for all 13 Committee members. It is also generally accepted that a smaller body of members is a more appropriate means by which detailed work such as this can be delivered. The success of such an approach was demonstrated by the appointment of the Community Governance Review of Town and Parish Council Governance Sub-Committee.
Appointment of a Sub-Committee which is smaller or larger than that which is recommended	A larger Sub-Committee would tend to lead to the impact and risk explored above. A smaller Sub-Committee might not ideally "fit" the Council's political proportionalities.	The Sub-Committee, in law, must be politically balanced with the overall political proportionalities of the Council.

Implications and Comments

Monitoring Officer/Legal

- 13 The main piece of legislation governing the review is the Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act). This consolidates and amends provisions previously contained in the Local Government Act 1972, the Local Government Act 1992 and the Local Government and Public Involvement in Health Act 2007.
- 14 Section 56 of the 2009 Act requires that the Commission carries out reviews 'from time to time', of every principal local authority in England and makes recommendations about electoral arrangements (but not their external boundaries) (Period Electoral Reviews of PER's). In addition, the Commission can at any time review the arrangements for all or any part of a principal local authority's area if it appears to the Commission to be desirable.
- 15 Subsections 56(1) and (4) require the Commission to recommend whether a change should be made to the electoral arrangements for that area. Electoral arrangements include the total number of councillors to be elected to the council (known as 'council size'); the number and boundaries of wards/divisions; the number of councillors to be elected for each ward/division; and the name of any ward/division.
- 16 In making its recommendations, Schedule 2 to the 2009 Act requires the Commission to have regard to—
 - (a) the need to secure that the ratio of the number of local government electors to the number of members of the district council to be elected is, as nearly as possible, the same in every electoral area of the council,
 - (b) the need to reflect the identities and interests of local communities and in particular—
 - (i) the desirability of fixing boundaries which are and will remain easily identifiable, and
 - (ii) the desirability of fixing boundaries so as not to break any local ties,
 - (c) the need to secure effective and convenient local government,

Further information on the legal implications of the review can be found in the Commissions Technical Guidance
<https://www.lgbce.org.uk/sites/default/files/2023-03/technical-guidance-2021.pdf>

Section 151 Officer/Finance

There will be no impact on the council's Medium-Term Financial Strategy. The proposal will be funded from within existing Democratic Services budgets, aided by internal officer resource contributions from various other departments, and it is not anticipated that any external spend will be required in order for the Council to respond to the review.

Policy

- 17 The key policy implication of this report is that, in responding to the review, the Council will be meeting one of its most fundamentally important objectives: providing strong community leadership and by working transparently with residents, businesses and partners, to deliver the Council's ambitions within the Borough. In doing so, the Council will be fulfilling the objective of empowering and caring about people within the Borough. The electoral representation of the Council is of key importance in this regard, as is the warding of the Council, both of which being important features of the Commission's review.

Equality, Diversity and Inclusion

- 18 Given that this report is a response to the Commission's review of the Council's electoral arrangements, and that it simply recommends the appointment of a Sub-Committee to make recommendations upon Council size and warding, there would appear to be no equality, diversity and inclusion implications.
- 19 However, in developing its recommendations, the Sub-Committee will be mindful of these important considerations. Undoubtedly, the Commission will be equally mindful of these matters when making its final recommendations on the Council's electoral arrangements.

Human Resources

- 20 There are no direct human resources implications.

Risk Management

- 21 There are no direct risk management implications arising from this report, other than the matters referred-to within it. However, the risks associated with any decision of the Council not to engage with the review are set out under paragraphs 10 and 11 above.

Rural Communities

- 22 There are no direct implications arising from the recommendations of this report in respect of rural communities, however, there will be such implications as the work in response to the review gets underway. These will be addressed in future reports.

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

- 23 There are no such direct implications.

Public Health

- No direct public health implications arise from the recommendations of this report.

Climate Change

- 24 There are no direct climate change implications, which arise from the recommendations of this report.

Access to Information	
Contact Officer:	Brian Reed, Head of Democratic Services and Governance Brian.reed@cheshireeast.gov.uk
Appendices:	Appendix 1: Best practice examples of submissions made to the Local Government Boundary Commission for England
Background Papers:	Local Government Boundary Commission for England Electoral Review Timetable and website

Appendix

Examples of best practice submissions, made by comparator authorities:

- [Central Bedfordshire](#)

Councillor numbers:

[https://webarchive.nationalarchives.gov.uk/ukgwa/20221201172419mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Eastern/Bedfordshire/Central%20Beds/Council%20size/CBC%20council%20size%20submission%20\(FINAL\).pdf](https://webarchive.nationalarchives.gov.uk/ukgwa/20221201172419mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Eastern/Bedfordshire/Central%20Beds/Council%20size/CBC%20council%20size%20submission%20(FINAL).pdf)

Warding:

https://webarchive.nationalarchives.gov.uk/ukgwa/20221201172419mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Eastern/Bedfordshire/Central%20Beds/Warding%20subs/LA.zip

- [Bedford](#)

Councillor numbers:

https://webarchive.nationalarchives.gov.uk/ukgwa/20221201172312mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Eastern/Bedfordshire/Bedford/Boundary%20Review%20Council%20Size%20Submission%20Document%20-%20FINAL%20VERSION%20incorporating%20all%20amendments.docx

Warding: (no submission made by Bedford)

- [Telford and Wrekin](#)

Councillor numbers:

https://www.lgbce.org.uk/sites/default/files/2023-03/telford_and_wrekin_council_cs_-_telford_and_wrekin.pdf

Warding:

https://www.lgbce.org.uk/sites/default/files/2023-03/local_authority_cop_-_telford_and_wrekin.zip

- [Nuneaton warding submission](#)

Further examples of good practice in respect of Council size, provided by the Commission, as set out in the following links:

Lewisham -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923030108mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Greater%20London/Lewisham/Council%20size/Lewisham%20Council%20Size%20submission%20and%20cover%20letter.pdf

St Albans -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923031729mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/Eastern/Hertfordshire/St%20Albans/Council%20size/St%20Albans%20District%20Council%20Size%20Submission_V25757%20FINAL%202.pdf

Reading -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923030141mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/South%20East/Berkshire/Reading/Council%20size/Reading%20BC%20Council%20Size%20Submission%20.pdf

East Staffordshire -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923031102mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/West%20Midlands/East%20Staffordshire/Warding/East%20Staffs%20Council%20Size%20Submission%20FINAL%20V1.1.pdf

Medway -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923031647mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/South%20East/Kent/Medway/Medway%20council%20size%20submission.pdf

New Forest -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923030405mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/South%20East/Hampshire/New%20Forest/NFDC%20-%20Council%20Size%20Submission%20-%20Final.pdf

North Kesteven -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923031651mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/East%20Midlands/Liccolnshire/NKDC%20Council%20Size%20Submission%20Report.pdf

Bracknell Forest -

https://webarchive.nationalarchives.gov.uk/ukgwa/20220923030259mp_/https://s3-eu-west-2.amazonaws.com/lgbce/Reviews/South%20East/Berkshire/Bracknell%20Forest/CS%20Subs/BFC%20Council%20Size%20submission.pdf

This page is intentionally left blank

Corporate Policy Committee**11 July 2023****Appointments to Outside Organisations****Report of: David Brown, Director of Governance and Compliance****Report Reference No: CP/8/23- 24****Ward(s) Affected: All Wards****Purpose of Report**

- 1 The report invites the Corporate Policy Committee to make appointments to the list of Outside Organisations set out in Appendix 1 to the report (to follow).

Executive Summary

- 2 The Constitution states that the Corporate Policy Committee will appoint representatives to serve on outside bodies and organisations.
- 3 Following the introduction of the committee system of governance, a review was undertaken into the appointments process for outside organisations. The Corporate Policy Committee, at its meeting on 15 June 2023, approved a revised procedure in respect of Council's appointments to Outside Organisations.
- 4 The report seeks approval to make the appointments to the Outside Organisations listed in the Appendix to the report.

RECOMMENDATIONS

That

- 1 approval be given to the appointment of the representatives as set out in Appendix 1 to the report, and that the appointments run until such time as the Council's representation is reviewed following the election of the new Council in 2027.
- 2 the appointments take immediate effect.

Background

- 5 Until the introduction of the committee system, appointments to Outside Organisations were made by Cabinet (top level strategic organisations at national, regional, and local level), Constitution Committee (organisations of a local nature) and full Council (statutory appointments). Following the change of governance arrangements, the appointments procedure for Outside Organisations was reviewed and a report detailing a revised procedure was considered and subject to some changes to the categorisation of a small number of organisations, was approved by the Corporate Policy Committee on 15 June 2023.
- 6 The Constitution states that the Corporate Policy Committee will appoint representatives to serve on outside bodies and organisations. To ensure that nominations to Cheshire Police and Crime Panel, Cheshire Fire Authority, Fostering Panel and Adoption Panel were made in line with the organisations' scheduled meetings, the initial appointments were made that the Council's Annual General Meeting this year and will continue to be made at future Annual General Meetings.
- 7 Appointments to Outside Organisations were last made in July 2019 and members were appointed to serve until such time as representation was reviewed following the election of a new Council in 2023.
- 8 As a rule, the term of office should be commensurate with the needs of the organisation to which the member is appointed. However, continuity of representation is also important and by appointing for the duration of the life of the Council it is ensured that their expertise and experience are not lost to the organisation. This approach has worked well for the last four years.
- 9 Whilst appointments are normally made for the duration of the Council, which is 2023-2027, it may sometimes be necessary or desirable for them to be reviewed during that time to consider changes or vacancies that arise.
- 10 There is a causal vacancies procedure for dealing with changes or vacancies that arise from time to time, which will be used for the small number that might occur throughout the appointment period.
- 11 When making appointments to Outside Organisations there is no requirement to adopt the rules of proportionality applicable to the distribution of committee seats.

Consultation and Engagement

- 12 There is no requirement for public consultation on this report. The Political Groups have been contacted for their nominations as appropriate.

Reasons for Recommendations

- 13 It is important for the Council to appoint members to Outside Organisations to ensure that it continues to represent the interests of both the Authority and the wider community.
- 14 Appointments are normally made for the duration of the Council, which is 2023-2027, although it may sometimes be necessary or desirable for them to be reviewed during that time to consider changes or vacancies that arise.

Other Options Considered

- 15 Not appointing to Outside Organisations would not be of benefit to the Council as making appointments ensures the interests of the Council and wider community are represented
- 16 An alternative option could be that the appointments could be made by Council at the first Annual General meeting of each term, but the appointment of representatives to outside organisation has been specifically delegated to the Corporate Policy Committee, as set out in the Council's Constitution:

*Corporate Policy Committee Functions, paragraph 2.16
appointing representatives to serve on outside bodies and organisations
(including education bodies and establishments) and reviewing the
process for considering appointments to outside organisations.*

Implications and Comments

Monitoring Officer/Legal

- 17 Whilst membership of outside organisations carries with it the potential for personal liability for elected Members undertaking such roles as ancillary to their status as a Councillor, particularly in respect of trusteeships, Cheshire East Borough Council's Cabinet resolved on 9 February 2016 to put in place for elected Members the maximum indemnity which is allowed by law (Minute 105 refers).
- 18 Section 111 of the Local Government Act 1972 empowers local authorities to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of their functions, and Section 2 of

the Local Government Act 2000 empowers them to do anything they consider likely to achieve the object of the promotion of the economic, social, or environmental well-being of their area. In addition, there is now the general power of competence under the Localism Act 2011. These are the main provisions which the Council would rely on to appoint members to outside organisations or to select those bodies to which they are appointed.

Section 151 Officer/Finance

- 19 The Members Allowance Scheme states that attendance at meetings of outside organisations on which Cheshire East Council is invited to be represented is an approved duty for the claiming of travel expenses and allowances.

Policy

- 20 There are no direct policy implications.

<p>An open and enabling organisation</p> <p>Ensure that there is transparency in all aspects of council decision making</p>	<p>A council which empowers and cares about people</p> <p>Work together with residents and partners to support people and communities to be strong and resilient</p>
--	---

Equality, Diversity, and Inclusion

- 21 There are no direct implications.

Human Resources

- 22 There are no direct human resources implications.

Risk Management

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

Rural Communities

- 24 There are no direct implications for rural communities.

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

- 25 There are no direct implications to children and young people and cared for children.

Public Health

- 26 There are no direct implications for public health.

Climate Change

- 27 There are no direct implications relating to climate change.

Access to Information	
Contact Officer:	Brian Reed Head of Democratic Services and Governance brian.reed@cheshireeast.gov.uk
Appendices:	Appendix 1 – List of Outside Organisations (to follow)
Background Papers:	Corporate Policy Committee 15 June 2023 - Review of Outside Organisations

This page is intentionally left blank

OPEN

Corporate Policy Committee

11 July 2023

Sub-Regional Working Update/Member Development Programme

**Report of: Lorraine O'Donnell, Chief Executive Officer/Peter Skates,
Acting Executive Director (Place)**

Report Reference No: CP/54/23-24

Ward(s) Affected: All

Purpose of Report

- 1 This report is seeking to broaden the member development programme to include briefings on sub-regional working.

Executive Summary

- 2 The Council has an established history of sub-regional working across Cheshire and Warrington. It delivers this through the Leader and Deputy Leader (and officers) attendance at regional meetings and through our input into the Local Enterprise Partnership.
- 3 It is important that the Council has members who are briefed and informed across our wide range of service areas, and this includes our sub-regional working. This will assist and inform any future member discussion on sub regional working.

<p style="text-align: center;">RECOMMENDATIONS</p> <p>The Corporate Policy Committee is recommended to:</p> <ol style="list-style-type: none">1. Note the current position on sub-regional working across Cheshire & Warrington
--

2. Agree to expand the member development programme to include member briefings to explore whether there are further opportunities to enhance our sub-regional working, for the benefit of our residents.
3. Invite officers to consider future developments for sub-regional working

Background

4. The Council has, for many years, been committed to working sub-regionally, together with Cheshire West and Chester Council and Warrington Borough Council, as well as additional engagement with Halton Borough Council. It has long been recognised that by working together, we can gain maximum advantage in terms of sustainable and inclusive prosperity for the communities of Cheshire and Warrington (C&W). There are benefits from working in this way, including to help coordinate activity and provide a stronger voice with government and neighbouring authorities and other LEP areas. Areas where a sub-regional approach is particularly appropriate including transport and infrastructure, skills and employment and business support.
5. The Leader currently attends the C&W LACE (Leaders & Chief Executives) Board, which shares information and opportunities for enhanced working together.

Local Enterprise Partnership (LEP)

6. The current Local Enterprise Partnership ('LEP') supports this sub-regional working and spans the geography of C&W. Local enterprise partnerships (or "LEPs") were set up by the Government in 2011 to improve economic growth within defined geographical areas through business-led partnerships between the private and public sector.
7. Since the Cheshire and Warrington LEP was formed, it has played a proactive part in the structuring of strategies across the sub region and in the administration of Government and European Funding to support local business, enterprise, and sectors. Cheshire East acts as the Accountable Body for the LEP on behalf of the sub regional local authorities, and therefore is responsible for its finances and accounting practices. Cheshire East's Chief Financial Officer (S151) is also the S151 Officer for the LEP, so has a key role in overseeing and scrutinising the LEP's financial activities.

8. The LEP functions through a Board with a Private Sector Chair and has a number of sub committees which look to address key areas of support and investment.
9. As part of the Spring Budget, the Government announced that it intends the functions of all LEPs to be delivered by Local Government. This would see the withdrawal of central government support for LEPs from April 2024 and is currently consulting on this proposal. If Government funding and support for LEPs is withdrawn, it will be necessary for the C&W Councils to agree a shared approach for its future and how the functions it currently provides can be delivered. Further information will be brought before members once the position becomes clearer.

Historical Position

10. An outline proposal for a devolution deal for Cheshire and Warrington was agreed by the three councils and submitted to Government in September 2015. Further meetings with central government continued to shape the proposals and public consultation was planned.
11. Proposals were developed and were in final draft form with general agreement across the three local authorities. However, progress was then paused.
12. However we have continued to work closely together across Cheshire and Warrington, where doing so will improve services and opportunities for our residents. This sub-regional working has helped us to develop Prospectus for Inclusive Growth (Devo) 2018, Local Industrial Strategy for C&W 2019, Local Area Industrial Strategy for Cheshire East 2020. Other areas where a sub regional approach may assist include digital connectivity, housing, transport and skills.
13. The 2022 White paper [Levelling Up the United Kingdom - GOV.UK \(www.gov.uk\)](https://www.gov.uk/levelling-up)

The white paper has provided renewed focus on devolution and summarises an overview of the policy from 2014 onwards, provides a description of the powers, and some details of funding, that have been transferred to Mayoral Combined Authorities (MCAs) and local areas via devolution deals. The paper provides details of the devolution arrangements in Greater Manchester, which form the most substantial deals negotiated to date. The paper also sets out additional information on features of deals in other selected geographical areas and concludes by providing some references to commentary on the policy agenda of devolution to local government in England.

Current Position

14. In January 2023 at the Convention of the North, the Secretary of State committed to '*devolution before the end of the year with areas of the North not already covered by a devolution deal*'. Almost 75% of the North is now covered by a devolution deal.
15. With this in mind, officers consider that it would be appropriate and timely to expand our member development programme to include initial briefing sessions with members, covering our current joint working, the Government's position with regard to devolution, and to explore any opportunities for future enhanced joint working throughout Cheshire and Warrington.

Consultation and Engagement

16. There has been no consultation to date, as the recommendation is for member briefings.

Reasons for Recommendations

17. There are a number of new members across the Council, and it would be helpful to ensure that all members have an understanding of our sub-regional working. Members may also want to explore whether there are any further opportunities which could benefit residents from joint working across Cheshire & Warrington.
18. Two key briefing sessions will be proposed for Corporate Policy Committee and Economy & Growth with both sessions open to wider audience. Future proposals may then be considered at the relevant committee.

Other Options Considered

19. Not to provide any briefings to members. This could potentially lose us the opportunity to benefit from members input into the wider sub-regional working.

Implications and Comments

Monitoring Officer/Legal

20. There are no direct legal implications.

Section 151 Officer/Finance

21. There are no direct financial implications, other than officer time involved in member briefings.

Policy

22. Working with members to gain a greater understanding of any sub-regional opportunities supports the following corporate priorities: -

<p>An open and enabling organisation</p> <p>Ensure that there is transparency in all aspects of council decision making</p> <p>Look at opportunities to bring more income into the borough.</p>	<p>A thriving and sustainable place</p> <p>A great place for people to live, work and visit</p> <p>Thriving urban and rural economies with opportunities for all</p>
--	---

Equality, Diversity, and Inclusion

23. There are no equality, diversity, or inclusion implications in this report.

Human Resources

24. None

Risk Management

25. Ensuring that members are appropriately briefed across all areas of the Council's business reduces the risk of any failure of corporate governance.

Rural Communities

26. None

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

27. None

Public Health

28. None

Climate Change

29. None

Access to Information	
Contact Officer:	Peter Skates, Acting Executive Director (Place) Peter.skates@cheshireeast.gov.uk
Appendices:	None
Background Papers:	None

OPEN

Corporate Policy Committee

11th July 2023

Cyber Security Update

Report of: Alex Thompson, Director of Finance and Customer Service

Report Reference No: CP/13/23-24

Purpose of Report

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

Executive Summary

- 2 Threats to the Cheshire East Council's Information Security arrangements are recognised on the Council's strategic risk register (SR4 Information Security and Cyber Threat). This risk is managed daily with quarterly reporting of any changes in the period.
- 3 Cyber Security is defined as the protection of computer systems from the theft or damage to their hardware, software, or information, as well as from disruption or misdirection of the services they provide. One of the most widespread and damaging threats to materialise is the ransomware exploit. It comes in several variants, each becoming more sophisticated in techniques for spreading and exploitation. The ransomware is designed to extort money from victims using social engineering and intimidation through phishing attacks. The malware steals the information and holds it hostage with threats of releasing it into the public domain if a ransom payment is not received.
- 4 This briefing note seeks to assure members across several areas about the protections in place to mitigate any associated risk.

Background

- 5 There are many ransomware groups operating and storing their data in the “dark” web. A number of these groups have made enormous sums of money and there are suggestions that they are becoming sophisticated and joined up and are actively protecting themselves. The Council actively monitors that its data is not being stored by ransomware groups on this web.
- 6 The escalation of armed conflict has increased criminal activity across several areas including the rise of cyber threats as highlighted by the National Cyber Security Centre. Amongst this criminal activity there are several groups who have authorized agents working for sovereign powers.
- 7 The NCSC state that
 - (a) “over the past 18 months, a new class of Russian cyber adversary has emerged. These state-aligned groups are often sympathetic to Russia’s invasion and are ideologically, rather than financially, motivated.
 - (b) Although these groups can align to Russia’s perceived interests, they are often not subject to formal state control, and so their actions are less constrained and their targeting broader than traditional cybercrime actors. This makes them less predictable”.
- 8 It is now commonplace for organisations to be targeted with ransomware. The Council has important information and resources that an attacker would likely seek to exploit. An attack can be used to encrypt the data making it unusable unless the ransom has been paid, or more commonly now to threaten to exposure the data on the internet.
- 9 It is noted that threats from nation state actors are of considerable concern, with nearly half of nation state activity being targeted at governments across the world, with the UK being the third most targeted country behind the USA and Ukraine. The NCSC stated that “During the invasion, Russia sought to use offensive cyber operations to support their military campaign”, it also gave a warning that “China’s technical evolution is likely to be the single biggest factor affecting the UK’s cyber security in the future”.
- 10 The Cyber Security Strategy states that “while use of ransomware rises, the costs of remediating the impact of ransomware attacks remain significant. This only reinforces the need for strong cyber resilience and strengthens the case for appropriate cyber security prioritisation and investment, to mitigate the risks before they turn into serious incidents”.

Briefing Information

Awareness

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

ICT Security have subscribed to use several NCSC resources

- CNR (CERT UK Reporting Network)
 - NEWS - the Network Early Warning Service,
 - ACD (Active Cyber Defence)
 - Web Check
 - Mail Check.
-
- 12 NWWARP membership includes quarterly meetings to discuss relevant technology, security developments and enhancements within the marketplace, access to the KHub (Knowledge Hub Portal), and CISP (Cyber Security Information Sharing Partnership) platform, which provide opportunity to review government cyber updates and initiatives with other northwest NHS and LA representatives.
 - 13 The security landscape is changing so ICT staff regularly review process and policies against issued best practice and guidance.
 - 14 The Council has been working with the Department for Levelling Up, Housing and Communities (DLUHC) to access additional funding with a view to improve the Council's security posture. A joint workshop was held where areas of risk were discussed and following this a Risk Treatment Plan was development. A funding grant of £150,000 was received to cover several mitigations that were jointly agreed. These mitigations projects are in various stages of progress, with anticipated closure for all by the end of financial year 23/24.
 - 15 The ICT Strategy Security team keep abreast of evolving technology trends and reporting to support and protect the authority's information assets, to the best of its ability, from emerging threats impacting service delivery.

- 16 ICT Services and in particular Security Operations actively monitor security data across the Council. The incident response plan has been defined and communicated internally. This plan defines how the organisation detects a cyberattack and reacts to it. It is also conducting forensic analysis of security telematics which can help determine the root cause of security incidents, performance issues, or other unexpected events.
- 17 An area of increasing concern is the use and manipulation of Artificial Intelligence to design and create sophisticated malware capable of exfiltrating sensitive data.

“[T]his kind of end to end very advanced attack has previously been reserved for nation state attackers using many resources to develop each part of the overall malware. And yet despite this, a self-confessed novice has been able to create the equivalent malware in only a few hours with the help of ChatGPT.” – Aaron Mulgrew, Solutions Architect Forcepoint

- 18 It is important that the Council’s workforce cyber culture and behaviours are continually assessed and developed, there is mandatory information handling training, cyber awareness training and simulated phishing attacks through which risks can be understood and mitigated.
- 19 Several cyber briefing sessions have been run over the last period, these have included Wider Leadership Community, Manager Share and Support, In the Know (all staff briefing), Secondary Heads and Primary Heads. These have been very well received and aim to make colleagues aware of the actual threat to the Council and partners as well as educate on the potential threat to personal life as well.

Protection

- 20 The SecOps team manage, investigate, and mitigate risks across the estate to ensure any vulnerabilities are minimised or eradicated. Event logs are collected in real time and analysed to ensure any irregularities are investigated. This analysis is currently carried out in house, but further work will investigate whether external organisations can be best used to provide this analysis during non-traditional working hours.
- 21 There are several tools that are used to protect the estate, particularly through the Microsoft capabilities recently procured and implemented. These will further be enhanced to enable protection of key information assets through the configuration of policy rules. These will prevent the accidental release of critical information inside and outside the authority.

- 22 The Council has adopted a Zero Trust framework which will allow the Council a greater level of security whilst allowing a greater flexibility in deploying technologies and using information effectively. The main concept behind zero trust is “never trust, always verify,” which means that users and devices should not be trusted by default.
- 23 A Security and Compliance business case was developed to define how to enable the Council to move to a zero-trust model and mitigate the increasing risks and challenges from cyber-attacks, agile working, and increased sharing of information. The move to this concept of zero-trust will be a multi-phased approach (as detailed in the business case) across several years for the estate to be fully covered. A framework and plan are being developed to ensure this strategy will be implemented and any new and change projects will have the concept incorporated in their design.

Recovery

- 24 The Council creates regular backup copies of its live production data hosted in the core data centre.
- 25 There is increased coverage and interest in third party breaches, with hackers compromising the system of a third-party provider. These third-party data breaches can be difficult to prevent and manage due to uncertainty of the vendors’ security systems and protocols.
- 26 To understand and protect the Council’s information ICT will need to have awareness and contact with all Information and Technology providers which have a Council interaction. To support this any procurement which involves Information needs to have the support and involvement with the ICT Services. The Council already uses a standard ICT Security questionnaire which is issued to all vendors to determine whether they follow best practice and meet the security standards expected for storing, protecting, and processing Council data. This questionnaire is continually evolving to facilitate best practice and changing threats and will need to be further strengthened to incorporate differing offerings that the Council demands.
- 27 The Council has adopted a principle of Single Sign On for applications. This means that security best practice such as password controls, Multi-Factor Authentication (MFA) and conditional access can be applied to secure who can access data, from what device, and from what location. Several applications have been redeveloped to support this authentication method and the Council will continue to adopt this model.

Implications

Monitoring Officer/Legal

- 28 The Council must comply with the General Data Protection Regulation (GDPR), the Data Protection Act 2018, the Computer Misuse Act 1990, the Freedom of Information Act 2000 and other relevant legislation in particular that relating to retention of information.
- 29 GDPR has brought in substantially higher levels of penalties for data controllers than the previous legislation, up to €20 million (£17m) or 4% of annual worldwide turnover although it is capped at €20 million for public authorities. GDPR has also introduced fines for data processors.
- 30 The Council needs to understand what data they control and what is processed on their behalf and build data protection into its day-to-day processes to ensure that it and organisations processing data on its behalf are compliant.

Section 151 Officer/Finance

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

Policy

- 32 There are no policy implications in this briefing.

Equality, Diversity and Inclusion

- 33 There are no implications in this briefing.

Human Resources

- 34 There are no implications in this briefing.

Risk Management

- 35 There are no implications in this briefing.

Rural Communities

- 36 There are no implications in this briefing.

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

37 There are no implications in this briefing.

Public Health

38 There are no implications in this briefing.

Climate Change

39 There are no implications in this briefing.

Access to Information	
Contact Officer:	Gareth, Pawlett Head of ICT Gareth Pawlett
Appendices:	None
Background Papers:	None

This page is intentionally left blank

OPEN

Corporate Policy Committee

Tuesday, 11 July 2023

Performance against the Corporate Plan 2022/23

Report of: Sarah Bullock, Director of Policy and Change

Report Reference No: CP/11/23-24

Ward(s) Affected: All

Purpose of Report

- 1 The purpose of this report is to provide the Committee with an oversight of organisational performance against the priorities and vision set out within the Council's Corporate Plan 2021-25.
- 2 This report covers progress made during the 2022/23 municipal year.
- 3 This report supports the responsibility of the Corporate Policy Committee to have a co ordinating role across all other committees and to exercise corporate oversight of outcomes, performance, budget monitoring and risk management.
- 4 Appendix 1 provides further detail of performance and progress against priorities in quarter 4, which covers the period, 1 January – 31 March 2023.

Executive Summary

- 5 The year April 2022 – March 2023 has continued to be a challenging period for Cheshire East Council. The period saw continued recovery from the coronavirus pandemic and a greater understanding of the impact of "covid scarring" particularly on our children and young people. There has been rises in inflation and the impact of the rising cost of living on residents, changes in Prime Ministers and political uncertainty, a fragile care market, continued and increasing budget pressures

particularly in relation to SEND and adult social care, and support provided to refugees, including those from Afghanistan and Ukraine.

- 6 Despite this challenging context, there has been good progress made against the actions set out in our Corporate Plan to support an open, fairer, greener Cheshire East.
- 7 Key successes during 2022/23 include securing a package of commitments in relation to High Speed Rail Phase 2B, progressing the Crewe regeneration programme, starting the “Delivering Better Value” programme to improve outcomes for children and young people with SEND, and continuing progress against our net zero target, including gaining financial support for decarbonising council buildings. These, and many other, successes were achieved at the same time as managing the Public Interest report, which demonstrated that the council had moved on and learnt lessons from a difficult past, and agreeing a balanced budget, which was the most challenging budget to date to put together.
- 8 In 2022/23 a co-ordinated approach to managing the cost of living crisis was put into place across council directorates. The comprehensive, strategic approach covered food, advice and support with energy costs, broadband, general financial support, places to go for warmth and food, school meals, school uniform, and community and business support. The support included a dedicated telephone number and email address for residents, household support grants to individuals, grants to the voluntary, community, faith and social enterprise sector and the Warm PlaCEs initiative.
- 9 At the end of 2022/23 there were some performance challenges that have been identified: the cost and demand issues in both childrens and adults social care, the ongoing challenges within the planning service, an impact on customer experience and ongoing financial challenge. However, we also have continued to achieve good progress in a number of areas: continuing to make further progress against our ambitious net zero target, a continued high rate of good and outstanding primary and secondary schools, reducing rates of care leavers that are not in education, employment or training, rising number of customers interacting with the Council via digital accounts, achieving our affordable homes target and progressing the Phase 1 Crewe regeneration plans.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Scrutinise performance against the Corporate Plan for 2022/23 and the end of year position.
2. Consider any amendments in performance reporting, and/or additional data and intelligence that should be included within performance management during 2023/24.

Background

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

An open and enabling organisation

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

A council which empowers and cares about people

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

A thriving and sustainable place

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

- 11 This report reviews performance against priorities in the Corporate Plan and focuses upon a "One Council" approach to performance management. This includes a balance of quantitative and qualitative

data. The full quarter 4 and outturn report is at **Appendix A**. This gives further details on progress made against delivery of the Corporate Plan by the end of the 2022/23 municipal year.

- 12 Cheshire East Council delivers around 500 services to around 398,800 residents. There are 3,128 full time equivalent staff in quarter 4. This evidences a relatively steady workforce of approximately 3,000 staff throughout the year.
- 13 Service committees receive performance information on a regular basis through their subject matter expert officers, specific to the subject of the committee. This performance report offers an oversight of progress against the Corporate Plan and should complement the more detailed performance, service specific dashboards that are considered at service committees.
- 14 **Open – An open and enabling organisation**

Priorities

- Ensure that there is transparency in all aspects of council decision making
 - Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
 - Support a sustainable financial future for the council, through service development, improvement and transformation
 - Look at opportunities to bring more income into the borough
 - Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
 - Promote and develop the services of the council through regular communication and engagement with all residents
- 15 A key action identified in the Corporate Plan was to implement the Committee system. This was reviewed during the 2022/23 year and quarter 4 continued to be a busy time for committees at Cheshire East, there were 16 service committee meetings held and two meetings of Full Council.
 - 16 Recruitment and retention continues to remain a key national challenge for local government, as it has been throughout 2022/23. Cheshire East Council continues to implement the actions it identified through its dedicated officer working group on this subject. There has been a slight reduction in the use of agency staff during quarter 4, to 309 across the council. The average number of agency staff during 2022/23 has been slightly below this at 292.
 - 17 One of the priorities under “Open” is to listen, learn and respond to residents. Cheshire East Council have successfully progressed against this objective during 2022/23, launching new strategies for Customer

Experience and Communications, developing a new Consultation and Engagement toolkit and using co production processes wherever appropriate. In quarter 4 representatives of the first ever Cheshire East Peoples Panel attended Corporate Policy Committee to present their recommendations of solutions to support the cost of living. The council were able to support and implement 10 of the 12 recommendations. In quarter 4 the Children and Families committee responded to feedback from children and young people around the name of the Corporate Parenting Committee. Further to the engagement the Corporate Parenting Committee has now been renamed the Cared for Children and Care Leaver Committee.

- 18 Improving the experience of our customers continues to be a priority for the council. In quarter 4 the Estates service developed a case management module within the property system to improve management of property transactions and the customer experience. The service had over 700 enquiries during 2022/23. The system ensures that that no case is “lost” or unduly held up at any stage. Customers of the corporate contact centre are randomly selected to rate the effort they perceived it took to resolve their query. The average customer effort score was 4.3 for 2022/23 slightly below the target of 4. The lower the score the better the performance. However the score for the quarter 4 period was 4, evidencing a position of continuing improvement since quarter 2.
- 19 The council continues to be an active partner in many partnership arrangements. A full review of partnerships is an outstanding action of the Corporate Plan which will be completed during 2023/24. Two highlights of good partnership working in quarter 4 are the Prevent and Channel panel and the sub regional Digital Investment Plan. The Prevent and Channel panel, which reports to the Safer Cheshire East Partnership, received its rating from the annual Home Office benchmarking and was rated as “good” with elements of “outstanding”. In quarter 4, the Economy and Growth committee supported the sub-regional Digital Investment Plan 2023-25, which is part of the Connecting Cheshire partnership programme.
- 20 The councils customers have continued to shift to interact via digital means during 2022/23. Online transactions continue to rise and have increased to 300,395 in quarter 4. Digital accounts have also continued to rise during 2022/23 and have risen at an accelerated pace during the final quarter of the year. In quarter 3, accounts were rising at an average rate of 2,800 per quarter. In quarter 4 this figure was exceeded, with 3,873 new digital accounts. The outturn figure for digital accounts was 126,322, an increase of 23,001 since the end of the previous year. Performance has exceeded the annual target, which was 120,000.

- 21 A further priority under the “Open” theme is to be a financially stable council which has increased levels of reserves. In quarter 4, the Medium Term Financial Strategy, for the years 2023/24 to 2026/27 was received by Full Council. Feedback to the consultation on this budget was the highest level of engagement since records began. An annual balanced budget was recommended and approved by Council. There does however continue to be significant financial challenges for Cheshire East. One indicator within the performance management framework is the percentage of local taxation collected within two years. This figure is for council tax and business rates combined. For 2022/23 the target was 98.67%. The figure achieved was less than this, at 96.68%, and the figure for quarter 4 was the lowest of the year at 94.4%. This is mainly influenced by collection of business rates and appears to reflect financial difficulties being experienced by some local businesses due to the ongoing impact of “covid scarring”.

22 **Fair – A Council which empowers and cares about people**

Priorities

- Work together with our residents and partners to support people and communities to be strong and resilient
 - Reduce health inequalities across the borough
 - Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
 - Be the best Corporate Parents to our children in care
 - Support all children to have the best start in life
 - Increase the opportunities for children, young adults and adults with additional needs
 - Ensure all children to have a high quality, enjoyable education that enables them to achieve their full potential
 - Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services
- 23 During 2022/23, three childrens centre sites have been identified to be developed into Family Hubs (Oak Tree in Crewe, Monks Coppenhall in Crewe and Oakencrough in Wilmslow). The Monks Coppenhall site will be developed as a special educational needs and disabilities centre of excellence.
- 24 During 2022/23 185 community groups were supported, including support finding and applying for funding through Grantfinder. A total of £1,949,469 has been invested in the sector.
- 25 Cheshire East council have continued to work with the Home Office supporting people from Afghanistan who have entered the UK through

the Afghan relocations and assistance policy (ARAP). In total the council has supported 472 people under this programme. In quarter 4 the government announced the intention to permanently settle all remaining families residing in hotels, this includes 14 families remaining in Cheshire East.

- 26 The public health team have been successful in applying for the connecting health communities programme, funded by the National Lottery Community Fund. This includes a 24 month package is facilitated support to address health inequalities in our East Timorese community.
- 27 There has also been successful performance in relation to the percentage of infants who are breastfed at 6-8 weeks in Cheshire East. Performance has averaged at 53% for 2022/23, higher than the national rate of 47.6%.
- 28 The Holidays Activities with Food (HAF) programme has had a successful year. During 2022/23 the programme was accessed by over 4,000 young people, receiving over 40,000 hours of support and over 11,500 healthy meals. Funding for the programme is in place until March 2025.
- 29 The virtual school has linked with Higher Horizons and Staffordshire's virtual school to facilitate university taster days for cared for young people to raise aspiration and ambition. There are now 10 of our cared for young people attending university.
- 30 The take up of the national offer for 2,3 and 4 year olds remains consistently high and above national rates, with a 75% take up for 2 year olds, and 99% for 3 and 4 year olds.
- 31 Challenges of cost and demand remain in both Adults and Childrens social care. In Adult services residential care admissions for all adults have increased, for adults age 18-64 this remains under the national figure, however for adults age 65+ the Cheshire East figure exceeds the national figure. This reflects pressure from the NHS in relation to hospital discharges and temporary care home places becoming permanent. In Childrens social care the number and rate of childrens social care referrals continues to increase, however this remains significantly below the national rate. There are some timeliness issues within childrens social care in relation to the percentage of education, health and care plans completed within 20 weeks, and the percentage of assessments completed within 45 days. These issues can be attributed to the increasing complexity of individual cases combined with the workforce challenges across social care.

32 Green – A thriving and sustainable place

Priorities

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

- 33 There are 6 priorities under the “Green” aim for a thriving and sustainable place.
- 34 The first priority is in relation to well designed, affordable and safe homes. In quarter 4, a further 145 new affordable homes were completed, bringing the total completions for 2022/23 to 465 against a target of 355.
- 35 Visitors to libraries have also exceeded performance targets for 2022/23. The target was 1,000,000 and the actual number of visitors was 1,039,370.
- 36 There remains challenges within the planning service, with a continued backlog of undetermined planning applications, causing an increase in customer complaints. However the volume of the backlog has decreased in quarter 4, evidencing that the focused improvement programme in this area, that has progressed during 2022/23, is starting to have an impact. The majority of applications are currently taking 3-6 months to determine. A modernisation plan is being implemented to restructure the service, update the information technology to support the service and to address the shortage of technical staff.
- 37 The recycling target for 2022/23 was greater than 50% of all waste collected to be recycled or reused. The outturn figure was 54%. Although it appears that rates have decreased over the year, the quarterly figures are difficult to compare as there are seasonal trends in waste and recycling, with significantly more green waste collected following Christmas and Easter.
- 38 There continues to be steady progress towards our net zero target. At the end of 2022/23 there has been 46% progress towards carbon neutrality by 2025. There have been an additional 7 hectares of trees planted during quarter 4, this was significantly less than the planned 30

hectares, due to reduced staffing levels at Mersey Forest. Work to council buildings has progressed, with 9 air source heat pumps nearing completion. In 2022/23 the wider borough target of net zero by 2045 was announced. Base line modelling of carbon emissions for the borough has now been completed and approval has been granted by the Environment and Communities committee to develop a key priorities action plan over the coming year.

Consultation and Engagement

39 Not applicable.

Reasons for Recommendations

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

Other Options Considered

43 Not applicable.

Implications and Comments

Monitoring Officer/Legal

44 There are no legal implications arising from this report.

Section 151 Officer/Finance

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

Policy

- 46 This report demonstrates progress against all priorities within the Cheshire East Council Corporate Plan 2021-25.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place

Equality, Diversity and Inclusion

- 47 The range of council activities covered in the Corporate Plan aim to meet the Public Sector Equality Duty and the obligations under the Equality Act 2010.

Human Resources

- 48 There are no direct human resources implications arising from this report.

Risk Management

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

Rural Communities

- 50 The Corporate Plan aims to support greater inclusion for rural communities. In 2022/23 a Rural Action Plan was approved by the Economy and Growth committee, which includes priorities around digital connectivity, access, housing, visitor economy and support for rural based businesses.

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

- 51 Performance management of the priorities relating to children and young people and cared for children ensure that there is a focus on

children receiving the best start in life and that we deliver on our commitments to children and young people in Cheshire East.

Public Health

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

Climate Change

- 53 Performance against the Corporate Plan contributes to overall achievement of the net zero targets for the council and for the borough.

Access to Information	
Contact Officer:	Sarah Bullock, sarah.bullock@cheshireeast.gov.uk
Appendices:	Appendix 1 – Performance Report 2022/23
Background Papers:	CP/36/22-23 Performance Quarter 3 2022/23 Decision report (cheshireeast.gov.uk) CP/26/22-23 Performance Quarter 2 2022/23 Decision report template (cheshireeast.gov.uk) CP/13/22-23 Performance Quarter 1 2022/23 Decision report template (cheshireeast.gov.uk)

This page is intentionally left blank

Cheshire East Council

Corporate Plan 2021-2025

Performance Report – Quarter 4 2022/23



Page 375

Open

Fair

Green

An open and enabling organisation

By 2025 we want:

Performance 2022/2023 – Quarter 4 Update

Priority: Ensure that there is transparency in all aspects of council decision making

The council to be seen as being a fair open and transparent organisation and able to demonstrate it.

Key actions:

- Implement a new committee system
- Demonstrate commitment to open data

- During quarter 4, there were 16 service committee meetings and 2 meeting(s) of Full Council;

Name of Committee	Date
Council	1 February 2023
Council	22 February 2023
Adults and Health	23 January 2023
Adults and Health	27 March 2023
Children's and Families	16 January 2023
Children's and Families	13 February 2023
Children's and Families	20 March 2023
Corporate Policy	9 February 2023
Corporate Policy	23 March 2023
Economy and Growth	17 January 2023
Economy and Growth	10 February 2023
Economy and Growth	14 March 2023
Environment and Communities	2 February 2023
Environment and Communities	30 March 2023
Finance Sub Committee	19 January 2023
Finance Sub Committee	8 March 2023
Highways and Transport	26 January 2023
Highways and Transport	2 March 2023

- 89% of Freedom of Information Act requests were completed within statutory timescales during quarter 4. This is an improving position, with a higher percentage completed when compared to Q2 (88%) & Q3 (86%).

<p>To increase local democracy.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Working with town and parish councils • Virtual meetings 	<ul style="list-style-type: none"> • Town Centre Vitality Plans have been approved by Cheshire East at Committee and adopted by six of the nine town councils. • A Cheshire East Town and Parish Council Network was established in November 2022. This has created a regular communication channel and initial feedback has been positive. It has been agreed that a Town and Parish Council Charter will be developed in 2023/24.
<p>Our communities will be well informed about things they can do to prepare for emergencies.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Enhanced emergency preparedness in communities 	<ul style="list-style-type: none"> • The Joint Emergencies Planning Service (JEPS) continues to provide essential advice and support. • Cheshire East Council develop flexible plans through a process called Integrated Emergency Management, which enables all responding organisations to deal effectively with a major or serious incident at any time of day or night, 365 days a year.
<p>The council is seen by residents as responsive.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Consultation on key plans and strategies 	<ul style="list-style-type: none"> • The Town Centre Vitality Plans have been approved are being used to provide evidence for town centre regeneration projects, including UKSPF funded projects • In Quarter 4, representatives of the first Cheshire East Council's Peoples Panel, presented their recommendations on support with the cost of living to Corporate Policy Committee. This new approach to engagement was endorsed. • The Children and Families Committee responded to feedback from children and young people around the name of the Corporate Parenting Committee. The Corporate Parenting Committee has now been renamed the Cared for Children and Care Leaver Committee.
<p>Customer services to offer support and guidance and be accessible to people who need them.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review where and how technology can assist and enable 	<ul style="list-style-type: none"> • Improving customer experience continues to be a priority. Internal guidance is available to staff on all accessibility features in Microsoft Office which can be used to support both internal and external customers. • The Estates Service handled in excess of 6,000 land and property enquiries during 2022/23. The bulk of the enquiries are regarding repairs and maintenance to Council operational buildings, land, culverts and other miscellaneous issues. <p>Within the Facilities Management team 5,238 response maintenance issues were dealt with, along with 8,071 planned maintenance works and 205 projects.</p>

	<p>A further 823 ownership enquiries were completed by Property Information, with a proportion becoming cases for the Property services team. Along with continued efforts to onboard existing cases, and new system generated cases relating to the management of agreements (e.g., rent reviews), the Property Services team are now dealing with 592 live cases. The volume of cases and necessarily robust process for seeing a case to completion means there are 300 cases at the client instruction stage, and 123 at legal instruction case, with the rest at various stages in between.</p> <p>The case management system assists to ensure no case is lost or unduly held up at any one stage. Staff resource move these cases as quickly as possible but the volume underway does mean customers can wait a few months for lower value/risk cases to be resolved.</p> <ul style="list-style-type: none"> • Online transactions continue to rise and have increased to 300,395 in quarter 4. • Digital accounts continued to rise during 2022/23 and have risen at a higher pace during the final quarter of the year. In quarter 3 it was reported that accounts were rising at an average rate of 2,800 per quarter. In quarter 4 this figure was exceeded with 3,873 new digital accounts. At the end of 2022/23 there were 126,322 digital accounts. This is an increase of 23,001 since the end of 21/22. Performance has exceeded the 2022/23 target which was 120,000. • The Estates Service operates a helpdesk for land and property matters and through this over 700 enquiries have been handled so far this year. In addition, the Service has developed a case management module, within its property system, to improve the management of its legal property transactions workload and customer service offer. It has onboarded 469 live cases, a number that is set to rise as around 300 corporate projects and highways schemes are logged. Cases will also include regular estates transactions such as rent reviews, break clauses and lease terminations.
<p>Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Award of silver standard prior to award of gold standard 	<ul style="list-style-type: none"> • A new Armed Forces staff network was established in quarter 3 and has continued to successfully develop in quarter 4. The network is supporting progress towards the MoD Gold Standard award.
<p>A financially sustainable council which has increased levels of reserves.</p>	<ul style="list-style-type: none"> • In February 2023 the Medium-Term Financial Strategy for the four years 2023/24 to 2026/27 was received by Full Council. Feedback to the budget consultation exercise was the highest level ever received and

Key actions:

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

considering budget proposals and the feedback received an annual balanced budget was recommended and approved by Council.

- Mitigations to the financial challenges continued to be implemented during quarter 4, which included:
 - Managed restrictions of in-year spending
 - Reviewing the level of spending on key contracts and reviewing the need for contract renewals
 - Pricing and grant reviews to ensure that income is being fully recovered
 - Enhanced vacancy forecasting and management
 - Re-alignment of, and appropriate use of balances, such as earmarked reserves, General Reserves and capital receipts
 - Review and reprofile the Capital Programme to prevent any impact of related inflation on the revenue budget
- The outturn position for the rent roll achieved by the Estates service from its investment portfolio in 2022/23 is -£1,887,240.43.
- The Assets and Farms teams (within the Estates Service), and the Economic Development Service, delivered capital receipts in year worth £2,823,500 through 3 asset disposals, which in turn means c£50,000 less revenue costs in future years.

▪

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

Key actions:

- Complete programme of reviews of ASDVs

- In quarter 4 a refreshed performance management framework has started to develop with ANSA, that will be implemented during 2023/24.

<p>A committed and motivated workforce. Cheshire East Council seen as an employer of choice.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Undertake staff surveys and act on the results • Implement Best4Business Unit 4 ERP system 	<ul style="list-style-type: none"> • New apprentice standards continue to be introduced across Cheshire East Council and schools. During quarter 4 there were 61 new apprenticeships. This gives an outturn position of 162 apprentices, against a target of 152. • The last full staff survey was undertaken in April 2022. A further full staff survey is scheduled to be undertaken by quarter 3 of 2023/24.
<p>A workforce that can work remotely and flexibly using the latest technology.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Clear guidance and support to staff and managers. • Accelerate roll-out of mobile working 	<ul style="list-style-type: none"> • The coronavirus pandemic and associated government restrictions influenced the acceleration of mobile working. In 2021 a revised Agile Working Policy was agreed. The majority of office-based staff operate on hybrid working arrangements, having some days in the office and some days working from home. • A new ICT Strategy for 2023-27 was approved by Corporate Policy Committee in March 2023, which supports the hybrid working model.
<p>Residents and staff to be aware of the council and the services we provide.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Review communications plans and style 	<ul style="list-style-type: none"> • The Communications and Media team continue to implement the Communications Strategy for residents as agreed by Corporate Policy Committee in 2022/23.

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

Key actions:

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

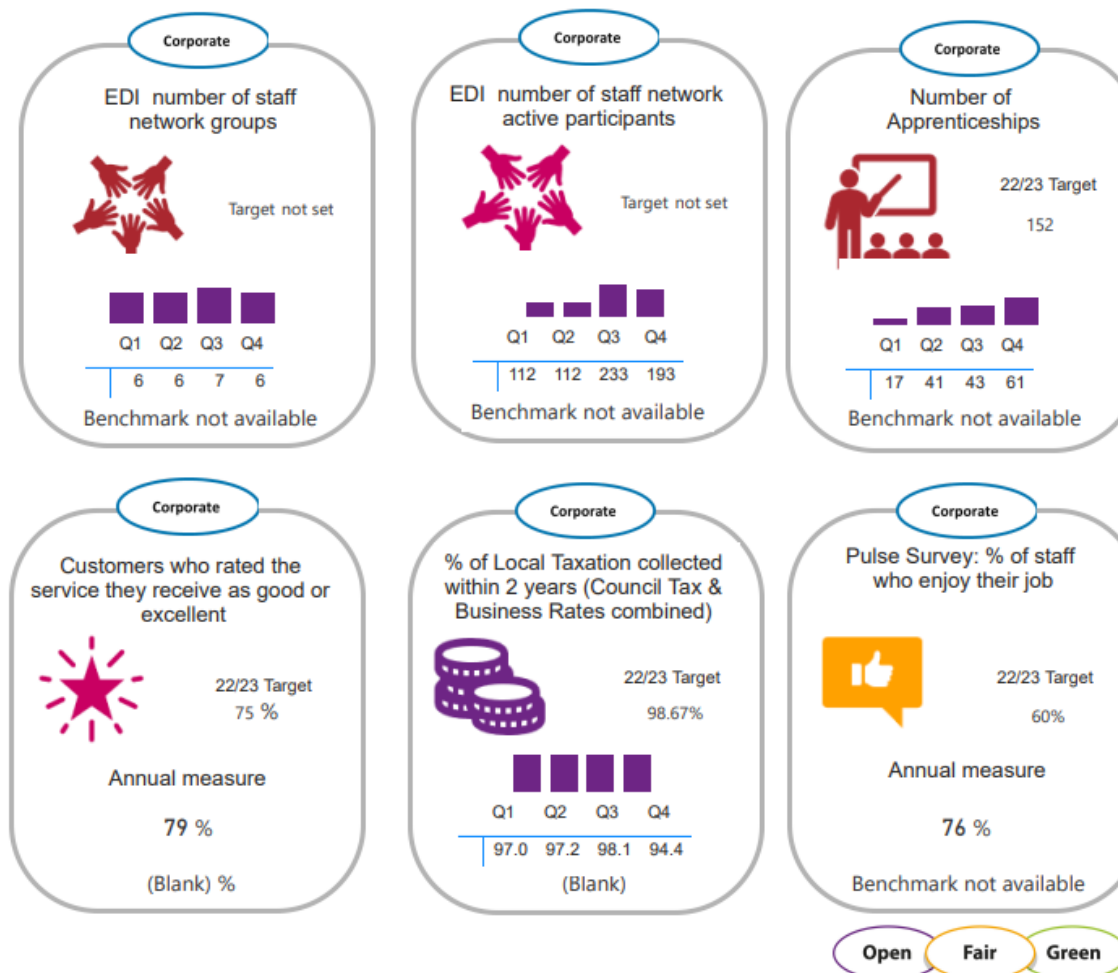
- A Customer Experience Strategy was launched in 2022 and continues to be implemented.
- The “customer effort” score was slightly below target for 2022/23, the average score over the year was 4.3, against a target of 4. Customers score their experience out of 10 in relation to the “effort required to complete their request”. The score for quarter 4 was 4, evidencing an improving position since quarter 2.

The council to be regarded as a good partner.

- The council is engaged in many strategic partnerships. The list of partnerships is revised annually through the business planning process.
- The Prevent and Channel Panel, which reports to the Safer Cheshire East Partnership, received its rating from the annual benchmarking with the Home Office during quarter 4. The Cheshire East Prevent and Channel Panel was rated as “good to outstanding”.
- In quarter 4, the Economy and Growth Committee received a copy of the sub regional Digital Investment Plan 2023-25, which supports the Connecting Cheshire partnership programme.

Performance measures supporting An open and enabling organisation

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



Open

Number of FTE Staff



Directorate	Q1	Q2	Q3	Q4
Cheshire East	2,915	2,860	2,966	3,128
Corporate	598	588	603	652
Adult's	849	799	894	929
Children's	818	818	826	859
Place	650	655	634	681

Open

Vacancies as % of actual FTE (Nov 22)



Directorate	Q1	Q2	Q3	Q4
Cheshire East	7.49	9.11	9.82	10.40
Corporate	7.23	8.50	10.07	8.98
Adult's	7.21	9.74	12.51	12.32
Children's	7.09	9.83	8.83	10.59
Place	8.57	7.90	7.06	8.54

Open

Number of Agency Staff



Directorate	Q1	Q2	Q3	Q4
Cheshire East	242	297	323	309
Corporate	80	94	91	83
Adult's	122	149	170	157
Children's	34	47	54	61
Place	6	7	8	8

Open

% Staff Turnover



Directorate	Q1	Q2	Q3	Q4
Cheshire East	4.9	6.6	4.3	3.2
Corporate	4.8	7.1	3.5	2.1
Adult's	3.9	6.5	4.1	3.6
Children's	6.2	8.8	5.6	3.8
Place	4.8	3.7	3.8	2.8

Open

% variance between forecast outturn and total net budget



Directorate	Q1	Q2	Q3	Q4
Cheshire East	3.5	2.7	2.4	1.8
Corporate	2.0	1.1	1.2	-1.6
Adult's	9.7	7.4	7.3	8.6
Children's	4.8	5.4	4.7	6.7
Place	3.2	3.0	2.3	-1.5

Open

% of complaints resolved within timescales Stage 1



Directorate	Q1	Q2	Q3	Q4
Cheshire East	82	82	80	84
Corporate	82	82	86	88
Adult's	100	80	74	97
Children's	49	62	58	56
Place	87	86	84	87

Open

% of complaints resolved within timescales Stage 2



Directorate	Q1	Q2	Q3	Q4
Cheshire East	68	77	68	55
Corporate	100	60	88	75
Adult's	100	85	75	80
Children's	57	57	40	8
Place	67	81	82	56

Open

% of Freedom of Information requests completed within timescales

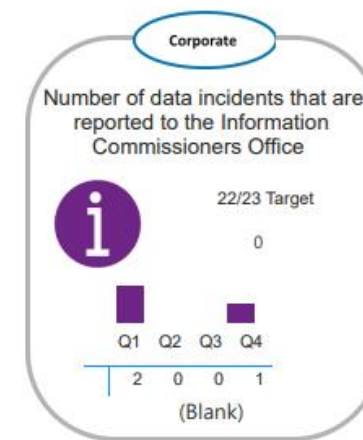
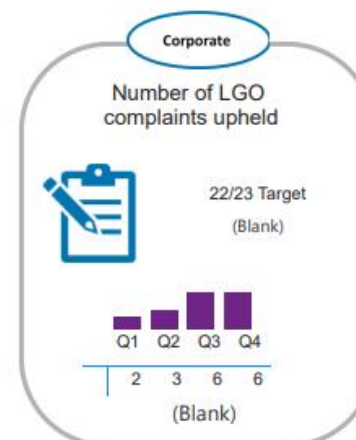
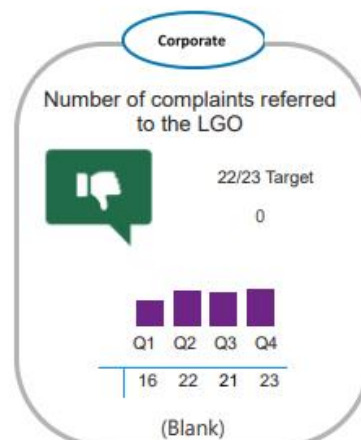
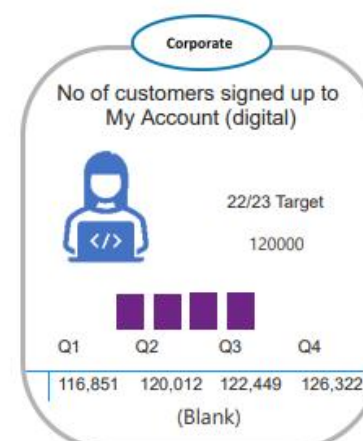
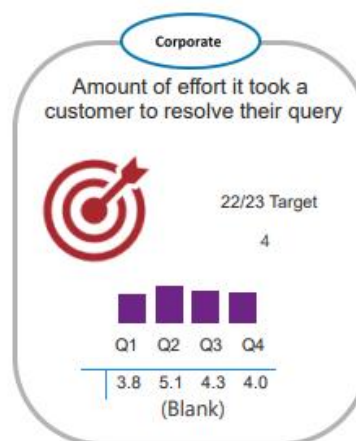
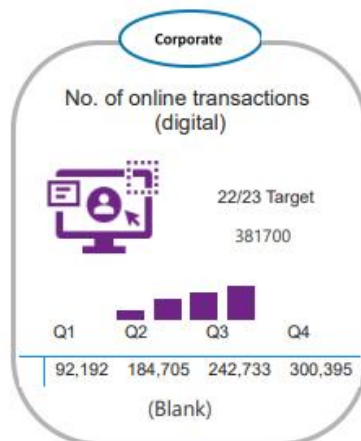


Directorate	Q1	Q2	Q3	Q4
Cheshire East	93	86	88	89
Corporate	95	83	92	94
Adult's	95	94	89	93
Children's	95	94	96	93
Place	92	85	85	84

Open

Fair

Green



A council which empowers and cares about people

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
Priority: Work together with our residents and our partners to support people and communities to be strong and resilient	
<p>All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Embed our vision for children and young people, and working together • Work with residents to understand the continuing impact of Covid 	<ul style="list-style-type: none"> • Cheshire East Council continue to develop services together with our residents and communities. • Our Carers Board, Young Carers Board, Mental Health, and Learning Disability partnership boards include attendees with experience of services who are involved in shaping services. • In quarter 4 the Adults and Health Committee adopted the Cheshire East Place Dementia Plan 2023-27.
<p>Families and communities are strong and resilient.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Develop a strong, local, social impact structure • Develop a locality model of working 	<ul style="list-style-type: none"> • Three childrens centre sites have been identified to be developed into family hubs: <ol style="list-style-type: none"> 1. Oak Tree Children’s Centre, Crewe 2. Monks Coppenhall Children’s Centre, Crewe 3. Oakencrough Children’s Centre, Wilmslow • Monks Coppenhall will be developed as a special educational needs and disabilities (SEND) centre of excellence as well as providing our core offer of services. Further centres have been identified and these will be developed on a rolling programme completed over the next 12 months.

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Identify a suitable location within the borough and develop a traveller transit site • Increase collaboration with marginalised groups • Secure social value benefits 	<ul style="list-style-type: none"> • Cost of Living Grants were given out to support the voluntary, community, faith and social enterprise sector (VCFSE); £199,889 was awarded to 24 organisations. • People from Afghanistan who have entered the UK through the Afghan relocations and assistance policy (ARAP) continue to be supported by Cheshire East Council. In total the council has supported 472 people in 104 families to begin the process of settling into the UK. 5 families are settled in their own properties in Cheshire East and are supported by the Council and VCFSE sector colleagues. In Q4 the government announced their intention to permanently settle all remaining families in ARAP/ACRS hotels in the UK. Cheshire East Council have been working with families throughout 2022/23 to find a permanent place to settle in the UK and we will continue to work hard with the Home Office, DLUHC and other partners to find appropriate accommodation in 2023/24 for the 14 families remaining in Cheshire East. • We have continued to support Ukrainian people who have fled the war in Ukraine. In total Cheshire East Council, Sponsors, VCSFE organisations, and other partners have supported over 700 Ukrainians to settle into Cheshire East. Support offered in 2022/23 has included the provision of welfare checks on arrival, school places for children, access to health care, English for speakers of other languages courses, welcome payments, Sponsor payments, and Sponsor rematching. The council will work with its partners in 2023/24 to continue to support people resident in the Cheshire East to settle until the situation in Ukraine improves. • Healthwatch are the independent consumer voice of residents in Cheshire East, they continue to engage with marginalised groups in the borough. To ensure the voice of these communities can be heard, they have engaged with for example the Afghan Refugees and the Boating community and have supported Pride events. This ensures that residents can provide their feedback and share their experiences of health and social care services. • The council has committed resource in 2022/23 to supporting veterans in Cheshire East. Our Armed Forces lead has secured the Armed Forces Covenant Silver Award. In addition to this the council have worked with the Armed Forces Covenant, Royal British Legion and other local partners to support veterans in Cheshire East. Examples of this include a Digital Isolation project for veterans. • Cheshire East Council has recently procured the Social Value Portal (SVP), an online platform that manages all aspects of social value, including tendering, measurement and demonstrating impact in our communities. Commissioning and Procurement are delivering training and support to embed the use of SVP alongside our contract management system (Atamis). • Over the last 12 months we have supported community organisations to link with businesses to increase the amount of social value invested into Cheshire East. We have worked with 63 groups to receive benefits such as

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
	<p>free venue hire, donations of equipment, and volunteer hours. We have worked in partnership with Bentleys to deliver funds of £190,000 to local community groups.</p>
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services • Reduce loneliness and isolation 	<ul style="list-style-type: none"> • We have supported 185 community groups in the last year. This has included support finding and applying for grants through Grantfinder, with a total of £1,949,469 being invested in the Cheshire East VCFSE sector. We have supported groups to engage more volunteers to help them become more sustainable and in the last 12 months we know 1,778 volunteers have 186 projects, delivering 29,291 volunteer hours and a social value monetary value of £533,210. • The ‘Green Social Prescribing’ scheme has received its first referrals and is receiving positive feedback from those who have been supported by the team. An initial review of the first six months was received at the Cheshire East Health and Wellbeing Board in March. • The ‘Stay Well Squad’ completed their work in support of health and care partners. Over the last year they have provided dedicated support to the NHS and Social Care Winter Planning, Ukrainian refugees and host families, asylum seekers, local businesses and schools. In addition, they advised the general 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 to help them to improve or maintain their health and wellbeing.
Priority: Reduce health inequalities across the borough	
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas.</p> <p>Key actions:</p>	<ul style="list-style-type: none"> • The Cheshire East Health and Wellbeing Board approved the Joint Local Health and Wellbeing Strategy and Five-Year Plan in quarter 4. This sets out the vision, priorities and strategic objectives in relation to reducing inequalities, improving the health and wellbeing of residents and working in partnership to develop sustainable health and care services. • The Public Health team have been successful in applying for the connecting health communities programme, funded by the National Lottery Community Fund and led by IVAR, the Institute for Voluntary Action Research. IVAR will provide a 24-month facilitation support package to enable cross-sector partnerships to address health inequalities in our East Timorese community, working with statutory stakeholders in partnership with the voluntary sector and community members.

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> • Implement the Cheshire East Partnership Five Year Plan • Promote regular screening and take up of preventative health opportunities • Improve the mental health of all people working and living in Cheshire East • To continue to support a zero-suicide approach 	<ul style="list-style-type: none"> • A Digital Inclusion Plan was approved by the Cheshire East Health and Wellbeing Board in March. This was informed by engagement with residents in advance of being drafted, and through a consultation exercise. Digital exclusion is a new inequality, and the COVID pandemic demonstrated the challenges people face if they cannot access the digital world. The plan sets out the issues and identifies priority areas of action to improve levels of inclusion. • The ‘Poverty’ Joint Strategic Needs Assessment has been published, and provides a detailed evidence base of levels and impact of poverty across the borough. This will be used to allow targeted interventions in areas most in need. • The newly formed Cheshire East Combating Drugs Partnership has made progress in bringing a wide range of partners together with the goal to reduce the health and social harms of drug and alcohol misuse and have started working on developing a joint strategy. • Cheshire East Council have invested external grant funding into Change Grow Live (CGL), our commissioned provider for substance misuse, to work intensively with a group of individuals who are homeless and have complex lives. The aim is to support them to change their behaviour using inobtrusive and compassionate support. The team consists of an outreach worker, counsellor and nurse practitioner, who build relationships with individuals experiencing inequality, with the aim of improving their wellbeing and thus avoiding cost to statutory services. • We implemented our Warm PlaCEs scheme across 77 venues to support people suffering from fuel poverty over winter. • The Department for Work and Pensions funded Household Support Fund has continued to provide financial support to those impacted by the cost-of-living crisis. The programme has seen continued growth in eligible recipients. Over the Q4 period, over 20,000 individual payments have been provided to over 20,000 people (over 12,000 children and families and over 8,000 pensioners), totalling over £1,100,000 of funding. For all of 2022/23 this now totals over 150,000 individual payments, worth more than £4,000,000 to over 20,000 individuals.
Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation	
<p>Children receive the right support, by the right people, at the right time, so they are effectively protected from harm, and are supported to stay within their families and communities.</p>	<ul style="list-style-type: none"> • The Holiday Activity and Food programme (HAF), funded by the Department for Education, has provided holiday activity clubs for young people eligible for free school meals, including food provision during Easter, summer, and winter holidays. Over the 2022/23 period, the programme was accessed by over 4,000 young people, receiving over 40,000 hours of support and over 11,500 healthy meals. Funding for the programme will continue until March 2025.

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Key actions:</p> <ul style="list-style-type: none"> Continued investment in Early Help and Prevention services Work with our partnerships to ensure there is a joined-up approach to safeguarding children 	<ul style="list-style-type: none"> The Lodge HAF provision at Sandbach School has won the HAF award for the best regional provider and has been shortlisted to the final six nominees for the National HAF award. The Lodge worked alongside Cheshire East Council to develop a targeted programme which aims to improve integration and social mobility amongst the Afghan refugee population. Crewe Youth Zone has been awarded a £6.4million 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. Crewe Youth Zone is being delivered by national charity OnSide, in partnership with Cheshire East Council and Crewe Town Board. Good progress is being made in delivering our improvement plan in relation to the Joint Targeted Area Inspection on child criminal exploitation (2022). Partnership working and understanding of our cohort of children and young people at risk of exploitation has improved. Support is being received from a DfE Children's Improvement Advisor.
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of adults with care and support needs.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Prevent harm and reduce the risk of abuse and neglect to adults with care and support needs Safeguard adults at risk To address causes of abuse, neglect or exploitation 	<ul style="list-style-type: none"> Our response to Prevent and Channel has been assessed as good by the Home Office, with a very strong leaning to outstanding – the overall score is 94%. In five key areas we were rated as outstanding. In January 2023 an informative exhibition was displayed in Sandbach Town Hall in remembrance of the 250,000 Roma and Sinti people who were exterminated during the Holocaust. The same exhibition will be housed at various locations in Cheshire East in June 2023 as part of Traveller History month. Our training officer completed four Safeguarding Awareness Sessions to 130 Taxi Drivers working in Cheshire East. This will increase awareness around abuse, neglect and exploitation and enhance community safety, and reporting within the Borough. The Safeguarding Adults Board welcomed a new Independent Chair in January 2023. Kevin Bennett has an extensive knowledge in Safeguarding and criminal justice, having worked for Cheshire Constabulary for many years. The Safeguarding Adults Board and Children's Safeguarding Partnership completed joint frontline visits to agencies represented at each Board to establish to what extent safeguarding policies and practices are embedded and evidenced by those working on the frontline. The Community Safety Partnership is continuing to provide resources and information to raise awareness about domestic abuse as part of the Violence Against Women and Girls Strategy. Five videos are now available to support this work.

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> To ensure that officers are adhering to legislation and promoting best practice 	
Priority: Be the best corporate parents to the children in our care	
<p>Always deliver on our pledges to care for children and young people, and those who are cared for will have an experience, that we will:</p> <ul style="list-style-type: none"> Be a good corporate parent Improve education, training and employment outcomes Work to achieve permanence and keep children safe Improve health and wellbeing outcomes Prepare young people for adulthood 	<ul style="list-style-type: none"> Weekly performance clinics have been established to review performance across all children's social care services to drive improved outcomes. The Children and Families Committee in March 2023 considered a report on the council's current pressures relating to placements for cared for children and approved the planned transition of two children's homes which are currently commissioned to become Cheshire East Council-run provision during 2023. The Committee also approved the development of one further 3 bed council-run children's home to open by the end of February 2024. These changes aim to improve young people's outcomes, alongside increasing placement options, capacity to meet current and future demand, and provide better value for money. We have discharged 20 care orders at home for cared for children over 2022/23 which is the most we have ever done in a year. This is positive as it means there is no longer unnecessary intrusion into families' lives. A bid for £1.2m has been submitted to the DfE around staying close, and the outcome is awaited. Staying close is a government pilot for providing additional support to care leavers aged 18+ once they have left home. The Ignition Panel has been remodelled so that all young people aged 16 now attend to consider their plans for leaving care. This includes their accommodation and employment/training/education options. This will support us to improve young people's transition to adulthood and will enable us to work with adult services where young people will need support from adult social care. We have introduced a risk management forum for care leavers which considers the needs of the most vulnerable and whether there needs to be any escalation to the adults safeguarding team. Our Venture With Confidence programme supports re-engagement back into education, employment or training. From the previous cohort who attended the programme, 70% are now in employment, education or training. 10 of our cared for young people are attending university. The virtual school have been linking with Higher Horizons and Staffordshire's virtual school this year to facilitate university taster days for our cared for young people to increase awareness and raise aspirations. <p>In March, the council's wider leadership team received a presentation on the importance of offering apprenticeship opportunities for young people in care and leaving care. This was well received and following this, meetings have</p>

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
	<p>been set up with departments across the council to explore the opportunities that can be offered. A care leavers apprenticeship strategy will be developed based on an outstanding local authority's model.</p>
Priority: Support all children to have the best start in life	
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Maintain high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey, with additional support offered to the most vulnerable families 	<p>The take up of the 2-, 3- and 4-year-old offer remains consistently high and above national rates; 75% take up for 2 year old offer and 99% take up for 3 and 4 year old offer. This remains above the national average in both areas. Whilst this is strong performance, we are ambitious to ensure all our 2-year-olds access the offer.</p>
Priority: Increase opportunities for children, young adults and adults with additional needs	
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children's needs are met effectively and efficiently.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Ensure that all recommendations from 	<ul style="list-style-type: none"> • The Department for Education (DfE) announced the Delivering Better Value Programme (DBV) in February 2022. The programme is designed to provide dedicated support and funding to help 55 local authorities with substantial deficit issues in their high needs block of the Dedicated Schools Grant (DSG) to reform their high needs systems. The aim is to put more local authorities on a more sustainable footing so that they are better placed to respond to the forthcoming special educational needs and/or disabilities (SEND) reforms. Cheshire East were invited to join the programme which commenced in September 2022. Cheshire East has been awarded £1 million to support our transformational change. The two key areas in our action plan are inclusive practice and transition. We will be coordinating a range of coproduction events to work across the partnership to refresh and align these priority areas with our SEND strategy. Whilst there is considerable work in this area, the programme confirmed our projections that it is not possible to mitigate the spend in this area sufficiently to achieve a sustainable position.

By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Ofsted inspections have been addressed and improvements are embedded in practice.</p> <ul style="list-style-type: none"> • Focus on further improving communication across the SEND partnership • Review the pathways for transition to adulthood • Expand the local provision of SEND places to enable more children to attend a school 	<ul style="list-style-type: none"> • Cheshire East Council has been successful in its bid to secure government backing for two new free schools for children and young people with SEND. 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. 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. • Construction work has now commenced on the site of the new SEN satellite school of Springfield School in the north of the Borough. This new special school provision will generate a further 80 places and is located near Wilmslow to reduce travel times for learners in the northern areas of Cheshire East. Completion is expected in late November 2023.
<p>Provision for young adults to live independently within in the community.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults • Promote citizen engagement and participation 	<ul style="list-style-type: none"> • The Day Opportunities Flexible Purchasing System now includes a range of both established and new providers delivering new types of day opportunities for adults with a variety of needs. A second bidding round concluded in January 2023 and more providers have been successful in joining the system. <p>A new Learning Disability Plan for Cheshire East Place is being co-produced with a wide range of stakeholders including self-advocates (children and adults) and carers.</p>
<p>Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential</p>	
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p>	<ul style="list-style-type: none"> • The Children and Families Committee recently approved a range of capital schemes to be progressed over the coming years to address sufficiency of school places in priority planning areas. These schemes, involving primary, secondary and special schools will see an estimated £90 million investment to reinforce our commitment to allowing families across Cheshire East to attend a successful school of choice.

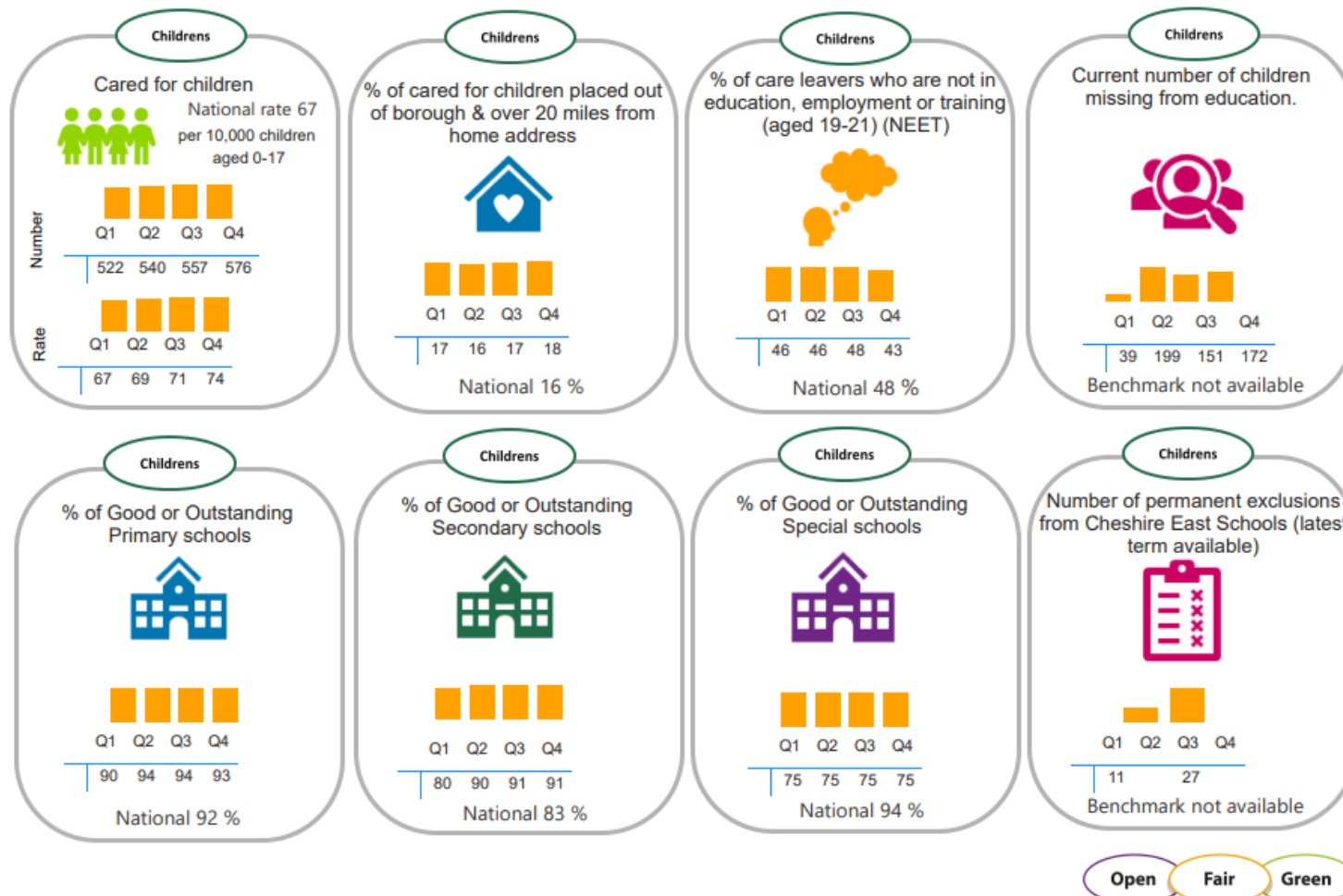
By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>Key actions:</p> <ul style="list-style-type: none"> • Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population. • Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities. • Provide support and challenge where children are not attending school or receiving an appropriate education. • Support children to catch up on the learning they lost during Covid • Support children and young people's mental health and wellbeing to resolve problems as early as possible 	<ul style="list-style-type: none"> • A successful summit of key stakeholders was recently delivered to develop a strategic plan to improve academic outcomes for our educational disadvantaged learners. Around 45 delegates from all phases of education shared their strategies which will be brought together into a coherent action plan aimed at securing outcomes which are at least equal to national performance for key education indicators. • Termly targeted attendance support meetings have been launched, widening access to advice, support and challenge from the attendance and children out of school team. • A review of the current elective home educated established that suitable education delivered by parents and carers has improved. Strengthened support and legal pathways have led to increased engagement and visibility of electively home educated children and young people.
<p>Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services</p>	
<p>Vulnerable and older people live safely and maintain independence within community settings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with partners to develop appropriate 	<ul style="list-style-type: none"> • Engagement with the marketplace continues, with one site out to tender for development which includes an extra care housing scheme. The review of the existing schemes is continuing. • The introduction of 'pathway' flats into the existing schemes as a pilot project is progressing well, with engagement from health partners, care and housing providers. Definitions and processes are being finalised as well as the legal infrastructure to support the project. This should assist with discharges from hospitals and avoid the need to use care homes. Pathway flats are designed to accommodate older people who are medically fit to

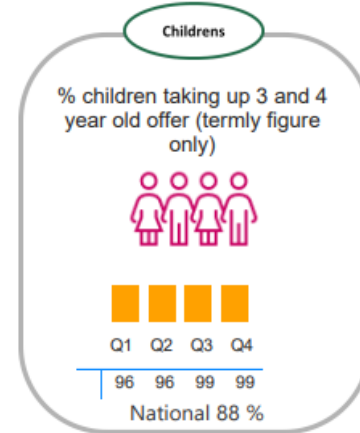
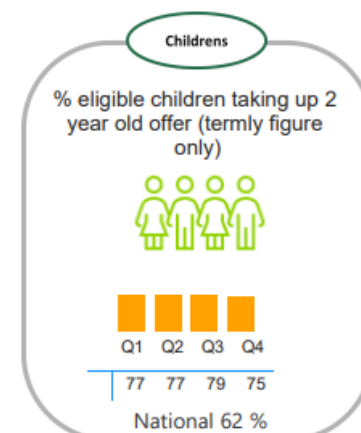
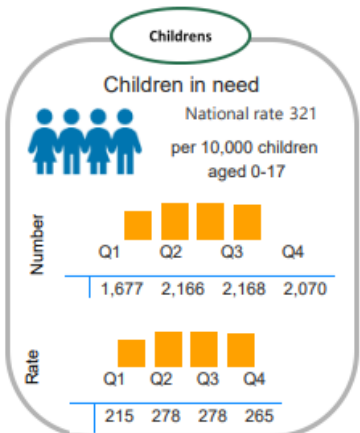
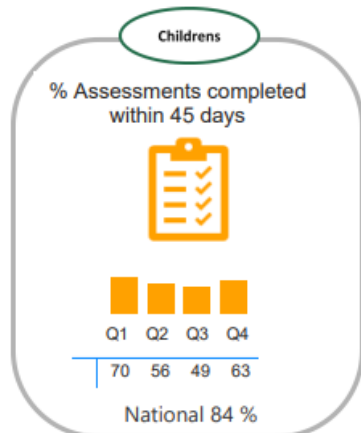
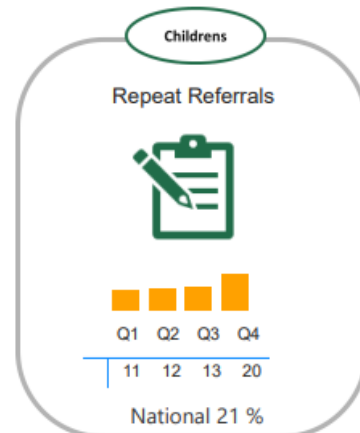
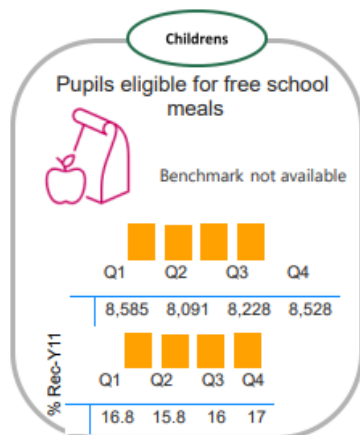
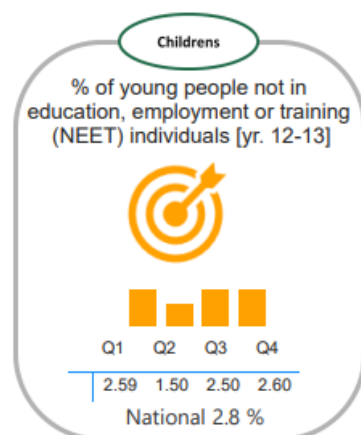
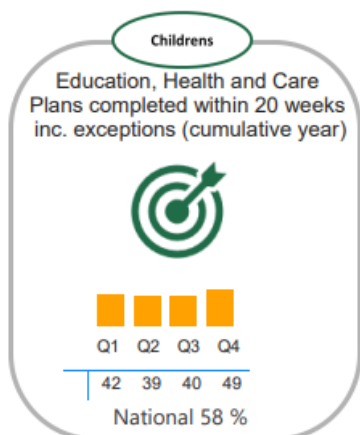
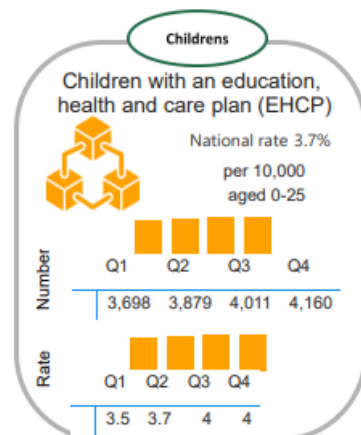
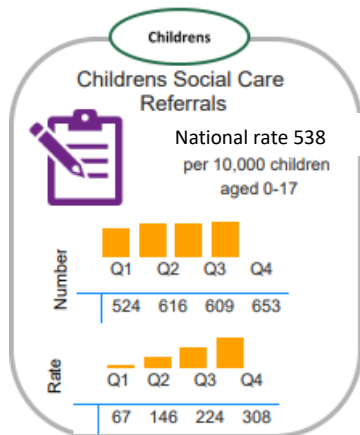
By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<p>accommodation and extra care housing models</p>	<p>be discharged from hospital but cannot return home because they need some rehabilitation (intermediate care), further assessment or are awaiting care to be sourced or adaptations to support them in their own homes.</p> <ul style="list-style-type: none"> • In conjunction with the Integrated Care Board we have developed our Dementia Plan 2023-2027 for Cheshire East Place. The plan sets out the objectives and activities to support people to live well with dementia. Dementia awareness training sessions have been provided for staff, stakeholders and elected members. • A new Cheshire East Falls Prevention Strategy has been developed in coproduction with the Cheshire East Falls Prevention Group, formal consultation with the public, and face to face interviews with older people.
<ul style="list-style-type: none"> • Care4CE have established a programme of joint working with our local hospitals, to enable patients to be discharged to their own home in a more efficient and safer way, working with hospital staff, social workers and therapists this is providing an improved offer for patients and their families. This has resulted in fewer people needing long-term residential and nursing care and more people being discharged in a timely way. • Care4CE is working with our local colleges to implement an apprenticeship scheme to encourage more young people to enter the care profession. 	<ul style="list-style-type: none"> • Care4CE have established a programme of joint working with our local hospitals, to enable patients to be discharged to their own home in a more efficient and safer way, working with hospital staff, social workers and therapists this is providing an improved offer for patients and their families. This has resulted in fewer people needing long-term residential and nursing care and more people being discharged in a timely way. • Care4CE is working with our local colleges to implement an apprenticeship scheme to encourage more young people to enter the care profession.
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice.</p> <p>Key actions:</p>	<ul style="list-style-type: none"> • The council has developed and published its Market Sustainability Plan, which was received by the Adults and Health Committee in quarter 4.. The plan sets out how the council plans to use market sustainability and improvement funding to incentivise growth in care at home services with the aim of supporting people to maintain their independence and promoting a Home First approach to hospital discharge.

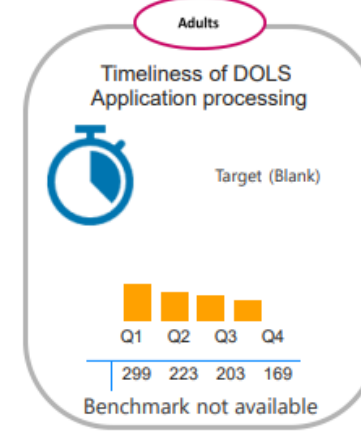
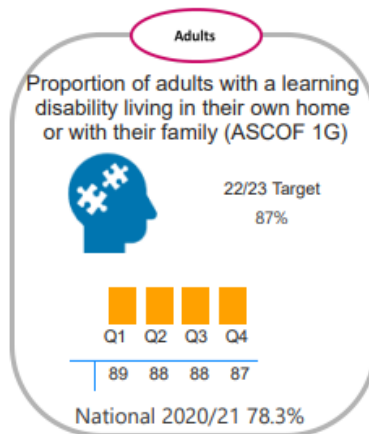
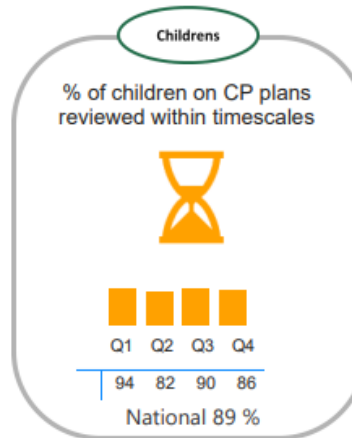
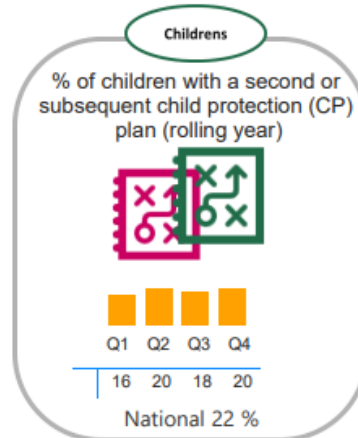
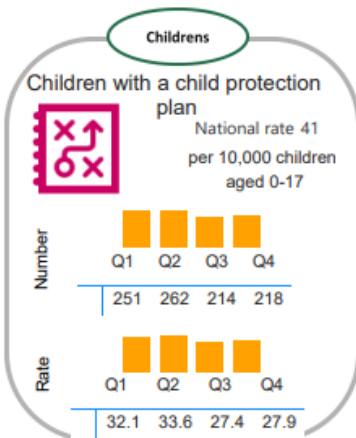
By 2025 we want:	Performance 2022/23 – Quarter 4 Update
<ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Develop the Shared Lives service • Increased use of technology 	<ul style="list-style-type: none"> • The hospital discharge scheme to support carers was launched as a pilot in October 2022. This scheme is now well embedded across the two hospital trusts and within our social care workforce, supporting unpaid carers to feel valued and enabling them to continue caring for their loved one within their own home. • The Technology Enabled Care service continues to support service users and patients through digital devices / monitoring. Work has commenced on the implementation of 'Care Robot' devices to support the wellbeing of those being discharged from hospital through Care4CE.
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Fully implement social work practice within adult social care • Maintain and improve the quality of care and support services 	<ul style="list-style-type: none"> • Adult Social Care took part in a peer challenge review during March, we await the formal feedback however initial informal feedback would suggest that we know our services well and we are working on areas for improvement, our safeguarding services are good. <p>We are recruiting to our Assurance team to support our preparation for CQC assurance and to strengthen our quality assurance and learning, this will be fully functioning by late summer 2023.</p>

Performance measures supporting A council which empowers and cares about people

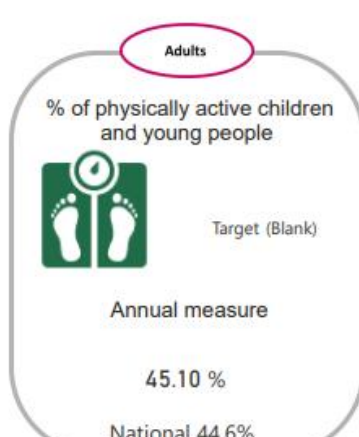
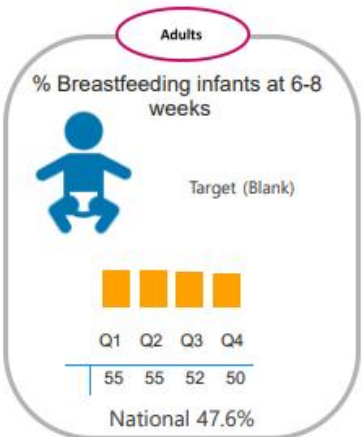
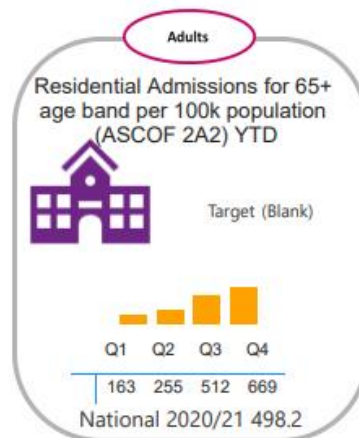
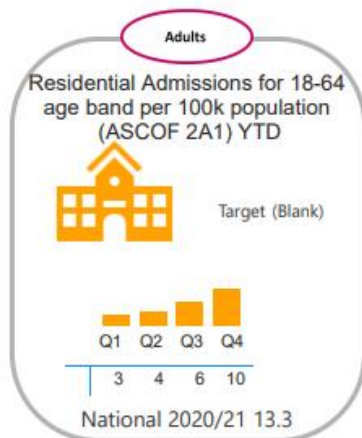
- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate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







Open Fair Green



A thriving and sustainable place

By 2025 we want:

Performance 2022/23 – Quarter 4 update

Priority: A great place for people to live, work and visit

Enable access to well designed, affordable and safe homes for all our residents.

Key actions:

- Deliver housing to meet the needs of all residents including vulnerable and older people in the borough
- Review and evaluate the need for a private rented sector licensing scheme
- Ensure affordable homes are “tenure blind” and focussed on quality

- A further 145 new affordable homes were completed in quarter 4 which brings the total completions for the year to 465 against a target of 355 per annum.

A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents

Description	Annual target	Measure to date (end of march)
Number of visitors to libraries	1,000,000	1,039,370
Number of physical book issues	1,850,384	1,730,148

By 2025 we want:

and delivers value for money.

Key actions:

- Improve and adapt our libraries to meet any changing needs which offer value for money
- Update and refresh the Library Strategy

Performance 2022/23 – Quarter 4 update

Number of 'E' downloads (books, Audio books, Magazines)	N/A	244,735
Number of users accessing online subscriptions	187,457	189,016 March stats not yet available
Number of events held in libraries	7,000	22,513
Number attending library events	100,000	99,768
Number of children participating in Summer Reading Challenge	7,262	5,627
New library members	N/A	20,439

- Building on the success of their original STEM skills programme Luminare and having successfully gained further funding from Arts Council England, staff at Crewe library ran a digital arts project in collaboration with Mako Create. This comprised a programme of 6 workshops for 3 age cohorts 11-14, 15-18, 18+ each group learnt new skills in digital technologies to equip them for future employment.
- All Cheshire East libraries public access PCs were replaced with Windows 11 hardware.
- 5 of our children's libraries have been refurbished and received positive feedback.
- We developed and launched our Ready for School bookbags which have been amazingly popular and all are constantly on loan with significant waiting lists for each one.
- Cheshire East Library News our Govdelivery newsletter exceeded 20,000 subscribers.
- As part of the National Databank Scheme we continued to provide free SIM cards to those experiencing digital poverty and had another successful bid to the Good Things Foundation for 36 further Galaxy tablets which can be gifted to those without access to the internet at home.
- We developed Social Stories for all Cheshire East libraries to be uploaded to our web pages and designed to reduce anxiety by helping neuro diverse residents know what to expect before visiting.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>High quality leisure and sports provision across the borough that delivers good value for money.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Improve our leisure centres • Provide walking and cycling recreational routes and outdoor recreational space 	<ul style="list-style-type: none"> • There have been more than 2.6 million visits to the Council's leisure centres in-year so far. The Learn to Swim Scheme has grown to 9,809 swimmers participating in weekly lessons. And membership is over 20,000. • The redevelopment of Congleton Leisure Centre has reached the end of the construction phase, Everybody Health and Leisure are now in the fitout phase, with the centre opening to the public in June 2023.
<p>To reduce the number of long-term empty dwellings.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Establish baseline and review current strategy and policies 	<ul style="list-style-type: none"> • We continue to identify long term empty homes and work with owners to bring them back into use, continuing to keep the levels of empty homes below 1% of all residential properties in Cheshire East (0.91%)
<p>New development to be appropriately controlled to protect and support our borough.</p> <p>Key actions:</p>	<ul style="list-style-type: none"> • Planning application performance against statutory performance measures is above target for major applications (100%) but below (84%) for minors. This includes extensions of time. A backlog of planning applications remains with staff retention and recruitment difficulties across all aspects of the Planning service including Planning Enforcement and Building Control. • The number of applications in the backlog is slowly reducing (approximately 550 over normal 'on hand' levels) and applications are now being allocated to officers on registration. Most applications are still taking 3-6 months to determine. • Progress on the Modernisation Plan continues with the focus on the application backlog; staffing structures; the implementation of the

OFFICIAL

OFFICIAL

By 2025 we want:

- To keep the Local Plan Strategy under review
- Provide an effective Planning Service with capacity to efficiently determine planning applications
- Robust and effective planning enforcement
- Implementation and maintenance of additional supplementary policy documents
- Effective and competitive Building Control Service
- Continued application of CEC Design Guide principles and focus on Place

To make best use of our surplus buildings and assets to support the borough and our partners.

Key actions:

Performance 2022/23 – Quarter 4 update

new IT system for Planning and Land Charges; and improvements to the customer experience and updated communications strategies.

- Monthly updates against recommendations on the whole Modernisation Plan are being monitored and recorded.

- 2022/23 saw Toft Road Offices in Knutsford transfer to the Town Council, saving future annual revenue costs of c£5,000. There are 15 other asset transfers underway, 6 at the pre-policy (internal) stage and 9 in-flight with 6 of those in advanced stages of the formal policy/process and legally instructed.

These are being actively monitored through the Council's disposal programme.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<ul style="list-style-type: none"> Review the community asset transfer policy 	
<p>Continue to grow the Cheshire East visitor economy.</p> <p>Key actions:</p> <p>Deliver Cultural Strategy and Place Marketing Action Plan</p> <p>Deliver Tatton Park business plan</p>	<ul style="list-style-type: none"> The Visitor Economy Strategy for Cheshire East was approved by the Economy and Growth Committee January 2023. In March 2023, the Economy and Growth Committee approved the Cultural Framework for 2023-28, which set out the priorities and mechanisms for commissioning cultural activities in Cheshire East.
Priority: Welcoming, safe and clean neighborhoods	
<p>Crime and anti-social activity and anti-social behaviour to be reduced.</p> <p>Key actions:</p> <ul style="list-style-type: none"> Use our full range of education, engagement and enforcement tools to protect our communities. 	<ul style="list-style-type: none"> Phase 1 of the CCTV wireless project started in Quarter 4 and is near completion for the towns of Congleton, Sandbach, Holmes Chapel, Alsager and Disley. Phases 2 and 3 will follow over the next 4 months. Trading Standards secured a successful prosecution against two sellers who profited from trading counterfeit goods on Ebay over a nine-year period. Both pleaded guilty in Court where a 30-month jail sentence for one and a 16-month suspended sentence for the other was handed out by the judge. Trading Standards have also secured a consent order of £10,570 to be repaid to victims of a rogue trader. During an operation with Cheshire Police, the Trading Standards team seized 18,500 sticks of illicit cigarettes and 8.59 Kg of illicit rolling tobacco. Illegal vaping equipment is also becoming an increasing problem and ongoing test purchasing and inspection work continues to identify non-compliant products. The CCTV team have been praised by Cheshire Police after sharing evidence that led to the arrest of three individuals in Alderley Edge who are believed to be linked to an organised crime group.

By 2025 we want:

- Take formal enforcement action as appropriate
- Clear and integrated enforcement approach with relevant fit for purpose policies
- Investment in technology to enhance CCTV delivery

Victims of crime and exploitation to be supported effectively by the council and partners through collaboration.

Key actions:

- Work with the police and partners to share intelligence and problem solve local issues
- Refresh the Safer Cheshire East Partnership Plan for 2020-23
- Raise awareness around safeguarding

Performance 2022/23 – Quarter 4 update

- The community Enforcement team continues to make a significant impact in and around the alleyways in Crewe.
- Q4 – 45 fly tipping incidents were investigated; 3 section 46 Breach Fixed Penalty notices have been issued in relation to these incidents.

13 further Fixed Penalty Notices were issued as follows:

- 3 x Abandoned Vehicle
- 1 x Breach of Community Protection Notice
- 1 x Duty of care Household waste
- 7 x Fly tipping
- 1 x Breach of Dog Fouling and Dog Control PSPO

The Safer Cheshire East Partnership have produced a Strategic Intelligence Assessment for 2022-25, which informs the Partnership Plan.

By 2025 we want:

Raise awareness around safeguarding and community safety issues

To protect residents and improve our environment.

Key actions:

- Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality
- Air Quality Management Areas have an action plan outlining planned measures to improve quality
- A regulatory service that balances advice and education
- Provide a robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles

Performance 2022/23 – Quarter 4 update

- The Air Quality Analyser is now operational and will be used to support air quality work across the whole borough.
- The vehicle anti-idling and domestic burning campaign funded by Defra saw the provision of an advice leaflet to all homes across the Borough, media releases and further advertising of the campaign on the rear of car park tickets. A schools education pack has just been produced to support ongoing awareness work within our local schools. Another Defra funded project has seen the installation of cycle racks at locations in Congleton and work is now ongoing to use the remaining grant funding to help support safe and secure cycle storage within Congleton schools.
- The Animal Welfare Licensing Policy was approved at Environment and Communities Committee in February 2023 and is now available on our website. The service is also working with the Communications Team to remind pet owners of the importance of using only licensed establishments.
- Following the approval of the new Hackney Carriage and Private Hire Licensing Policy which introduced a new 'Safeguarding' requirement, training courses are being held for licensed drivers in conjunction with our Safeguarding Team. Courses take place monthly and are well subscribed.
- The Commercial Services Team have been working to the Food Standards Agency Recovery Plan in relation to food hygiene inspections and completed QTR 4 in line with the revised requirements. For 2023-2024 the service will be required to revert to the Food Law Code of Practice requirements which covers a wider range of premises and will be an additional challenge for the team.
- 97% of Cheshire East food premises score 3 or above for their Food Hygiene Rating. This is a reduction from 98% which has been the case for previous years and is a reflection on a drop in standards that is being seen nationally post pandemic.
- Regulatory Services went live with their new Business Support system at the end of March 2023. There remains a considerable amount of work to do to get the best out of the system to help streamline process, improve reporting and support surveillance programmes all of which form part of a programme for the next twelve months.

By 2025 we want:

- Proactive inspection and surveillance programmes

Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces.

Key actions:

- Review and improve our play areas and parks
- Work with partners to provide a more welcoming environment
- Secure funding for additional recreation provision along with improvements to the current provision
- Increase the number of rewilded areas within our parks and open spaces

Performance 2022/23 – Quarter 4 update

- The Council continues to inspect repair and where investment is available improve our play areas and parks.
- A major project funded by the Crewe Towns fund and an impending external grant contribution amounting to c.£400,000 is progressing on schedule, with the initial tranche of works being mobilised for four of eight Pocket Parks within Crewe that will offer health, wellbeing and amenity enhancement to these vibrant green spaces amidst densely populated areas of Crewe.
- The NHS, Cheshire East Public Health and voluntary sector Green Spaces for Wellbeing social prescribing scheme is now established with group sessions taking place at Queens Park in Crewe & Victoria Park in Macclesfield. Ongoing collaboration with a variety of health sector stakeholders is underway to maximise outreach to promote accessibility to the health and wellbeing benefits offered by this initiative.
- Wider parks development continues with number of public open space projects completed to include enhancements to Chelford Village Hall and play infrastructure provisioning at Little Lindow open space in Wilmslow. A number of additional development opportunities being evaluated for delivery in the coming months via the section 106 developer contribution mechanism.

<p>To have minimised overall waste generated in the borough and maximised our levels of recycling.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Introduction of the Municipal Waste Strategy • To review and consult on the household waste recycling provision 	<ul style="list-style-type: none"> • The Councils official recycling rate for 2021-22 has been released by Central Government stated as 56.3%. This is a slight reduction from the 2020-21 at 57.5% where covid effects produced usually high waste and recycling figures. • The Council through Ansa completed its recycling ‘on the go’ trial providing recycling bins in two key parks in Crewe and Macclesfield This will be expended in the coming year to cover further key parks in the Borough. • Waste Prevention Schools work continues with ‘Dennis to the Rescue’ converted waste vehicle visiting 20 primary schools expecting to reach over 3000 children. Promoting the reduce, reuse, recycle message. • There is a network of around 145 volunteers managed though Ansa including Waste Reduction, Clean Teams and Friends of Parks Groups. These volunteers are making valuable contributions to waste and litter reduction and engagement in our green spaces. • The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work to achieve our inset target of 100 hectares. • This planting season a further 7 hectares of trees were planted.
<p>To improve biodiversity and natural habitats in the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Increased rewilding • Embed biodiversity, including offsetting, across Cheshire East Council estate 	<ul style="list-style-type: none"> • Rewilded, wildflower and increase of biodiversity are key parts of our park refurbishment together with areas of wildflowers and longer grass in our larger parks. • The council are continuing to manage the countryside estate to maximise the biodiversity. • The authority continues to plant trees, as part of the nature-based inset of our carbon reduction targets with a planned pipeline of work as part of delivering 100 ha of planting by 2025.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<ul style="list-style-type: none"> • Deliver the tree planting programme 	
Priority: A transport network that is safe and promotes active travel	
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Delivery of major infrastructure programmes 	<ul style="list-style-type: none"> • The Poynton Relief Road opened to traffic on 3 March with a well-attended opening event. The scheme is already providing significant relief from congestion in Poynton Town Centre. • The North West Crewe Highway scheme has been under construction since May 2022 and remains on programme for a planned opening in Spring 2024. • The Inspector’s report on the Public Inquiry for the compulsory purchase order for Middlewich Eastern Bypass has been submitted to the Secretary of State. A decision is awaited. Meanwhile, work continues on the Full Business Case prior to submission to the Department for Transport for confirmation of funding. • Scheme development and land acquisition has also continued on the A500 Dualling scheme and Compulsory Purchase Orders are being prepared for publication in May
<p>Safer and well-maintained roads.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	<ul style="list-style-type: none"> • The service delivered year 1 of the Council’s additional investment of £19m during 2022/23. In approving the 23/24 MTFS, the Council approved the spreading of its investment over 4 years instead of the original 3 years, this is to help meet the current financial challenges that are faced by the Authority. • The Highway revenue and capital programmes were largely managed within the budget available; however, due to the considerable inflationary pressures, some of the schemes in the approved programme were not delivered but have been moved into the 23/24 programme for delivery, supported by the Council’s approval of supplementary capital estimates for inflation impact. • It should be noted that the asset is being managed in a state of conditional decline.

By 2025 we want:

Performance 2022/23 – Quarter 4 update

- In Q4 a suite of Asset Management Documents, The Highway Safety Inspection Code of Practice, Highway Tree Safety Inspection Policy and associated Code of Practice along with the Highways and Transport 23/24 Programme and Its Not Water reports were presented and approved by the Highway and Transport Committee at its meetings in January and March 2023.
- The planned member engagement sessions relating to speed management strategy were delivered.
- The highway programme for 2023/24 was agreed and circulated to all members, this included a refresh of the online works programme and move towards map-based information relating to the programme and status updates.

Investment in electric vehicle infrastructure in our key service centres

- The procurement exercise for On-street Residential Charging Scheme sites did not yield a commercially viable and affordable bid from suppliers, therefore the Council has entered onto a further market engagement with the industry to review the approach to delivery of these sites. This procurement exercise will also prepare the Council for the Government's new Local EV Infrastructure Scheme programmes to be confirmed in 2023.

To increase parking provision close to local transport hubs.

Key actions:

- Complete Local Transport Plan parking reviews

- Action plans to deliver the MTFS parking initiatives are being prepared and will be reported to Highways Committee during 2023/23. These plans are being informed by updated survey information on the demand for car parking in each town. Plans will be published for public consultation in Summer 2023.

By 2025 we want:

To promote uptake of cycling in our local service centres.

Key actions:

- Installation of cycle storage facilities in Cheshire East car parks
- Invest in new cycle routes and improve existing ones
- Prohibit parking in existing cycle lanes

To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys.

- Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key

Performance 2022/23 – Quarter 4 update

- We continue to work with partners on the Bollin Valley Way and developing shared routes where possible. There have been a number of cycle friendly access improvements to countryside access points where they can safely be accommodated and where funding/resources permit.

- The local bus network has been impacted by the withdrawal of Arriva NW buses from Cheshire on 22 April 2023. A network of new routes has been delivered by other commercial operators and it will take a period of time for passengers to respond to this revised offer. Typically, the frequencies of local buses have been reduced although most routes have been retained as part of the network.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>employment sites</p> <p>To reduce areas of the borough not served by public transport.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Develop quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • Significant changes to the local bus network occurred as a result of Arriva's decision to cease operations in Cheshire. This occurred from the beginning of quarter 1 2023/24. <p>With other commercial operators providing many routes, a number of rural connections on less well-used routes were removed from the network as a result of these being commercially unviable and the Council not being in a position to provide revenue support (subsidy).</p> <p>Places that were impacted include</p> <ol style="list-style-type: none"> 1) Sutton and Langley – reduced frequency of service 2) Goostrey – service operating on alternate days only 3) Prestbury – service integrated with another route.
<p>To encourage an increase in the use of public transport (especially buses).</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	<ul style="list-style-type: none"> • Enhanced Partnership Board meetings commenced with key operators. Membership be reviewed following withdrawal of Arriva North West from the borough. • Monitoring indicates that patronage (total) remains at circa 20% below pre-pandemic levels. Concessionary travel is at 25% (overall) below pre-pandemic levels. • Impact of national £2 fare cap trial is being monitored, evidence to date indicates circa 4% growth in total patronage overall, but significant variations between routes locally.

By 2025 we want:

More residents to use walking routes.

Key actions:

- Promote existing routes and nature trails
- Create new walking routes between service centres

Performance 2022/23 – Quarter 4 update

- We continue to work with partners on the Bollin Valley Way and developing shared routes where possible. We continue to promote our countryside sites and trails and trails at Tatton Park via all social media platforms

Priority: Thriving urban and rural economies with opportunities for all

Delivery of a strategic regeneration plan for Crewe.

Key actions:

- Successful delivery of the regeneration programmes

- Phase 1 Multi storey car park and new bus station is on schedule to be delivered by January 2024. Further work is being undertaken by the developer for appraisal of Phase 2, the new leisure and retail development.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
<p>Delivery of a strategic regeneration plan for Macclesfield.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Successful delivery of the regeneration programme for Macclesfield 	<ul style="list-style-type: none"> • Macclesfield Town Centre Public toilet is under detailed designs with a view to installing in 2023.
<p>Successful town centres in our other key towns.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns 	<ul style="list-style-type: none"> • The Economic Development team have started early discussion with Nantwich Town Council with regard to s106 Town Centre improvement funds. • The Wilmslow Town Centre Business Improvement District (BID) is now live, and the Head of Economic Development is part of the board.
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> • The Council secured key assurances and commitments from HS2 Ltd and Central Government through petitioning against the HS2 Phase 2b hybrid bill. These included a commitment to fund and deliver a study to determine the key interventions needed at Crewe Station to meet future passenger growth demands and support regeneration and to fund the time critical design work for the recommended interventions. • In addition, the Council secured a commitment from Government to create a formal Taskforce from the Leadership meeting with clear governance, terms of reference and escalation routes. The Taskforce will provide a robust framework and shared accountability for the HS2 regeneration opportunities in Crewe.

By 2025 we want:	Performance 2022/23 – Quarter 4 update
------------------	--

<p>Thriving and active rural communities.</p> <p>Key actions:</p> <ul style="list-style-type: none"> - Deliver the Rural action plan 	<ul style="list-style-type: none"> • Addendum to the UK Shared Prosperity fund approved by government from start of 23/24.
---	---

Priority: To be carbon neutral by 2025
--

<p>To have delivered the milestones in becoming a carbon neutral council.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • Deliver actions in the Cheshire East Council Carbon Action Plan 	<p>Key progress this quarter:</p> <ul style="list-style-type: none"> • Carbon inset: Our first solar farm is progressing with solar panels ordered prior to works starting on site shortly. This planting season an additional 7 hectares of trees have been planted. • Assets and Heat: Work to Council buildings continues with 9 air source heat pump installations nearing completion and works to Delamere House Crewe, window replacement and air source heat pump installation about to begin on site following completion of design and preconstruction phase. • Wider Borough 2045 target: Base line modelling of Carbon emissions form the Borough is completed and approval has been granted by the Environment and Communities committee to develop a key priorities action plan over the coming year. • The education directorate is involved in a wide range of capital schemes to increase sufficiency of school places. The planned £90Million investment in our schools will align with the council’s ambitions for carbon reduction, and significant work is undertaken to fully engage with innovative approaches to address environmental issues.
---	---

• Estates (Facilities Management) have been successful in each round of public sector decarbonisation funding and have delivered to time and budget on each phase, which include the following.

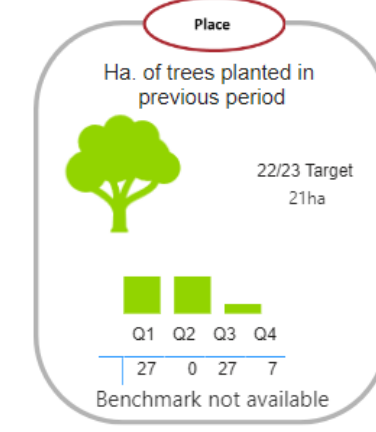
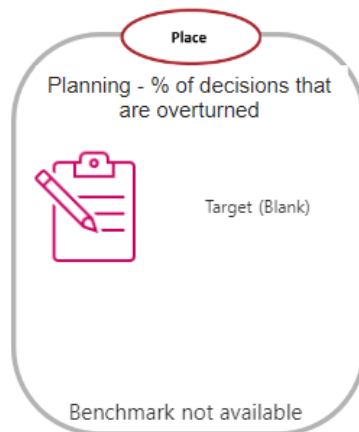
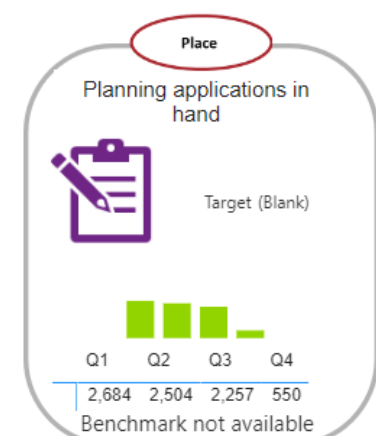
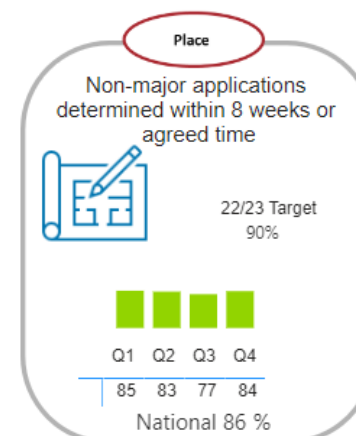
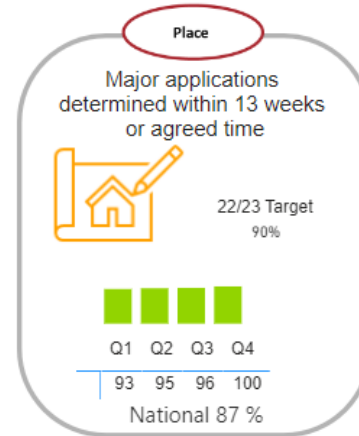
- 14 Air Source Heat Pumps have been installed across the operational estate.
- Photo Voltaic Panels have been completed and are operational on a total of 19 building. This includes the top floors of two multi storey car parks in Macclesfield which have been covered in panels, making those sites cost neutral, income will also be achieved through export.
- Improved insulation in 10 buildings
- A window replacement programme in Delamere House has commenced
- LED lighting improvements have been completed in 15 buildings.

As a result:

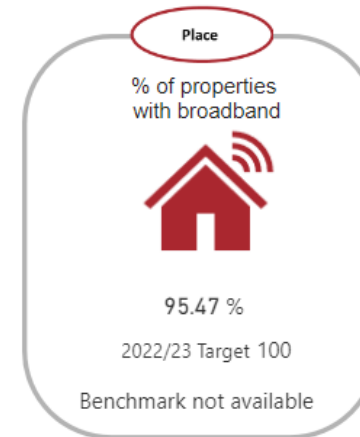
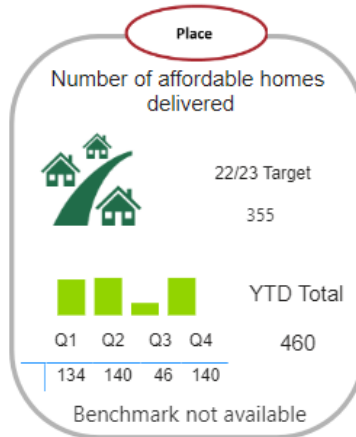
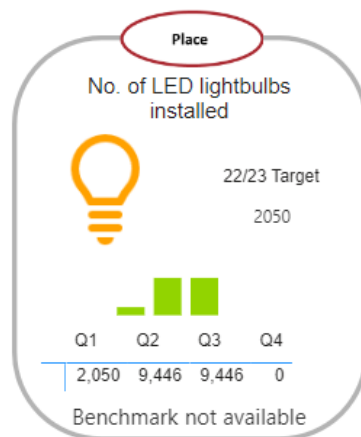
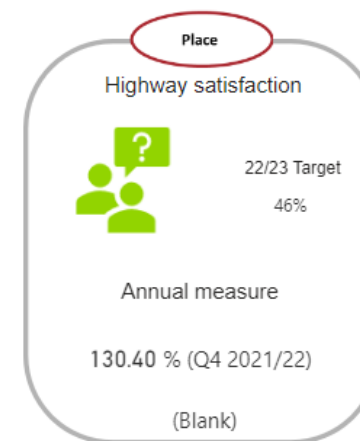
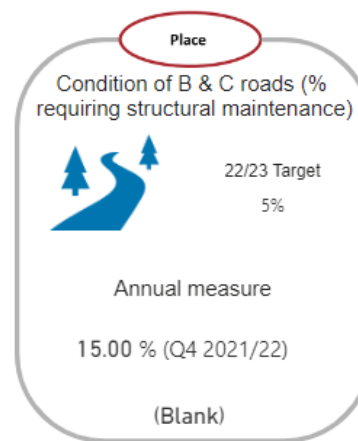
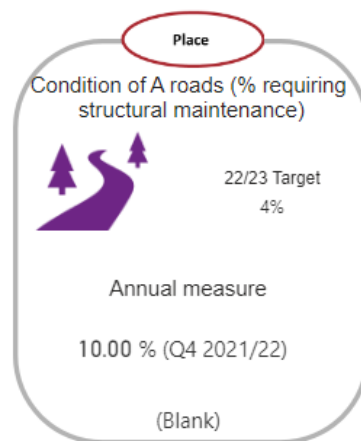
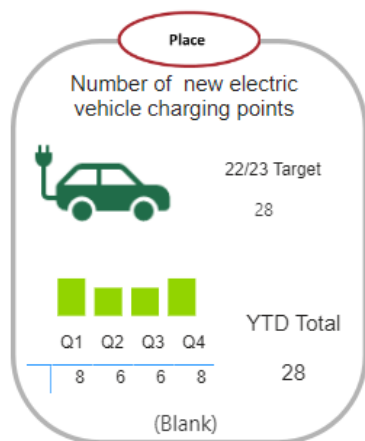
- Overall emissions (And equivalent for the green electricity) show a reduction from the previous period.
- Whilst electricity consumption has naturally increased in those building where ASHPs have been installed, all other building categories have shown a decrease.
- Gas consumption decreased slightly across all building categories compared to the previous reporting period, which the exception of leisure gas consumption which shows a slight increase, this continues to be monitored.
- Electricity generation is much higher.

Performance measures supporting A thriving and sustainable place

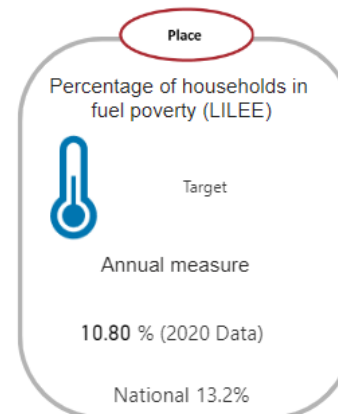
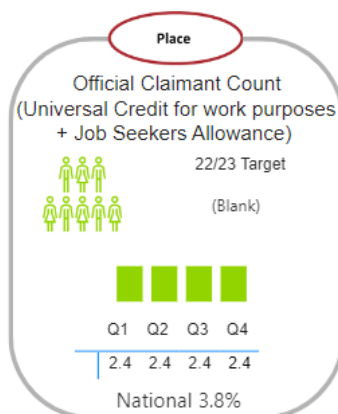
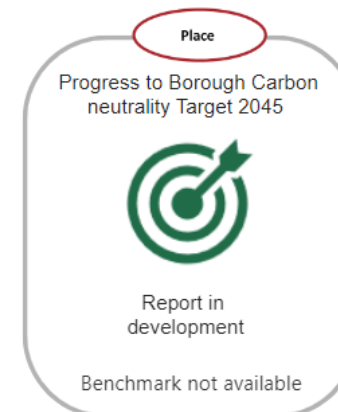
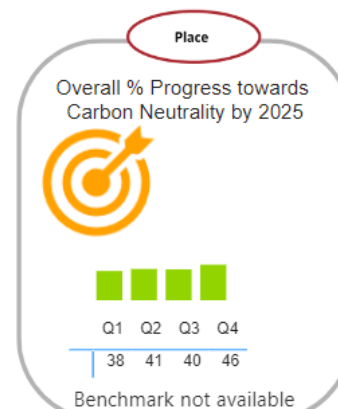
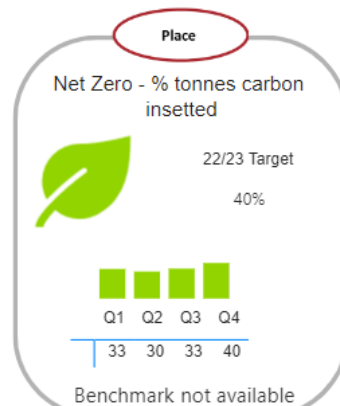
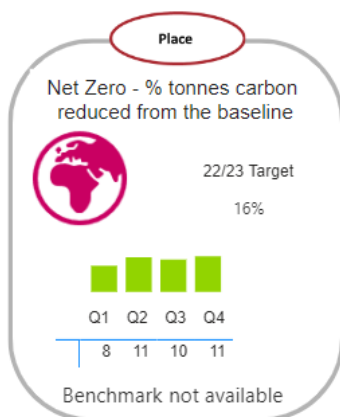
- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025



Open Fair Green



Open Fair Green



Open Fair Green

This page is intentionally left blank

OPEN

Corporate Policy Committee

11 July 2023

Strategic Risk Register Assurance Report Q4 2022/23

**Report of: David Brown, Director of Governance and Compliance,
Monitoring Officer**

Report Reference No: CP/10/23-24

Ward(s) Affected: All

Purpose of Report

- 1 One of the responsibilities of the Corporate Policy Committee is to have a co-ordinating role across all other committees and exercising a corporate view of outcomes, performance, budget monitoring and risk management. Reporting on the Strategic Risk Register supports effective risk management, is central to good governance and supports the efficient delivery of the council's corporate plan objectives
- 2 This report provides an update on the activity of the council's Strategic Risk Register for Quarter 4 2022/23, and the outturn position for 2022/23.

Executive Summary

- 3 This report provides the Corporate Policy Committee with an update on the activity of the Strategic Risk Register for Quarter 4 2022/23 with the Strategic Risk Register set out in further detail in the report appendix.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Confirm the position of the Strategic Risk Register for Quarter 4 2022/23, in respect of the content, description, scoring and risk management activity outlined.

Background

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

Quarter 4 2022/23

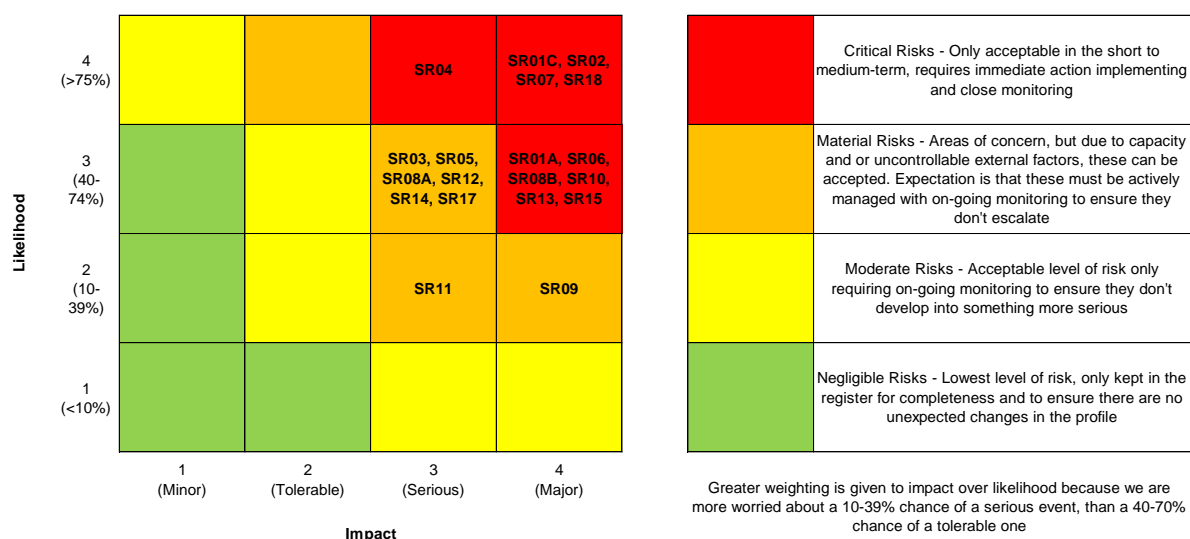
- 6 The external context for Q4, January to March 2023, has been economic pressures and disruption to infrastructure and public services at a similar level to that seen in Q3. However, the council has been able to develop and approve a balanced budget in response. While that has included significant cost savings, which will impact resident services, it was developed in line with the council's long-term priorities as described in the current Corporate Plan.
- 7 As demonstrated in this report and appendix, the council continues to manage its risk profile. While the external context remains challenging, internal controls and decision-making remain focused on key objectives, as seen in the recent allocation of its limited resources. The latest budget has not, or at least not yet, resulted in material changes to the overall risk profile.
- 8 Table 1 below sets out the Strategic Risk Register content, gross, net and target ratings for Q4 2022/23. Table 2 shows the net ratings for the last year, with a direction of travel from the last quarter to Q4. The heat map below the tables (Chart 1) shows the continuing high concentration of critical and material rated risks.

Table 1 – Strategic Risk Register Position Quarter 4 2022/23

Ref	Risk	Gross Score	Net Score	Target Score
SR01A	Increased Demand for Adult's Services	16	12	9
SR01C	Increased Demand for Children's Services	16	16	12
SR02	NHS Funding	16	16	12
SR03	Failure of Financial Management and Control	16	9	9
SR04	Information Security and Cyber Threat	16	12	12
SR05	Business Continuity	12	9	9
SR06	Organisational Capacity and Demand	16	12	12
SR07	Failure of Council Funding	16	16	12
SR08A	Governance and Decision Making	16	9	4
SR08B	Political Uncertainty	12	12	6
SR09	Capital Projects - Place	16	8	8
SR10	HS2 Infrastructure Investment	16	12	6
SR11	Pandemic Virus	12	6	6
SR12	Fragility and Failure in the Social Care Market	16	9	9
SR13	Reputation	16	12	9
SR14	CEC Carbon Neutral Status	16	9	6
SR15	Failure of the Local Economy	16	12	12
SR17	Local Planning Authority Modernisation Plan	12	9	6
SR18	Delivery of the JTAI Improvement Plan	16	16	6

Table 2 – Strategic Risk Register Net Scores and Direction of Travel

Ref	Risk	Q1 Net	Q2 Net	Q3 Net	Q4 Net	Travel
SR01A	Increased Demand for Adult's Services	16	16	16	12	↓
SR01C	Increased Demand for Children's Services	12	16	16	16	↔
SR02	NHS Funding	16	16	16	16	↔
SR03	Failure of Financial Management and Control	9	6	9	9	↔
SR04	Information Security and Cyber Threat	12	12	12	12	↔
SR05	Business Continuity	9	9	9	9	↔
SR06	Organisational Capacity and Demand	12	12	12	12	↔
SR07	Failure of Council Funding	12	16	16	16	↔
SR08A	Governance and Decision Making	9	9	9	9	↔
SR08B	Political Uncertainty	12	12	12	12	↔
SR09	Capital Projects - Place	6	6	8	8	↔
SR10	HS2 Infrastructure Investment	16	16	12	12	↔
SR11	Pandemic Virus	9	9	9	6	↓
SR12	Fragility and Failure in the Social Care Market	16	16	12	9	↓
SR13	Reputation	9	9	9	12	↑
SR14	CEC Carbon Neutral Status	9	9	9	9	↔
SR15	Failure of the Local Economy	9	12	12	12	↔
SR17	Local Planning Authority Modernisation Plan	-	6	9	9	↔
SR18	Delivery of the JTAI Improvement Plan	-	16	16	16	↔

Chart 1 – Strategic Risk Heat Map Quarter 4 2022/23

- 9 The descriptions to the right of the heat map have been developed to help provide better context to the ratings of risks.

Changes to individual risk descriptions and scores

- 10 All strategic risks are detailed in full in Appendix 1; changes to ratings and comments from the Quarter 4 update are described in this section of the report.

SR01A Increased Demand for Adult's Services

- 11 Likelihood score has reduced from 4 to 3 due to a stabilising of referrals into the service, slowing down the rate of demand for the majority of areas. This is due to the work around prevention that is implemented at the 'front door' so signposting individuals into community and voluntary services and away from traditional social care services.
- 12 However, we continue to experience higher demand for Mental Health Act Assessments and referrals for safeguarding investigations. We are undertaking work to better understand demand and trends for these complex referrals into the services.

SR01C Increased Demand for Children's Services

- 13 No change to the net rating this quarter, although the target score has been increased from a 9 to 12 due to an increase in the likelihood.
- 14 The service has received growth through the Medium Term Financial Strategy (MTFS) to help address the inflationary and demand pressures but the challenge to deliver to budget will remain present in 2023/24.
- 15 All indications are that demand, complexity and cost will continue to increase and therefore the directorate and the service committee must take action to address the financial challenges for 2023/24 and beyond. The directorate needs to save £3.5m within 2023/24 as part of the MTFS.
- 16 A fundamental review and realignment exercise for children's services will be carried out to future-proof services to deliver differently for less as part of our integrated children's services 4-year strategy, along with other projects to streamline services and reduce costs, such as a review of commissioned services and the development of family hubs.

SR02 NHS Funding

- 17 No material changes to the risk score or description; Health and council systems remain under severe financial pressure, staffing shortages within the Health system resulting in additional strain on the wider

system and budgets. Jointly shared risks together with additional funding into BCF to fund community beds reducing slightly the risk to the council. Ongoing industrial action within the health system is a cause for some concern.

SR03 Failure of Financial Management and Control

- 18 No change to the risk at this time. Outturn for 2022/23 showed that expenditure exceeded income levels, though to a level anticipated in the Council's in-year reporting and reflected in the latest MTFS approved in February 2023. Whilst balancing the position did require utilisation of £5.2m from the MTFS Reserve, the required transfer from the General Fund Balance was £0.8m, being some £1.7m less than planned for.
- 19 This is a helpful position, but the risks to financial management – from exceptional inflation and rising demand for services and levels of funding from or enabled by Government – remain. There is a planned approach to the tracking and reporting of activities relating to delivery of the changes approved in the MTFS; that process has commenced, and further update will be provided at Q1 2023/24.

SR04 Information Security and Cyber Threat

- 20 No material changes to the risk in the quarter. The Council's Data Classification product has been updated to utilise the investment in Microsoft licensing. A number of key systems have been upgraded to use Single Sign-On which will support the principle and strategic direction of zero trust. A report into the global cyber-attacks in 2022 by Check Point Research (CPR) notes a 38% increase compared to 2021. Education, government and healthcare organisations were the most targeted.
- 21 CPR's report says that criminal groups instigating the attacks are now smaller and more agile and are using business collaboration tools and the rapid shift to online working and learning to provide opportunities for exploitation. Several sharing sessions have occurred with the Council, the Wider Leadership team and the Manager Share and Support sessions. Even though that there are mitigation activities within the organisation which can limit the exposure of risk and minimise likelihood, with the rise of the sophistication of attacks it is felt that the Net Risk should remain constant.

SR05 Business Continuity

- 22 No change to the risk rating at this time, although there has been material activity during the period. During Q4, all Business Continuity plans were moved from the out-going system and on to an internal SharePoint site. The transfer went smoothly and also served to remind

of the importance of BC planning. ICT are working with the Risk and Business Continuity function on developing bespoke SharePoint based solutions to streamline the current manual processes for both areas. The development and successful rollout of a user-friendly, self-service system is the key action identified for bring the net score down to the target rating.

SR06 Organisational Capacity

- 23 No changes to the rating, the labour market nationally remains challenging, and the cost-of-living crisis continues to impact on staff financially and in terms of their wellbeing and resilience. This has not improved and will be impeded further by ongoing price increases and a reduction in government support. Increased uptake/use of the Employee Assistance Programme, following a series of publicity and communications promoting this resource to the workforce and specific sessions with managers. This work will continue and will be key to providing ongoing health and wellbeing support to the CEC workforce.
- 24 Work on recruitment and retention continues to improve the efficiency of the recruitment process and enhance the employee offer to potential recruits. This is supported by a range of initiatives to also support the retention of the workforce. An increase to the value of the Cycle to Work scheme has been implemented to encourage staff to buy cycles which in turn supports CEC's carbon neutral ambitions by encouraging active travel.

SR07 Council Funding

- 25 As with SR03, the outturn position for 2022/23 showed that expenditure exceeded income levels, though to a level anticipated in the Council's in-year reporting and reflected in the latest MTFS approved in February 2023. Whilst balancing the position did require utilisation of £5.2m from the MTFS Reserve, the required transfer from the General Fund Balance was £0.8m, being some £1.7m less than planned for. Whilst this is a helpful position, the risks to financial management from exceptional inflation and rising demand for services and levels of funding from or enabled by Government remain.
- 26 The budget for 2023/24 and MTFS 2023/24-2026/27 was approved by Council in February, based on the final settlement. It is still considered that grant allocations and 'flexibilities' afforded by government fall significantly short of the estimates of spending required (largely due to pay and cost inflation, and effects on demand for services), and long-term solutions continue to be needed, particularly in respect of social care (including the relationship with health services) and the funding of high needs children's services.

SR08A Governance & Decision Making

- 27 No material changes to the risk at this time; actions have been updated. The Public Interest Report on the council's culture and governance arrangements during 2014 – 2018 was presented and discussed by full Council on 1 February. While it was highly critical of the historic events, it did recognise the continuing improvements in governance undertaken. Work to improve consistency and minimum standards, with regards to governance arrangements, continues across all areas of the council.
- 28 As a result of economic pressures, services will be required to deliver reduced expenditure (in real terms), as per the latest MTFS which was approved by full Council 22 February. The scale of these reductions will impact the services that the council currently delivers, to implement changes service areas should undertake a robust decision-making process.
- 29 The Alternative Service Delivery Vehicle (ASDV) governance review, completed by a working group of the Finance Sub Committee, will be reported to that Committee in September 2023.

SR08B Political Uncertainty (local and national)

- 30 No material changes to the risk at this time. The action to review the new committee briefing process will be implemented after the local elections, their induction and on-going support is designed to support member decision making. Changes to the administration of the elections progressed as planned during the Q4 period.
- 31 During the Q4 period, full Council approved the latest iteration of the MTFS, it's focus being delivery of a balanced budget during the current economic pressures. However there remains the potential for political uncertainty to disrupt the realisation and achievement of the budgeted savings.

SR09 Capital Projects - Place

- 32 No material changes to the risk rating this quarter. The existing controls for effective governance and management of major capital investments, both at programme and individual project levels, as documented remain in place, and are subject to regular review. Inflationary effects continue to be monitored, with input from the supply chain where appropriate, with any variances reported via the relevant programme board forum.

SR10 HS2 Infrastructure Investment

- 33 No change to the risk rating at this time, although there has been a lot of activity in the quarter. On 9 March 2023, Government announced that

the construction and opening of HS2 Phase 2a, between the West Midlands and Crewe, would be delayed by 2 years to manage the inflation pressures on the Phase 1 and Phase 2a schemes in construction.

- 34 The Council withdrew its petitions against the Phase 2b hybrid bill and AP1 on the 13 March 2023 after securing a package of assurances and commitments from both HS2 Ltd and Government. These included commitments to further investigation and design work on the Crewe Hub and commitment for Government to work more closely with the Council to unlock the regeneration potential of HS2 to the Town via a Crewe Hub Taskforce. Membership of the Taskforce will be of senior ranking officials to provide the necessary drive and leadership required to bring the Crewe hub vision to reality.

SR11 Pandemic Virus

- 35 As per feedback from the Q4 CLT review of the register, the risk description has been updated to ensure the scope is sufficiently broad and forward looking, not focusing solely on COVID-19, although it should be noted the majority of controls and actions are likely to be mitigation of COVID-19 for a period. Likelihood for this risk has been reduced from a 3 to a 2. The national track and trace programmes have been ceased. A Spring COVID-19 Vaccination Booster programme began implementation in April 2023. It will target Care Home residents, people aged over 75 years and immune-compromised individuals.
- 36 The UK Health Security Agency (UKHSA) is currently monitoring the spread of the XBB and the CH1 variants and the number of cases within the UK as a potential source of a new wave of COVID-19. At present the level of the UK dominant strain (Omicron) is low. New guidance has been issued by the DHSC regarding the testing regimes for the health and social care sector. These have been circulated to provider agencies and appropriate Local Authority staff, though the overall number of cases of COVID-19 are much lower than the peaks of the pandemic.

SR12 Fragility and Failure in the Social Care Market

- 37 The net impact for this risk has been reduced from 4 to 3. While the care market is still fragile, it continues to show signs of recovery and stability particularly in domiciliary care. This is due to the development and publication of our Market Sustainability Plan which includes further investment within the Domiciliary Care Market and Complex Care for April 23 onwards. Further work continues in terms of the Commissioning of Domiciliary Care and Complex Care in partnership with the Market through the developments of Strategic Commissioning Plans.

- 38 However, the number of referrals for all types of care increased from 830 in Q3 to 1,011 in Q4. The number of care at home hand backs remains static at 28 (369.25 hours) in Q4 compared to 29 (362 hours) in Q3.
- 39 Due to the increase in referrals and short-term solutions waiting placements during March 23 we have seen a 47.5% increase in the number of people awaiting a care home bed. However, we have also seen a reduction in short terms placements of 9.9% during March 23. The Market Sustainability Plan (MPS) was published and submitted to the DHSC on the 27 March 23, Which includes a fee uplift for Care at Home and Complex Care.

SR13 Reputation

- 40 The likelihood for this risk increased from a 3 to a 4, reflecting an expected increase in resident dissatisfaction due to budget cuts impacting services.
- 41 Communication & Media: A revised media relations protocol was approved by Corporate Policy Committee at the 9 February meeting. During this period (Q4) we saw particular interest and activity in the following topics:
- Crewe regeneration
 - Council funding and financial forecasts
 - Elections 2023 and voter ID
 - Public interest report publication
 - Highways maintenance and winter preparations, inc severe weather alert, March 2023
 - Green spaces for wellbeing initiative
 - Carbon neutral initiatives
 - South Macclesfield Development Area
 - Poynton Pool flood mitigation plans
 - Homes for Ukraine scheme
 - Poynton Relief Road opening
 - Armed Forces Covenant Silver Award
 - GBR HQ announcement

- 42 Consultation: During consultation on the proposed budget a number of concerns were raised. These were considered and ultimately the MTFS was agreed and adopted by Council in February 2023, due to the statutory requirement for the Council to have a balanced budget. Some of the proposals are subject to more detailed consultation and engagement activities. As the initiatives identified in the MTFS are implemented, there still remains the possibility of material public objection to specific changes. If these arise they will be responded to through the relevant democratic processes.
- 43 Customer Experience: Further phases of technology to enhance the management, monitoring and analysis of customer contact progressing and due for implementation Q1 2023/24 including the delivery of live chat functionality and the management of e-mails. A new digital platform to improve online contact and the Cheshire East Account now live with full migration from existing platform progressed in the period. A trial of revised processes for managing the quality of complaints and formal correspondence was successfully completed and options to widen scope across full council are under development. Customer Experience leadership sessions have now been delivered to all Heads of Service, Directors and Executive Directors and next steps agreed.

SR14 CEC Carbon Neutral Status

- 44 The project is on track but retains significant risks in time to deliver the transition to electric fleet, and in progressing the carbon inset through securing a second solar farm and planting sufficient natural insect in the remaining two planting seasons.
- 45 These actions were taken in this quarter to address these risks:
- Additional capital funding as part of the council's medium term financial strategy for 2023-25 will allow the speed up of transition of our small van fleet with associated additional electric charging over the coming two years. This is cost neutral to the council as the cost of capital will be paid through savings on lease costs through the capital purchase of vehicles and charging for electricity used at new electric vehicle charging stations installed at our depots.
 - Delegated authority granted through the March Economy and Growth Committee now gives all permissions to progress the allocated second solar farm site. The project will now prepare detailed design and seek planning permission over the course of this year.

- Capacity issues associated with the Mersey Forest have meant that planned tree planting this quarter has been severely reduced. In mitigation the authority is advertising for a temporary post to complete more of the preparation work required in house to give greater certainty in achieving sufficient planting in the next two planting seasons available. The post will be funded as part of the capital allocation for natural inset within existing budgets.

46 The project retains sufficient funds to deliver Carbon Neutrality assisted by external grant funding and MTFS allocation.

SR15 Failure of the Local Economy

47 No substantive change to the risk. Interest rates and inflation continued to be of concern, both of which are remaining 'sticky' even with the Bank of England and the Government identifying actions to mitigate inflation. There have also been four bank failures internationally in March/ April 2023, regulators are playing down the potential of a international financial crisis. The Bank of England intervened on one of these (SVB UK) and brokered its sale to the HSBC.

SR17 Local Planning Authority Modernisation plan

48 The Modernisation Plan is now in place with regular meetings to monitor progress including monthly updates to the action log. The key priorities remain identified as the new ICT system, reducing the application backlog, staffing/restructure and communications / customer service.

49 Escalation of issues with the ICT supplier has resulted in better engagement and resource commitment from them with clearer timeframes for implementation which will help manage future risk. The application backlog is slowly reducing. Detailed work on the restructure is underway, including dialogue with key stakeholders and an indicative timeframe for formal consultation. Various updates to websites / letter templates and a draft Communications Strategy have been completed.

50 Resources to deliver the Plan priorities remain stretched as it is the Planning Service - including at management level - itself that is undertaking many of these actions, alongside significant budget pressures causing the risk to stay high.

SR18 Delivery of the JTAI Improvement Plan

51 No change to the net risk rating although the target rating has been reduced from a 12 to 6 after reflection in the CLT review session as to what an "acceptable" target should be. Services are making good

progress in delivering the improvement plan and there are robust arrangements in place to ensure key members of the partnership are sighted on progress and are held to account. External support and challenge is in place through the Department for Education Children's Improvement Advisor, who is the independent chair of our partnership Improvement Board. The Improvement Advisor is conducting visits to services to evaluate the impact of changes and is supporting and advising senior leaders.

- 52 The independent scrutineer completed an in-depth review of the partnership's arrangements, which included the effectiveness of the structure and function, overall approach to quality assurance and learning, listening to and acting on the voice of children and young people, the impact of the three priority sub-groups, communication, and training.
- 53 A significant amount of awareness raising has taken place across the partnership on exploitation, including a partnership Exploitation Conference with national key note speaker, and training sessions delivered over a partnership learning week in January 2023. These were positively received by practitioners. We have launched an Exploitation Strategy, practice guidance, and training for frontline practitioners. This all ensures there is a clear partnership approach to supporting children and young people at risk of exploitation.
- 54 The net risk score has not changed since Q2 as it is still early in our improvement journey and we want to be able to demonstrate sustained impact of changes before reducing the net risk score.

Horizon Scanning

- 55 As part of the risk function's horizon scanning, we have identified several other council's to regularly compare our highest-level risks against. Based on CIPFA's 'Nearest Neighbours' data, an on-going analysis has been established. The following gap analysis has been made using Q2 and Q3 2023/24 data; Q2 data has been used from Council's who report risk information bi-annually. Additionally, risk scores have had to be normalised due to differences in risk matrices used, e.g., 3x3 and 5x5 as opposed to 4x4 used by CEC.
- 56 Based on analysis of the nearest neighbour's data, the table below shows which risk themes have been observed but are not represented in CEC's current strategic risk register:

Table 3 – Five Nearest Neighbours Q2 and Q3 Risk Themes

Risk Theme	Number of risks	Normalised Average Rating (16 Max)
Safeguarding the vulnerable	6	10
Schools and education	4	9
Management of data	4	9
ICT or system failure	4	7
Ability to implement change	3	7
Suppliers & Partnerships	3	5

- 57 While there are several risk themes that are strongly represented, when normalised, none of those risks has an average rating in the critical scoring category. These and future findings from comparisons should not be used to dictate changes to CEC's register but rather provide independent input and to help us collectively improve risk identification and assessments going forwards.
- 58 Safeguarding the vulnerable (both adults and children) had both the highest number of risks and the highest average rating in the comparison data. Of the five nearest neighbours reviewed, two councils have a risk each for both adults and children, two have a combined risk and one does not have a risk with that focus. CEC currently has a strategic risk based on delivery of the JTAI improvement plan, which is a specific project with the goal of addressing issues identified as at a point in time. Once the project has been delivered a long-term risk could be created around failing to adequately protect children at risk. If so, it might also follow that a risk focused on protecting adults would also want to be created.
- 59 Four of the five nearest neighbours have an education focused risk within their strategic risk register, with an average rating of 9, making it the equivalent of a material risk within our framework. This area will be further discussed in the Q1 review of risks in education
- 60 CEC has a strategic risk focusing on information security and cyber threats; three of the nearest neighbours have risks around ICT or system failure and the management of data, two of which also have a cyber threat risk. Across the five nearest neighbours reviewed the average number of ICT/Cyber/Data risks identified is 2.2. CEC recognises the threat from cyber risk, and failure to have effective business continuity systems separately.
- 61 The ability to implement change risk, seen in three of the five registers reviewed, could be viewed as the most interesting. While other risks tend to focus on one, or several closely aligned, service's activities, the ability to implement change risk is genuinely holistic. It takes a view on

the capacity for the organisation to respond to changing objectives or events, it's culture and delivery of planned savings. The average score is at the lower end of material risks as per our framework. CEC recognises organisational capacity and demand in SR06, delivery of specific improvement (change) plans, in SR17 and SR18, and recognises the impact of failing to deliver overall change to achieve MTFS savings in SR16.

- 62 It should be noted that this review is limited to the top tier of risks, which themselves will have been influenced by the history and challenges faced by similar but not identical organisations. Hopefully these, and future, conclusions can help inform and develop our own understanding and awareness of risk.

Emerging Issues

- 63 The local elections took place on Thursday 4 May with no single party gaining overall control of Cheshire East Council, and almost half of councillors (38 out of 82) being newly elected. Risks around political uncertainty (locally and nationally) on the organisation's achievement of corporate objectives have been recognised with the inclusion of SR08a & b on the register during 2022/23.
- 64 A Labour and Independent Group joint administration is now in place, and elsewhere on this committee's agenda is a report on the development of a new corporate plan. Identification and recognition of risks associated with the current and future corporate plan will continue to be critical in promoting good governance and effective delivery of those objectives.
- 65 CLT have identified two emerging strategic risks, Failure to Deliver MTFS Savings and the Legacy Impact of COVID-19. These will be assessed during Q1 and detailed in the next report.

Consultation and Engagement

- 66 Each risk included in on the Strategic Risk Register is "owned" by a member of the Council's Corporate Leadership Team. At each quarter, the risk detail is updated through managers in their areas of responsibility, and the updated register is reviewed collectively by the Corporate Leadership Team.

Reasons for Recommendations

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

Other Options Considered

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

Implications and Comments

Monitoring Officer/Legal

- 69 There are no direct legal implications arising from the recommendations of this report. This report provides assurance that the Council achieves its strategic aims and operates its business, under general principles of good governance, that it identifies risks which threaten its ability to be legally compliant and operates within the confines of the legislative framework.

Section 151 Officer/Finance

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

Policy

- 71 Cheshire East Council has adopted the Risk Management Framework approved by Cabinet in June 2020. Risk management is integral to the overall management of the authority and, therefore, considerations regarding key policy implications and their effective implementation are considered within departmental risk registers and as part of the risk management framework.

An open and enabling organisation	A council which empowers and cares about people	A thriving and sustainable place
--	--	---

Equality, Diversity and Inclusion

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

Human Resources

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

Risk Management

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

Rural Communities

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

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

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

Public Health

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

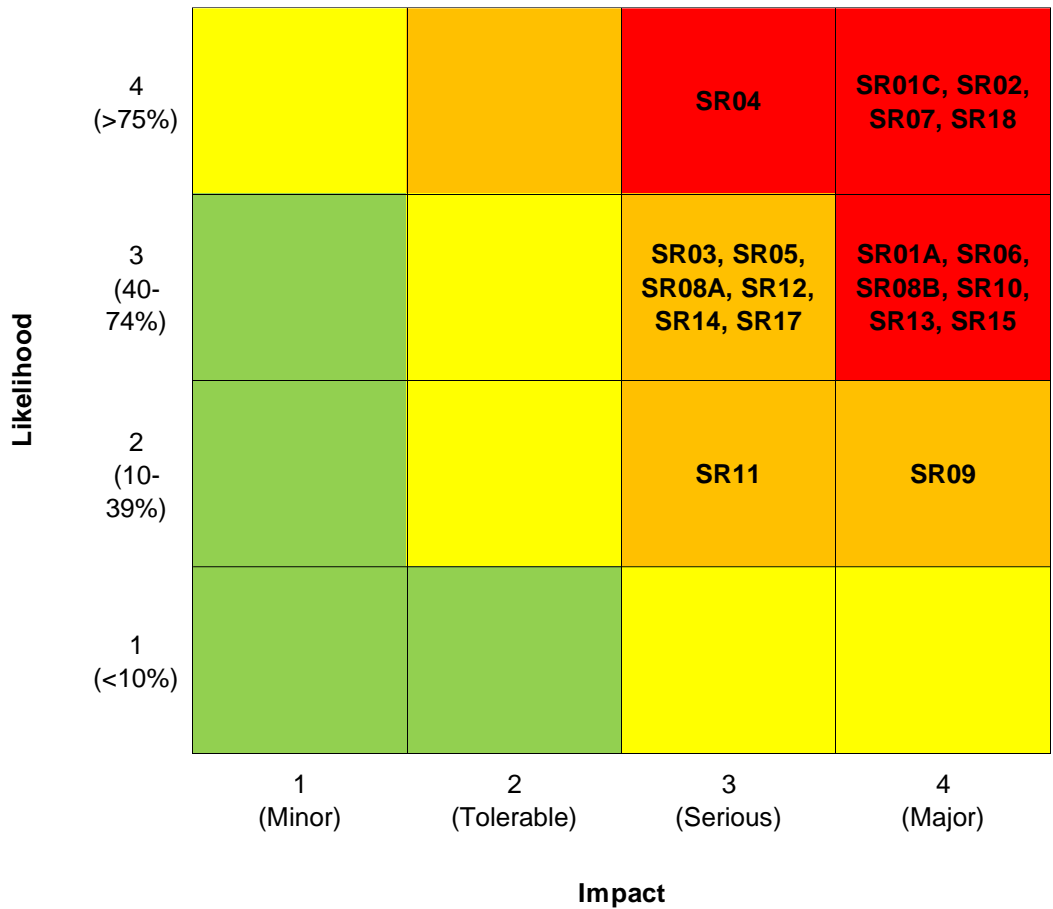
Climate Change

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

Access to Information	
Contact Officer:	Josie Griffiths Head of Audit and Risk Management Email: Josie.Griffiths@cheshireeast.gov.uk
Appendices:	Strategic Risk Register Q4 and 2022/23 Outturn – Appendix 1
Background Papers:	None

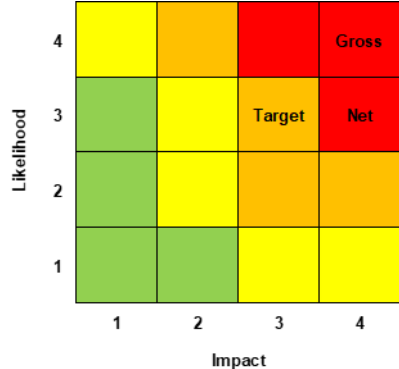
This page is intentionally left blank

Ref	Risk	Q1 Net	Q2 Net	Q3 Net	Q4 Net	Travel	Target
SR01A	Increased Demand for Adult's Services	16	16	16	12	↓	9
SR01C	Increased Demand for Children's Services	12	16	16	16	↔	12
SR02	NHS Funding	16	16	16	16	↔	12
SR03	Failure of Financial Management and Control	9	6	9	9	↔	9
SR04	Information Security and Cyber Threat	12	12	12	12	↔	12
SR05	Business Continuity	9	9	9	9	↔	9
SR06	Organisational Capacity and Demand	12	12	12	12	↔	12
SR07	Failure of Council Funding	12	16	16	16	↔	12
SR08A	Governance and Decision Making	9	9	9	9	↔	4
SR08B	Political Uncertainty	12	12	12	12	↔	6
SR09	Capital Projects - Place	6	6	8	8	↔	8
SR10	HS2 Infrastructure Investment	16	16	12	12	↔	6
SR11	Pandemic Virus	9	9	9	6	↓	6
SR12	Fragility and failure in the Social Care Market	16	16	12	9	↓	9
SR13	Reputation	9	9	9	12	↑	9
SR14	Climate Change (CEC Carbon Neutral 2025)	9	9	9	9	↔	6
SR15	Failure of the Local Economy	9	12	12	12	↔	12
SR17	Local Planning Authority Modernisation Plan	-	6	9	9	↔	6
SR18	Delivery of the JTAI Improvement Plan	-	16	16	16	↔	6



	Critical Risks - Only acceptable in the short to medium-term, requires immediate action implementing and close monitoring
	Material Risks - Areas of concern, but due to capacity and or uncontrollable external factors, these can be accepted. Expectation is that these must be actively managed with on-going monitoring to ensure they don't escalate
	Moderate Risks - Acceptable level of risk only requiring on-going monitoring to ensure they don't develop into something more serious
	Negligible Risks - Lowest level of risk, only kept in the register for completeness and to ensure there are no unexpected changes in the profile

Greater weighting is given to impact over likelihood because we are more worried about a 10-39% chance of a serious event, than a 40-70% chance of a tolerable one

Risk Name: Increased Demand for Adult Services	Risk Owner: Executive Director of Adults, Health, and Integration
Risk Ref: SR01A	Risk Manager: Executive Director of Adults, Health, and Integration
<p>Risk Description: An increase in demand for adult social services that cannot be met within the existing budget</p> <p>Since the COVID-19 pandemic the demand for adult social care has increased in both volume and complexity. There is currently a historically high demand for services from young adults right through to the elderly. This has been caused by an overall decrease in national adult health and wellbeing. Detailed consequences: A failure in one area of social care, either internal or external to the council, has knock-on effects and increases pressure on other services. This can cause an on-going downwards trend in adult health and wellbeing. In addition, the council may fail in its duty of care and its objective of supporting its most vulnerable individuals. Specific failures that have been seen are a reduction in preventative measure and early intervention, which ultimately increase demand. Increased pressure on practitioners causes stress related issues and reduces the appeal of working in the sector.</p> <p>Detailed causes: Due to the additional wellbeing pressures placed on residents, council staff, third-party providers and the NHS, the volume and complexity of demand for adult services has increased materially. As have political factors such as changes in legislation and resettlement agreements. Due to several different socio-economic factors recruitment and retention of staff is difficult resulting in increased use of agency staff.</p>	
Interdependencies (risks): NHS Funding, Failure of Council Funding, Fragility in the social care market, Failure of the local economy, Organisational capacity and demand	
<p>Comments this quarter: Likelihood reduced from 4 to 3 due to a stabilising of referrals into the service, slowing down the rate of demand for the majority of areas this is due to the work around prevention that is implemented at the front door so signposting individuals into community and voluntary services and away from traditional social care services. However, we continue to experience higher demand for Mental Health Act Assessments and referrals for safeguarding investigations. We are undertaking work to better understand demand and trends for these complex referrals into the services.</p>	
Actions (Monitoring):	
ASC/ Commissioning and Communities, together with Public Health one Directorate continuing to work jointly to respond to challenges pertaining to prevention, health inequalities and our workforce (Monthly Budget, performance and finance meetings)	
ASC/Commissioning and Communities developed a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract meetings)	
Continue to monitor and review preventative and support service activity (Monthly Budget, performance and finance meetings)	
Continue to develop improved monitoring of people's outcomes (Quality file audit checks monthly)	
Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly SMT meetings)	
Develop engagement with community groups and 3rd sector (Monthly SMT meetings)	
Strengthen liquid logic and contract solutions to better map trend and demand (Power BI reporting and monthly performance data analysis)	
To monitor and review thresholds and gatekeeping processes (Trend Analysis from performance reports reviewed monthly)	
Review and strengthen partnership working with wider agencies (Directorate management team)	
Restructured teams to ensure better integration with key partners (Directorate management team)	
Continue to engage with leaders across teams – informing and influencing change (Directorate management team)	
Continue with Connecting Leaders – through strong forward thinking visible leadership (Directorate management team)	
Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Directorate management team)	
Proactive engagement with the new Integrated Care Partnership, including health partners (Directorate management team)	
Ongoing response measures to COVID 19 pandemic (Directorate management team)	
Maintaining Business Continuity across inhouse and external providers (Review and updated BCP quarterly)	

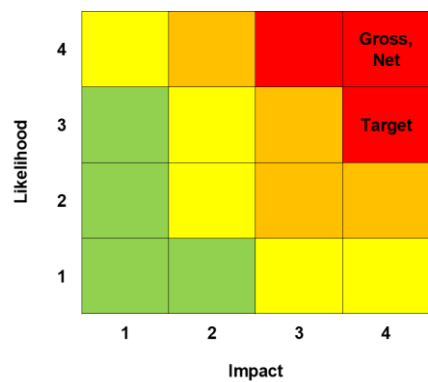
Key Mitigating Controls:

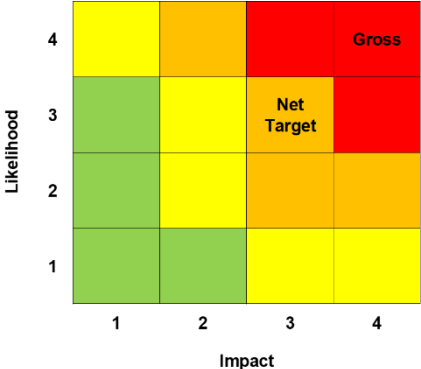
- ASC/Commissioning and Communities is engaged in the facilitation and forward planning of market engagement events, so to keep providers / people informed of preventative change as we progress with our People Live Well, for Longer Transformation Programme of Work.
- ASC/Commissioning have in place a robust Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure.
- ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board.
- ASC/Commissioning hold a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight.
- ASC/Commissioning care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate.
- ASC/Commissioning finance and planning resource allocation system to promote and engage more people to take direct payments and will enable people to identify against changing needs – an indicative robust budget thus reducing people reliance on traditional models of care.
- ASC/Commissioning preventative policy framework that standardise of approach to prevention across adult social care “front door – whereby people will be directed away from traditional services towards a more empowering community solution, those accessing services will be fully assured working with providers – what our clear aim, vision and intentions are over the next three years.
- ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service.
- ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress to respond to demand and growth in the sector. Services operate regular staff conferences to address service specific developments and challenges.
- ASC/Commissioning are involved in the North-West regional and local programme of work pertaining to health and care staff recruitment, retention, and selection – resulting in a robust career path being developed with key partners and in being clear pertaining to local strategy.
- ASC/Commissioning influencing and working with Cheshire CCG pertaining to development of ICS and ICP plans
- ASC/Commissioning/communities have developed a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care.
- To continue to develop with Children/families services joint commissioning and cross department work with adults – whereby risks can be better reduced together through a new joint commissioning management monthly working group.
- ASC/Commissioning monitor performance and demand against capacity to ensure service meets demand where possible, developing robust action plans for service/market failure.
- ASC performance monitoring reported on regular basis to CLT and Adult and Health Committee
- Additional risks escalated as appropriate.
- Consider the implementation of waiting lists to control demand and rising costs.

Lead Service Committee: Adults and Health Committee

Risk Name: Increased Demand for Children's Services	Risk Owner: Executive Director of Children's Services
Risk Ref: SR01C	Risk Manager: Children's Services Directorate Management Team
<p>Risk Description: That Cheshire East's local social, economic and demographic factors, including the impact of the pandemic, lead to an increase in the level of need and demand for children's services, resulting in the capacity of the council's systems relevant to these areas being unable to continue to respond/ absorb the pressures presented. This risk would mean that we would not achieve the council's desired outcomes for children and young people.</p> <p>The service has received growth through the MTFS to help address the pressures but the challenge to deliver to budget will remain present in 2023/24. Significant action is still required to deliver savings to live within the budget as all indications are that demand, complexity and cost will continue to increase.</p>	
<p>Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to adult social care and health services. If NHS services experience an increase in demand this could impact on demand to children's services or could impact on the quality of support delivered by children's services, as services rely on health input to ensure children's needs are assessed and met. The same social, economic and demographic factors will also impact on the demand to adult and health services so it is possible that both risks would escalate at similar points. Pressures on other parts of the public sector, for example for tier 4 mental health beds, places further pressure on council children's services.</p> <p>This risk is also affected by the risk to the council's financial resilience and lack of certainty about future funding, as increased funding may be required to enable services to meet increased demand. It is also affected by the UK economy, as rising inflation increases costs for providers, which results in increased costs of placements or services such as transport.</p> <p>There are also inter-relationships with the strategic risk on organisational capacity, as we need sufficient capacity to support recruitment and retention activity within children's services. Any capacity issues within support to this activity impacts children's services' ability to ensure our workforce can meet demand for services.</p> <p>If the risk as a result of increased demand is not effectively managed, this could cause damage to the council's reputation, and damage to the relationship with our partners. The quality of the council's work to support children and young people is inspected by Ofsted, and an inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.</p>	
<p>Comments this quarter: The service has received growth through the MTFS to help address the inflationary and demand pressures but the challenge to deliver to budget will remain present in 2023/24.</p> <p>All indications are that demand, complexity and cost will continue to increase and therefore the directorate and the service committee must take action to address the financial challenges for 2023/24 and beyond. The directorate needs to save £3.5m within 2023/24 as part of the MTFS. A fundamental review and realignment exercise for children's services will be carried out to future-proof services to deliver differently for less as part of our integrated children's services 4-year strategy, along with other projects to streamline services and reduce costs, such as a review of commissioned services and the development of family hubs.</p>	
Actions (Monitoring):	
A fundamental review and realignment exercise for children's services will be carried out to future-proof services to deliver differently for less as part of our integrated children's services 4-year strategy (Progress will be monitored through the MTFS Big Board arrangements)	
Expanding our in-house residential provision to offer more local and cost-effective homes for children and young people (Children's social care senior leadership team to monitor progress)	
Delivery of the delivering better value implementation plan (Children's services senior leadership team)	
Continue to increase SEND provision in Cheshire East (Reviewed quarterly)	

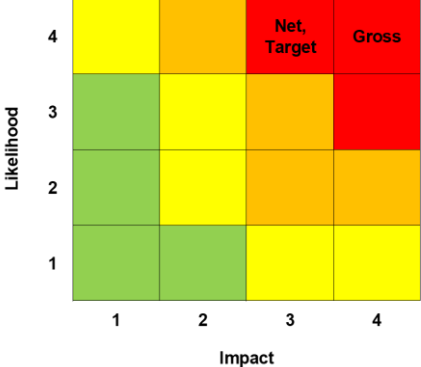
Implement Family Hubs – improving access and reach of services, supporting earlier intervention, and improving partnership working (Family Hub Steering group)
HR and service areas are working together to develop a refreshed recruitment and retention strategy (Reviewed monthly through directorate management team meetings)
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> The service has received £8m of growth through the MTFs to help address the pressures. This includes growth for children's social care, school transport, Educational Psychology and SEND services in response to the demand in these areas. However, the growth provided does not cover the whole pressure, so significant action is required to deliver savings to live within the budget. All indications are that demand, complexity and cost will continue to increase and therefore it is vital that the directorate and the service committee takes decisive action to address the financial challenges for 2023/24 and beyond. The directorate needs to save £3.5m within 2023/24 as part of the MTFs. A fundamental review and realignment exercise for children's services will be carried out to future-proof services to deliver differently for less as part of our integrated children's services 4-year strategy, along with other projects to streamline services and reduce costs, such as a review of commissioned services and the development of family hubs. Extensive activity is taking place to manage and reduce costs. A fundamental review and realignment exercise for children's services will be carried out to future-proof services to deliver differently for less as part of our integrated children's services 4-year strategy. We are closely monitoring the demand to services and the reasons that are driving demand so that we can be responsive and mitigate any risks to service delivery. Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Corporate Safeguarding Accountabilities meeting attended by the chief executive and lead member for children and families. The Corporate Safeguarding Accountabilities meeting includes discussion of workforce pressures and risks. We have a range of support available to families through early help and prevention services, including council, partner, voluntary, community, faith sector and commissioned services. These services support families and help prevent needs from escalating and requiring higher level intervention. We are continuing to develop our service offer through developing our partnership working and joint commissioning. The Cheshire East Safeguarding Children's Partnership and the 0-25 SEND Partnership Board meet on a regular basis and are sighted on changes to demand for services so there can be a partnership approach to meeting children and young people's needs. Our approach is to ensure only the right children come into care; this is right for children and young people and will also reduce demand to Children's Social Care services. However, this is a challenging landscape and the number of cared for children continues to increase, and to a large extent is being driven by the increase in unaccompanied asylum seeking children (UASC) that we are accommodating, with these young people accounting for 28% of the individuals entering care in the last 6 months. We will continue to review our approach, and look to identify options for children to live within their family networks as we believe this is the best outcome for them. A robust governance structure is established for SEND. A strategy is in place to manage increasing demand and reinforce SEN support in settings. There is significant investment in local SEND provision to meets children's needs more locally but also reduce dependency on high-cost independent school placements. We participated in the DfE's delivering better value (DBV) programme to support the council to achieve a more sustainable financial position in relation to SEND. This identified two priority areas of cultural change that will make the biggest difference on managing demand – inclusive practice and transition. Cheshire East has been awarded £1 million to support the delivery of this transformational change. The high needs management plan is in place to monitor the impact of demand to SEND services on financial pressures and monitor the delivery and impact of mitigations that have been put in place. We are continuing to support children and young people who are most vulnerable through the Household Support Fund and the Holiday Activity Fund. Vouchers worth £4m were distributed on behalf of the Department of Work and Pensions over 2022/23 to support the most vulnerable households across the county with food, utilities, housing costs, and other essentials. The Household Support Fund 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>Lead Service Committee: Children and Families Committee</p>

Risk Name: NHS Funding	Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR02	Risk Manager: Director of Commissioning
<p>Risk Description: An NHS funding deficit reduces their health service delivery and places additional strain on the council's provision of adult social care</p> <p>The ability to meet the council's target of residents living well for longer can only be achieved by an effective and comprehensive joint programme of health and social care services.</p> <p>Detailed consequences: Additional pressure on social care may be realised in diverse and unexpected ways due to the complex and volume of interactions between the two services. Their symbiotic relationship means that one partner under or over performing has a corresponding effect on the other. An effective relationship would see reductions in health inequality and reduce the requirement for long-term care.</p> <p>Potential causes: A funding deficit would be caused by a mismatch in resource and demand. The relatively poor levels of national public health and wellbeing following the pandemic and limited expectations for economic growth are potential drivers of a mismatch. Ultimately however NHS funding is a political decision, currently an area of uncertainty.</p> <p>Industrial Action within the Health System is a growing cause for concern and will impact on the level of risk for Health partners.</p>	
Interdependencies (risks): Increased Demand for Adult's Services, Increased Demand for Children's Services, Failure of Council Funding, Pandemic Virus	
Comments this quarter: Health Systems and Council Systems remain under severe financial pressure, staffing shortages within the Health system resulting in additional strain on the wider system and budgets. Jointly shared risks together with additional funding into BCF to fund community beds reducing slightly the risk to the council. Ongoing Industrial Action within the Health System is a cause for some concern.	
Actions (Monitoring):	
To continue to be a key player in the development of the integrated care system at a regional and local level (Via ICS review visits) bi-monthly) new Governance arrangements (Monthly), A&H Committee (bi-monthly), Health and Wellbeing Board (bi-monthly))	
The development of new local Integrated Governance arrangements (Via Health and Care Partnership Board (bi-monthly) Leadership Group (bi-weekly))	
Joint Operational group to monitor hospital discharge flow and the use of 'step down' beds in the community funded via BCF (Weekly)	
Key Mitigating Controls: <ul style="list-style-type: none"> A Health and Wellbeing Board is established with representation from Integrated Commissioning Board and the Council, which provides a forum for these challenges to be addressed at a strategic level. In addition, a Cheshire East Health and Care Partnership Board has been created where system leaders are looking at integration and how to make the system more financially sustainable to achieve better outcomes for the residents of the Borough. Contract clauses are in place to address cessation of service and performance management arrangements should any failing performance materialise. Partnership working is in place and commissioning is informed through the JSNA. The H&WB is working with Cheshire Fire and Rescue, NHS and other partners on various schemes of intervention and prevention which are intended to decrease demand. The Adults, Health and Community Directorate has introduced a new model for helping people to retain control and maintain their independence and reduce additional strain on services. The Cheshire East Integrated Care Partnership has been in place since October 2020 and is developing implementation plans across a number of work streams designed to achieve quality improvement and financial efficiencies across the system. 	
Lead Service Committee: Adults and Health Committee	

Risk Name: Failure of Financial Management and Control	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR03	Risk Manager: Director of Finance and Customer Services (s151 Officer)
<p>Risk Description: The risk relating to the effective planning, recording, allocation, review and transacting of income and expenditure, relative to approved budgets.</p> <p>Consequences: Misuse of public funds and a failure to ensure good value for money would result in poorer services for residents and local infrastructure; ultimately reducing the health and prosperity of the borough and its residents; and leading to financial difficulties for the Council regarding sufficiency of reserves, and a reduced ability to effectively plan, manage and deliver robust, balanced and sustainable budgeting in the future.</p> <p>Causes: This risk is particularly operational in nature; failure to develop and follow comprehensive and effective internal controls and sound budget management practices would result in the risk materialising.</p>	
Interdependencies (risks): Economy, External Funding	
<p>Comments this quarter: Outturn for 2022/23 showed that expenditure exceeded income levels, though to a level anticipated in the Council's in-year reporting and reflected in the latest MTFS approved in February 2023. Whilst balancing the position did require utilisation of £5.2m from the MTFS Reserve, the required transfer from the General Fund Balance was £0.8m, being some £1.7m less than planned for.</p> <p>This is a helpful position, but the risks to financial management – from exceptional inflation and rising demand for services; and levels of funding from or enabled by Government – remain. As described below in the Q3 review and in the Actions noted above, there is a planned approach to the tracking and reporting of activities relating to delivery of the changes approved in the MTFS; that process has commenced, and further comment will be provided at Q1 2023/24.</p>	
Actions (Monitoring):	
Training and briefing to Councillors (Delivered, via Committee Work Programmes. Future need and timing of subsequent Member training to be reviewed after Council May 2023. To include a report on the CIPFA review of the role of audit/ governance committees)	
Education and training on Finance and Contract Procedure Rules for officers and Members (Via Committee Work Programmes)	
Action Plan on adherence to FM Code (Via Finance & Customer Services Departmental Plan. Action Plan to be developed by Head of Finance and newly appointed Finance Manager, by March 2023, for progression through 2023/24)	
Each Directorate required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure relating to 2022/23 (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year)	
Budget management regime to be implemented for 2023/24 to track activities relating to delivery of approved budget changes (Tracking of delivery activities, and frequent reporting to CLT, to facilitate 'early warning system' ahead of formal financial reporting, enabling greater service business management control)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Financial planning arrangements include preparation by the finance team, in liaison with senior operational managers, of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice Use of quality financial systems, with appropriate training and subsequent audit of their effectiveness to provide management and control of the Council's finances Balanced budget to put into effect the council's service plans for the forthcoming year, matched by available funding and including a risk assessment of the adequacy of general reserves MTFS sets out how the Council will deliver the Council's corporate plan including identification of budget gaps Use of a standard report format and report clearance process which ensures provision of relevant information on financial impact and risk exposure to the decision makers Clear and effective communication of changes or updates to Finance and Contract Procedure Rules Sources of specialist advice and guidance Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to service committees. Outturn reporting and audit of statements supports in-year monitoring and future year planning 	

- Risk-based approach to the use of reserves, identifying appropriate reserve levels and ensuring that reserves are not depleted without first identifying a strategy to restore them to risk-assessed levels during the MTFS period.
- Where a residual deficit is forecast, a number of actions will be explored including:
 - use of any service or non-specific underspends to offset pressures elsewhere within the budget
 - accessing external funding ensuring compliance with any funding conditions
 - use of reserves
 - use of general balances
- Treasury management strategy to manage the council's cash flows, including an investment strategy focused on the security of principal sums and a borrowing strategy to manage interest payable and other charges
- A capital strategy that prioritises capital investment programmes, identifies the financial impact of investment in schemes and limits the amount of unsupported borrowing to be taken
- Education and training for Officers and Councillor, includes Finance and Contract Procedure rules
- Engagement with government departments related to financial models and consultation

Lead Service Committee: Corporate Policy Committee

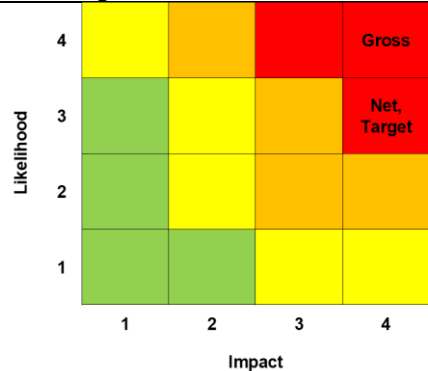
Risk Name: Information Security and Cyber Threat	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR04	Risk Manager: Head of Information Communication Technology and CIO
<p>Risk Description: (Cause) There is a risk that as the Council continues to move towards using new technology systems to reduce costs and fulfil communication, accessibility, and transaction requirements, (threat) it becomes increasingly vulnerable to a security breach, either maliciously or inadvertently from within the Council or from external attacks by cyber-criminals. (Impact) This could result in many negative impacts, such as distress to individuals, legal, financial, and reputational damage to the Council, in addition to the possible penetration and crippling of the Council's IT systems preventing it from delivering its Corporate Outcomes.</p>	
<p>Interdependencies: This risk has interdependencies with corporate risk SR5 Business Continuity and SR13 Reputation. It also has links to the Financial Resilience risk, as funds for maintenance and replacement will be stretched, placing additional strain on assets and resilience of information security controls.</p>	
<p>Comments this quarter: The Council's Data Classification product has been updated to utilise the investment in Microsoft licensing.</p> <p>A number of key systems have been upgraded to use Single Sign-On which will support the principle and strategic direction of zero trust. A report into the global cyber-attacks in 2022 by Check Point Research (CPR) notes a 38% increase compared to 2021. Education, government and healthcare organisations were the most targeted.</p> <p>CPR's report says that criminal groups instigating the attacks are now smaller and more agile and are using business collaboration tools and the rapid shift to online working and learning to provide opportunities for exploitation. A number of sharing sessions have occurred with the Council, the Wider Leadership team and the Manager Sharing and Supporting sessions.</p> <p>Even though that there are mitigation activities within the organisation which can limit the exposure of risk and minimise likelihood, with the rise of sophistication of attacks it is felt that the Net Risk should remain constant.</p>	
<p>Actions (Monitoring):</p> <p>Enable Data Quality consistency across multiple service areas (IADM will embed and centralise Addressing data against national data quality standards, which feeds business applications e.g., Master Data Management which will standardise the format and structure of corporate data fields which are prevalent across the Authority relating to Resident, Employee, Address and Business Records. Phase 1 MDM scheduled live date end of June 2023.)</p>	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> The CIO is an advocate of and reports on Information Risk to the Corporate Leadership Team and the Audit and Governance Committee and makes the Annual Statement of Internal Control of Information Risk. The Council has a number of Information and Data Security policies which are published on the Centranet and help to protect from the Council from inappropriate and unauthorised access and communicates what to do in the case of an incident. Policies; Information Security Policy Overview, ICT Access Policy, ICT Communications and Operations Policy, ICT Computer, Telephone and Desk Use Policy, ICT Email and Messaging Policy, ICT Flexible and Mobile Device Policy, ICT Incident management Policy, ICT Infrastructure Policy, ICT Internet Policy, ICT Legal Responsibilities for Data Policy, ICT Personnel Standards for Information Security, ICT Protection Policy, ICT Removable Media Policy and ICT Software Policy. Policies review and guidance materials updated to strengthen advice to staff on how to manage various information types Progress on Information Risk and Information Security is monitored through the Information Security Steering Committee (ISSC), Strategic Information Governance Group (SIGG) and the Virtual IGG Task and Finish Group. The Council has an Incident Reporting process which has been communicated to staff, all incidents are scored and assessed by IGG to ensure that the breaches are minimised, and future breaches are reduced. The Council complies with the Public Services Network PSN Code of Connection, NHS Data Security and Protection Toolkit, DWP's MOU and NHS Digital controls, work continues with the consolidation and enhancement of elements of the security estate to meet the ever-developing threat profiles. This includes third party IT hardware and software tests 	

undertaken by accredited security vendors, these validate that the network and hardware are secure and robust, if any vulnerabilities are found then a mitigation plan is drawn up and actioned.

- The Council has an Information Asset Register which is reviewed on an annual basis and has been published on the open data portal.
- There is also an Information Assurance Data Management (IADM) programme of activity to increase awareness and maturity of information assurance and governance across the Council. The programme is tasked with guiding the organisation to manage its information in a compliant and efficient way.
- Data Classification has been rolled out to the organisation; this allows the categorisation of information so that appropriate controls can be employed to protect the information.
- The Council provides security and compliance e-learning modules (which are mandatory for all employees) on the Learning Lounge. This includes several modules of Data handling, Cyber Security, and Information Assurance. There are also a number of best practice guides on the Council's Lighthouse on the best ways to use technology and to protect information. These modules and best practice guides are updated regularly to reflect changes in working practices and as a response to additional threats.
- Controls are in place to restrict access to the data centres and network equipment and risk assessments of existing systems and networks are on-going.
- The Council has a Data Protection Officer who assists in ensuring compliance with GDPR and to specify the procedures to be adopted.
- The Council's ICT Services have a strategic direction to move to a "Cloud First" principle, whilst this enables an evergreen environment which is always up to date, additional controls are needed to prevent compromise or inappropriate use and access. This includes contract compliance and monitoring to ensure ongoing protection of information. To support the strategic direction and architecture principles all technical solutions are reviewed at the Technical Design Authority to ensure correct alignment.
- In addition, the Council is looking to move to Zero Trust architecture, this is a direct result of increased threats posed to the working infrastructure. This shift is in line with the latest thinking and guidelines issued by the NCSC.
- In support of this a high-level business case for Infrastructure Investment of which Security & Compliance is an element was submitted and subsequently approved. This additional funding will be used to develop the necessary tools to start the implementation.

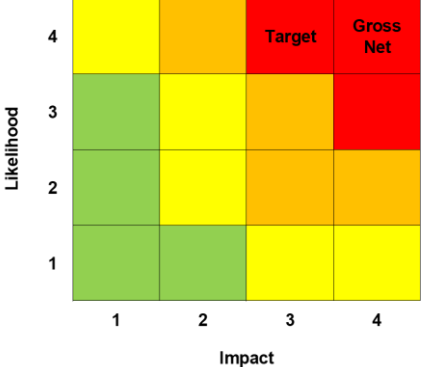
Lead Service Committee: Corporate Policy Committee

Risk Name: Business Continuity	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR05	Risk Manager: Head of Audit & Risk
<p>Risk Description: Failure to maintain business continuity after an unusual or unexpected, disruptive event or events. The risk that, some or all, of the council's services, projects or initiatives are unable to resume operations within the expected timeframes after a disruption. A disruptive event, or multiple events, may occur either in isolation, or across the whole organisation.</p> <p>Detailed consequences: The council has a number of safeguarding obligations to its residents, a failure could result in it being unable to fulfil those obligations, and as such not protect them from mental or physical harm. Failures may also cause an unacceptable loss of local services.</p> <p>Detailed causes: The unavailability of staff, ICT systems, equipment or a suitable working environment are the most common causes of a material failure. Many different social, economic, environmental or public health factors can drive these causes to manifest themselves. Underlying this may also be a failure to reasonably allocate resources to eliminate single points of failure in these areas.</p>	
Interdependencies (risks): Information Security and Cyber Threat, Pandemic Virus, Fragility in the Social Care Market, Council Funding, Organisational Capacity & Demand	
<p>Comments this quarter:</p> <p>Existing BC plan content has been consolidated and made available and accessible following completion of the software contract in the quarter, The format of the plans will be developed as we completed exercises, co-ordinated between Emergency Planning and Risk & BC with services.</p>	
Actions (Monitoring):	
Assessment of BC software with ongoing organisational needs	
Work with Emergency Planning to hold regular scenario testing	
Review and refresh of the Business Continuity Framework (2-year review cycle)	
Development of training materials on Learning Lounge to support staff training and awareness (2-year review cycle)	
Introduce moderation of BC plans across a working group for internal challenge and support	
Co-ordinate refresh of BC plans with specific focus on ICT systems (One off action)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> BC Plans held for each service area – clear format, identifying critical and serious priority activities with recovery time objectives. BC impact assessments undertaken across the organisation to understand challenges to service delivery ahead of known events, informing decision making and mitigation plans. High level course on Business Continuity Management has been added to the Council's Learning Lounge ICT Shared Service also have a Crisis Recovery Plan that has been updated to take account of lessons learned as a result of ICT outage incidents. This Crisis recovery plan overview contains key information for the ICT Shared Service disaster recovery Ongoing liaison with Emergency Planning Shared Service 	
Lead Service Committee: Corporate Policy Committee	

Risk Name: Organisational Capacity and Demand	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR06	Risk Manager: Head of HR
<p>Risk Description: National and local demographics alongside external factors (including COVID and EU Exit) has led to increasing and changing demands on services. This, combined with ongoing financial pressures, an ageing workforce, staff turnover and skills shortages in key areas of the workforce, has resulted in insufficient capacity and an inability to retain or attract staff in some areas. This results in a detrimental impact upon the physical, emotional, and mental wellbeing of staff, and impacts negatively on the Council's ability to deliver all of its intended objectives and outcomes.</p> <p>More recently increases to the cost of living also present risks to the resilience and wellbeing of our workforce and therefore the capacity to respond to demand.</p>	
Interdependencies (risks): Business Continuity, Pandemic Virus, Increased demand for Adults Services, Increased demand for Children's Services, Financial Resilience	
<p>Comments this quarter: No changes to the rating, the labour market nationally remains challenging, and the cost-of-living crisis continues to impact on staff financially and in terms of their wellbeing and resilience. This has not improved and will be impeded further by ongoing price increases and a reduction in government support. Increased uptake/use of the Employee Assistance Programme, following a series of publicity and comms to the workforce and specific sessions with managers. This work will continue and will be key to providing ongoing health and wellbeing support to the CEC workforce.</p> <p>Work on recruitment and retention continues to improve the efficiency of the recruitment process and enhance the employee offer to potential recruits. This is supported by a range of initiatives to also support the retention of the workforce. An increase to the value of the Cycle to Work scheme has been implemented to encourage staff to buy cycles which in turn supports CEC's carbon neutral ambitions by encouraging active travel. An audit continues to review the overall cost and usage of the agency contract. The MARS scheme has been re-run, with 44 staff set to leave CEC by the end of June. Some service areas will be re-designed and re-structured to minimise the impact on the workforce.</p>	
Actions (Monitoring):	
Implementation of Council wide Workforce Strategy and Directorate /Service Workforce Plans (3-year strategy then rolling coverage and review)	
Recruitment and Retention Programme and Steering Group (Work of the programme overseen by Steering Group)	
Delivery of EAP services for staff (On-going review of deliverable services, take up/staff interaction measured on a quarterly basis)	
Focused apprenticeship levy funding to support high priority areas (Alongside the apprenticeship action plan)	
Support for senior managers in the redesign and restructures of services to meet the MTFS targets including MARS to minimise the impact on the workforce	
Focused support to services to reduce reliance on and use of agency staff (Ongoing review of delivery, cost, and outside influences such as permanent recruitment solutions that impact on usage)	
Fortnightly organisation wide wellbeing update for all staff. Promotion of the government funded initiative Able Futures (On going delivery and review, monitoring take up)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> In terms of demand, work planning in advance has been improved. Significant increases in work pressures are being raised in advance, so that additional resource can be sourced for commissioned work. Improved HR data is being used to identify potential issues and service workforce plans developed to mitigate. The apprenticeship levy, talent management and succession planning frameworks are under development to help mitigate. Work on a recruitment and retention programme progresses at pace to put in place any additional measures available to attract and retain staff to those areas that have identified gaps. This is alongside consideration being given to identifying controls and support that can be provided to retain existing staff. Ongoing work continues to reduce reliance on agency staff and transition to a more stable permanent workforce base with reduced costs. A range of comprehensive measures are in place to support staff wellbeing and resilience and additional measures to offset cost of living pressures have been put in place. The introduction of additional wellbeing and staff benefits is being explored as the national cost of living crisis develops. Labour market pressures still exist. Locally, there are pressures in the care, social worker, planning and ICT sectors. . Authorities are competing for the same staff and offering higher salaries and other benefits which can impact on staff retention. 	

- Agency staff are not always available to fill the roles. Additional work programmes and recruitment campaigns are also in place for areas such as Care4CE and social work. Redeployment of staff is being considered where services are struggling to fill vacancies and agency staff are not available.
- The council is moving to agile working, which may help to attract a wider pool of candidates.
- The Head of HR considers that the measures reduce the likelihood but not the impact.

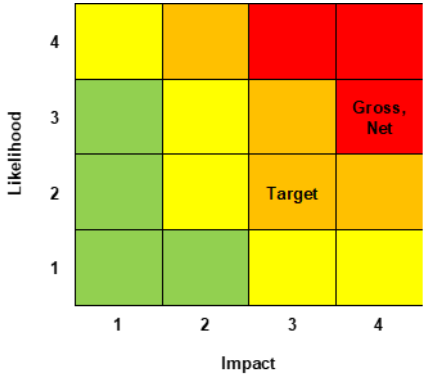
Lead Service Committee: Corporate Policy Committee

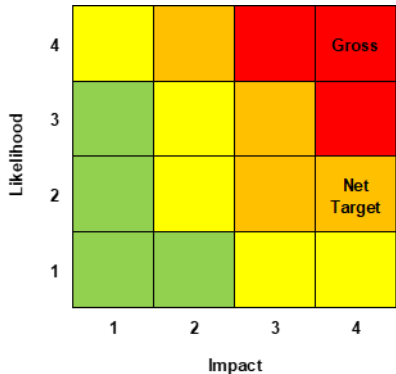
Risk Name: Failure of Council Funding	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR07	Risk Manager: Director of Finance and Customer Services (s151 Officer)
<p>Risk Description: The risk that the level of income is insufficient to support delivery of the Corporate Plan. This risk acknowledges that Council reserves are not intended, or sufficient, for the support of day-to-day operations for any meaningful period.</p> <p>Consequences: Based on an extreme but plausible worst-case scenario of funding cuts, the Council's regulatory obligations would be maintained, although delivered by 'barebones' services. Other Council services/ functions may see similar resources reductions, or be closed altogether. A reduction in services would negatively affect the quality of life in the borough and the strength of the local economy. Regulatory breaches could also occur in relation to a number of different services, financial management being one of them. Some funding is specific to a service or outcome and cannot be redistributed; and without the designated funding a service could not be provided.</p> <p>Causes: Significant reduction to local income generation or central government cuts would result in the worst-case scenario. The high levels of national debt, high inflation and weak national economy at the present time mean that the Council is highly likely to have to prioritise its spending in the short to medium-term.</p>	
Interdependencies (risks): Financial Management and Control	
<p>Comments this quarter: Outturn for 2022/23 showed that expenditure exceeded income levels, though to a level anticipated in the Council's in-year reporting and reflected in the latest MTFS approved in February 2023. Whilst balancing the position did require utilisation of £5.2m from the MTFS Reserve, the required transfer from the General Fund Balance was £0.8m, being some £1.7m less than planned for.</p> <p>This is a helpful position, but the risks to financial management – from exceptional inflation and rising demand for services; and levels of funding from or enabled by Government – remain. As described below in the Q3 review and in the Actions noted above, the budget for 2023/24 and MTFS 2023/24-2026/27 was approved by Council in February, based on the final settlement. It is still considered that grant allocations and 'flexibilities' afforded by government fall significantly short of the estimates of spending required (largely due to pay and cost inflation, and effects on demand for services), and long-term solutions continue to be needed, particularly in respect of social care (including the relationship with health services) and the funding of high needs children's services.</p>	
Actions (Monitoring):	
Each Directorate is required to develop an action plan to balance their net spending to budgets, following the first in-year forecasts of financial pressure (Financial forecasts prepared and reviewed within Services on an ongoing basis. Formal reporting of forecasts to Committees in 3 Financial Reviews during the year)	
Children's Directorate is participating in the DfE's delivering better value (DBV) programme to support the Council to achieve a more sustainable financial position in relation to SEND (Periodic review/ reporting as required by the DBV programme)	
Preparation of the Medium Term Financial Strategy (MTFS) update for 2023-2027 to fully reflect latest understanding of 'spending powers' as per 2022 Autumn Statement and draft local government financial settlement; with plans and proposals made to reduce net spending plans accordingly and seek approval for a balanced, robust and sustainable budget (Approval of budget at Full council in February. Robust and frequent reporting of delivery of the budget changes approved, to Corporate Leadership Team and Members. Formal reporting of forecasts to Committees in Financial Reviews during the year)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Financial planning arrangements include preparation by the Finance Team of detailed financial forecasts, based on the best available information and including prudent assumptions based on professional judgement and external advice and intelligence Balanced budget to put into effect the Council's service plans for the forthcoming year; matched by available funding and including a risk assessment of the adequacy of general reserves Monitoring of grant funding formula, and engagement with consultants, local government finance networks and central government representatives to enhance local forecasting and access to funding. 	
Lead Service Committee: Corporate Policy Committee	

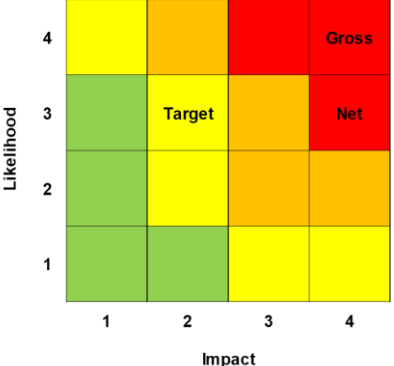
Risk Name: Governance & Decision Making	Risk Owner: Executive Director of Corporate Services
Risk Ref: SR08A	Risk Manager: Director of Governance and Compliance
<p>Risk Description: Failure to develop a robust corporate governance infrastructure and ensure aligned decision-making throughout the organisation</p> <p>The council is a complex public sector organisation with a broad range of objectives, some of which it is legally obligated to deliver, others are identified within its Corporate Plan. Formal reporting and decision-making within the council is prescribed by local authority regulation. The decision-making process at all levels, must comply regulatory requirements while also delivering those stated objectives. The Council is a complex public sector organisation and interacts with other complex organisation such as Health, Police, emergency response, housing providers etc. Appropriate governance is required to ensure alignment of decisions which reflect the best interest of residents across the public sector and other partnerships.</p> <p>Detailed consequences: The failure of governance and decision-making may result in stated goals may not be met and, or public funds wasted. Ultimately these can result in a reduction of living standards and physical health and mental wellbeing of residents. Failure to provide a reasonable level of service to residents at an appropriate cost, or to follow legal decision-making protocols, can result in increased regulatory scrutiny and reputational damage. Possible outcomes of which may be, public censure, financial penalties or direct central government intervention.</p> <p>Detailed causes: The volume and complexity of the council's services and objectives, coupled with finite resources and differing stakeholder views, make the application of the Corporate Plan into 'good' decision-making, a challenge. Interpretation of 'good' decision-making may be inconsistent throughout the organisation without a holistic approach to guidance, reporting, oversight and challenge. Without comprehensive vertical reporting and challenge, senior management cannot effectively implement a robust level of accountability and drive positive change in their areas of responsibility. Limited resources may cause partnership working and work for the wider public benefit becoming secondary to individual organisational priorities.</p>	
Interdependencies (risks): Financial Resilience, Reputation, Capacity and demand, Political uncertainty	
<p>Comments this quarter: No material change to the risk at this time, actions updated. The public interest report on the council's culture and governance arrangements during 2014 – 2018 was circulated to full council 1st February. While it was highly critical of the historic events it did recognise the continuing improvements in governance undertaken. Work to improve consistency and minimum standards, with regards to governance arrangements, continues across all areas of the council.</p> <p>As a result of economic pressures, services will be required to deliver reduced expenditure (in real terms), as per the latest Medium Term Financial Strategy (MTFS) which was approved by full council 22nd February. The scale of these reductions will impact the services that the council currently delivers, to implement changes service areas should undertake a robust decision-making process.</p> <p>The Alternative Service Delivery Vehicle (ASDV) governance review, completed by a working group of the Finance Sub Committee, will be reported to that Committee in September.</p>	
Actions (Monitoring):	
Review of shared service governance arrangements with specific actions to be identified	
CIPFA review of Audit & Governance Committee (Annually by Audit & Governance Committee)	
Corporate discussion document on systemic improvements and decision-making (Corporate services and statutory officers)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Council's Constitution covers decision making processes, including finance and contract procedure rules. Following the change to Committee system, mechanisms are in place to capture learning from the use of the committee system from Members (Constitution Working Group) Constitution is a publicly available document; guidance on the use of the decision-making processes is provided by enabling services including Legal, Finance, Democratic Services, and Audit and Risk. Constitutional updates are overseen (recommended and administrated) by the Director of Governance and Compliance (also the Monitoring Officer) in response to regulatory changes and Full Council decisions. Administration of local elections and monitoring of behaviour in the period of heightened sensitivity beforehand. During which time, appropriate adjustments are made to the publishing or reporting of controversial issues or anything that seeks to influence voters. 	

- Reports to Committees are developed and reviewed by senior officers and enabler sign off, briefings are arranged with Committee Members to address any further knowledge requirements ahead of the relevant meeting. All decisions are formally recorded in meeting minutes and administrated in line with delegated authorities as per the constitution.
- Schemes of delegation; local and financial are in place to provide clarity on responsibilities ensure separation of duties is in place where required, and minimise the risk of management override
- Assurance mechanisms on the organisations' compliance with its decision-making processes are provided through the external audit (Statement of Accounts) and the work of the internal audit team. There are other external inspections, such as Ofsted, which may examine elements of our decision-making processes through their work, although this is not usually the primary focus
- The organisation publishes an Annual Governance Statement identifying significant governance issues which have occurred, any known areas which may cause issues if not managed effectively and updates on issues previously identified

Lead Service Committee: Corporate Policy Committee

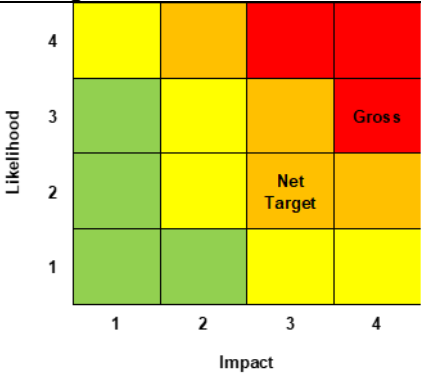
Risk Name: Political Uncertainty	Risk Owner: Chief Executive
Risk Ref: SR08B	Risk Manager: Director of Governance and Compliance (Monitoring Officer)
<p>Risk Description: Failure to anticipate and manage local and national political uncertainty</p> <p>Global risks, economic, conflict etc impacting on central government policy approach and focus of local political objectives.</p> <p>The Corporate Plan guides the council's decision-making, it informs what is considered a 'good' outcome and areas of priority. Political changes may result in stakeholders no longer being aligned with that current plan. Central government policy decisions can materially impact the council in many ways, while other risks might draw out specific changes and capture their direct impact, this risk brings together the total effect of political uncertainty for consideration.</p> <p>Detailed consequences: Unplanned changes in priorities or the introduction of new goals are likely to result in a budgetary overspend or previously agreed targets not to be met. A high level of uncertainty can create confusion, increased administrative overhead or delay planned initiatives. Changes in funding or the cancellation of infrastructure projects can undermine both the Corporate Plan and the MTFS. Individual projects within the Corporate Plan can become subject to changes in local political activity</p> <p>Detailed causes: The ever-changing social and economic situation in the UK and globally can result in swift changes in political views, leadership, public sentiment or regulatory requirements. National macroeconomic factors, such as GDP, interest and exchange rates, are key drivers of uncertainty. Rapid changes in public perception through social media or other routes can rapidly alter the political environment or priorities.</p>	
Interdependencies (risks): Reputation, Council Funding, Governance & Decision-Making	
<p>Comments this quarter: No material change to the risk at this time. The action to review the new committee briefing process will be implemented after the forthcoming local elections, their induction and on-going support is designed to support member decision making. Changes to the administration of the elections is progressing as planned.</p> <p>During the period full council approved the latest iteration of its Medium Term Financial Strategy (MTFS), its focus being deliver of a balanced budget during the current economic pressures. However there remains the potential for political uncertainty to disrupt the realisation of the budgeted savings. Given the close proximity of the local elections, there may be delays in the implementation of specific changes.</p>	
Actions (Monitoring):	
A review of the Committee briefing process against recognised best practice to identify any potential improvements that may be required	
Preparations for the 2023 Elections to ensure political and public confidence in the democratic process (At regular meetings of the officer elections group)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Engagement with national government, consultations and requests for feedback Application for and funding agreement processes, governance process for ad hoc grants Engagement with political administration of CEBC Engagement with group leaders of CEBC parties Induction, on-going training and committee briefings for CEBC members Service Committee support and briefings for members and senior officers Corporate Plan and MTFS regular and ad hoc (post material changes) review process, including contingency planning Preparation for elections and promoting engagement in democracy. 	
Lead Service Committee: Corporate Policy Committee	

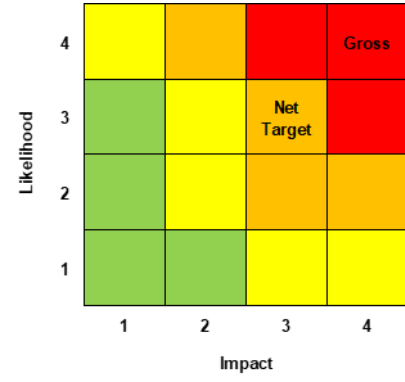
Risk Name: Capital Projects - Place	Risk Owner: Executive Director of Place
Risk Ref: SR09	Risk Manager: Place Directors and Business Managers as relevant to
<p>Risk Description: Failure to deliver major capital projects.</p> <p>The council delivers a broad range of capital projects in support of the aims and objectives of its Corporate Plan. The range of projects includes transport infrastructure, town centre regeneration, refurbishment and improvement of existing council assets such as schools and leisure centres, and renewable energy generation.</p> <p>Impact: Without a robust system for managing the capital programme and individual projects, the stated objectives may not be delivered. Projects could also fail to deliver to the time, cost and quality parameters set out in business cases. This could have significant financial and reputational implications for the Council. Due to the nature of the projects and their large cost, delays can materially impact the ability to deliver future projects, thus negatively impacting the borough.</p> <p>Likelihood: The scale and complexity of the overall capital programme is challenging. Appropriate governance and controls are important to ensure resources and funding are prioritized effectively, and where required agree adjustments to the time, cost and quality parameters set out in the business case. Where appropriate, members are updated on significant changes to agreed objectives through briefings to the relevant committee.</p> <p>The broad range of partners and stakeholders for individual projects and interdependencies between projects are also significant challenges that require effective management.</p>	
Interdependencies (risks): Climate change, Infrastructure Investment, Economy, Council Funding	
Comments this quarter: The existing controls for effective governance and management of major capital investments, both at programme and individual project levels, as documented above remain in place, and are subject to regular review. Inflationary effects continue to be monitored, with input from the supply chain where appropriate, with any variances reported via the relevant programme board forum.	
Actions (Monitoring):	
A new module within the Unit4 ERP system will improve financial monitoring to provide more regular information on actual and forecast spend	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> The Capital Strategy and overall Capital Programme is presented annually as part of the Medium-Term Financial Strategy at full Council. New projects and schemes are subject to the approval of detailed business cases in accordance with the Finance Procedure Rules The Assets Board provides strategic oversight of the Council's land and property assets including recommendations and reports on acquisition, disposal and development. The Capital Programme Board undertakes detailed appraisals of projects and business cases; undertakes gateway reviews and risk management reviews of major capital projects; and receives post project completion reports to assess benefit realisation and lessons learnt. Appropriate and proportionate governance has been established to oversee project delivery, including risk registers. This includes project boards to manage individual projects and thematic programme boards to provide additional strategic oversight and manage interdependencies, e.g. Carbon Neutral Programme Board, Leisure Investment programme Board, Place Board. This governance considers and makes practical decisions on the prioritisation of resources and funding including, where appropriate adjustments to agreed time, cost and quality parameters. The Place Board provides strategic oversight of all the major Crewe-centric and Macclesfield-centric projects, including HS2 and strategic housing sites, to ensure individual projects are fully aligned to the overarching vision and delivery plan for each town. Financial monitoring undertaken quarterly, with summary data reported to Finance Sub-Committee and appropriate service committee twice a year High level progress updates are reported to the appropriate service committee twice a year. More detailed progress reports on individual projects or programmes are provided on a periodic basis. Regular 121s between Executive Director and Directors which includes updates on major projects 	
Lead Service Committee: Economy and Growth, Environment and Communities, Highways and Transport	

Risk Name: HS2 Infrastructure Investment	Risk Owner: Executive Director of Place
Risk Ref: SR10	Risk Manager: Director of Highways and Transport
<p>Risk Description: HS2 is a government led scheme, impacting Cheshire East Borough. HS2 services will call at Crewe station when Phase 2a opens between 2032 and 2036 with 2 HS2 trains per hour. Plans for Phase 2b include the Crewe North Connection that could enable up to 5/7 HS2 trains per hour calling at Crewe, in each direction. However, the business case for Phase 2b does not include any additional services, from the 2 HS2 trains per hour, calling at Crewe when Phase 2b opens between 2035 and 2040.</p> <p>Government's proposals for Crewe hub station fall far below those of other HS2 hubs and don't reflect its role as a rail super-hub and the first HS2 hub in the North. Current proposals are unlikely to unlock the regeneration, growth and levelling up potential for Crewe from the investment in HS2. Securing the required investment for the Crewe station is critical to the Council in delivering its Crewe hub vision, maximise cost and programme efficiencies and minimise disruption to rail passengers and local communities.</p> <p>The government is in control of the HS2 programme and its delivery timescales. Delays to the scheme were announced as part of the Integrated Rail Plan, published in November 2021. In March 2023, Government announced a further 2-year delay to the delivery of HS2 Phase 2a, between the West Midlands and Crewe, as a way to manage the affordability pressures resulting from the construction inflation pressures. Such delays, and the risk of further delays to HS2 Phase 2b, leads to uncertainty on the delivery and viability of the Council's wider ambitions for the Crewe hub. However, Government has reiterated its ambition to deliver the full western leg of HS2, including Phase 2a to Crewe and 2b on to Manchester.</p> <p>The Council has been developing its vision and plans for the Crewe hub alongside partners for several years, at significant cost to the Council, lack of firm commitments about timing, infrastructure and HS2 train services means there are uncertainties on the programme delivery and scope puts increasing risk on these costs being abortive</p>	
Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects	
<p>Comments this quarter: On 9th March 2023, Government announced that the construction and opening of HS2 Phase 2a, between the West Midlands and Crewe, would be delayed by 2 years to manage the inflation pressures on the Phase 1 and Phase 2a schemes in construction.</p> <p>The Council withdrew its petitions against the Phase 2b hybrid bill and AP1 on the 13th March 2023 after securing a package of assurances and commitments from both HS2 Ltd and Government. These included commitments to further investigation and design work on the Crewe Hub and commitment for Government to work more closely with the Council to unlock the regeneration potential of HS2 to the Town via a Crewe Hub Taskforce. Membership of the Taskforce will be of senior ranking officials to provide the necessary drive and leadership required to bring the Crewe hub vision to reality.</p>	
Actions (Monitoring):	
Tactical lobbying to Government, gaining support from local politician, MPs and neighbouring authorities (Business Case and Investment Integration Programme Board)	
Seeking necessary Crewe hub investments via petitioning of the Phase 2b hybrid bill (HS2 and Crewe Superhub Programme Board and Place Board. Retain option to petition further in House of Lords if study and Taskforce not delivering necessary outputs)	
Decoupling investments from HS2 programme and seek funding from existing government funds (LUF Round 2 bids were unsuccessful – awaiting detailed feedback. Option to resubmit bids in Round 3)	
Regular engagement with senior Government officials (Place Board)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> This risk will be reviewed by the Place Board (chaired by the Executive Director of Place) and the Business Case and Investment Integration Board (chaired by the Director of Finance) on a monthly basis and the chairs inform CLT accordingly. Day to day management of the actions in place to reduce the risk is a combination of the BCII: Business Case and Investment Integration, the Programme Director and the Programme Manager. The controls above will be used to monitor the risk. Monthly meetings between senior Council officers and senior cross-departmental Government Officials have been established to establish a shared vision for Crewe and identify opportunities to bring forward key station asks The Council secured the following commitments from Government through its petition against the Phase 2b hybrid bill; <ul style="list-style-type: none"> To fund and commission a study to identify the interventions needed at Crewe station to support future passenger demand and unlock regeneration opportunities and to fund the necessary design work of such interventions 	

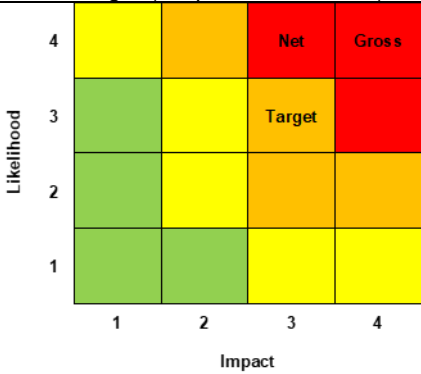
- To establish a Crewe Hub Taskforce, made up of senior officials from the Council and from across central government departments, focused on maximising the regeneration opportunities from HS2 for Crewe. The taskforce will be governed under a more robust governance arrangement than the prior arrangements to drive forward the regeneration potential for Crewe.
- There have been no control failures to date. In fact, the controls in place today are probably stronger than at any point in achieving the objective. This is commensurate to the closing window of opportunity and the increase in work required by the Council to turn the outputs of the consultants Business Case work. Future issues may arise if the dedicated resource currently requested is not quickly put in place to release the efficiencies of working a close dedicated team brings.
- Ultimately, while the Council can control the technical evidence, business case formation and the technical level negotiation with Government Departments, the risk may be impacted on by changes Government policy and prevailing global economic factors.
- Value engineering of design and development of projects and Early Contractor Involvement where appropriate.
- Bringing forward elements of the vision through existing funding sources
- Liaison with the contracting industry to identify the most efficient design solutions.
- Constant review and effective management arrangements of capital projects and programme budgets.
- Managing outward facing expectations on the scheme
- Ongoing cost review based on latest construction inflation forecasts

Lead Service Committee: Highways and Transport, Environment and Communities, Economy and Growth

Risk Name: Pandemic Virus	Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR11	Risk Manager: Director of Public Health
<p>Risk Description: Ongoing risk of genetic shift resulting in rapidly spreading strain of influenza and other diseases previously unseen in humans for which there may be multiple Variants and no guaranteed preventative treatment available. In addition to the human health risks pandemic illnesses poses a risk to healthcare capacity and CEC business continuity.</p> <p>(Cause) There is always a potential that a pandemic will occur, due to the high level of mobility throughout the world, (threat) having a negative impact upon the health and wellbeing of the Cheshire East population, place significant pressures upon the health and care system and its workforce, threaten the viability of local business and further exacerbate the financial pressures faced by health and care organisations and the Council, (impact) resulting in serious illness and in some cases death, unmet health and care needs, interruption to education, economic down turn and business failure and a widening financial gap in health and care organisations.</p>	
Interdependencies (risks): Fragility in the social care market, Business continuity, Financial resilience	
<p>Comments this quarter: The national track and trace programmes have been ceased. A Spring COVID Vaccination Booster programme will be implemented in April 2023. It will target Cre Home residents, people aged over 75 years and immune-compromised individuals.</p> <p>The UKHSA is currently monitoring the spread of the XBB and the CH1 variants and the number of cases within the UK as a potential source of a new wave of COVID. At present the level of the UK dominant strain (Omicron) is low. New guidance has been issued by the DHSC regarding the testing regimes for the health and social care sector. These have been circulated to provider agencies and appropriate Local Authority staff. Though the overall number of cases of COVID are much lower than the peaks of the pandemic</p>	
Actions (Monitoring):	
Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations (reviewed monthly)	
Development of regional 'business as usual' approach for Cheshire and Merseyside (reviewed quarterly)	
Horizon scanning to understand long-term management of Covid-19, including the development of a Covid-19 'Early Warning System' and wastewater monitoring project with UKHSA (reviewed monthly)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Limited National Government advisory measures. Published guidance and advice is now only available in limited sectors. The primary universal guidance is now outlined in the HM Government 'Living with Covid-19' plan but all mandatory Legislation and restrictions have now been removed in the UK National Vaccine roll out. Percentage of residents receiving primary and booster doses. Spring Booster Campaign now under way. (Secondary assessment, percentage of residents receiving some vaccinations) Cheshire East Emergency Planning activity, reduced frequency or stood down - Local Outbreak Engagement Board, Health Protection Board, Operational meetings, Track and Trace Huddle Advice and guidance to schools, businesses and residents. Limited communications and engagement activity, support for businesses and care providers. Cheshire East organisational activity, managed return to the workplace, hybrid working option, public health advice, targeted LFT home testing for staff Supporting NHS roll out of COVID 19 vaccination programme, established and operating including mobile offer. Spring programmes being supported by the public health and communities teams. Programme Commenced 3/04/23 Initiating flu vaccination programme for all staff and communications supporting need for public vaccinations. Established and operating 	
Lead Service Committee: Adults and Health Committee	

Risk Name: Fragility and Failure in the Social Care Market	Risk Owner: Executive Director of Adults, Health and Integration
Risk Ref: SR12	Risk Manager: Director of Adult Social Care, Director of Commissioning
<p>Risk Description: A failure of the local social care market</p> <p>The impact of the COVID-19 pandemic has exposed weaknesses in the national social care market which have yet to be resolved.</p> <p>Detailed consequences: The council is unable to deliver a robust adult social care package without the use of third-party providers, without these outsourced services the overall social adult care package would fail and the council would not be able to achieve its objective of people living well and for longer.</p> <p>Detailed causes: The major risk going forward is the financial impacts on providers resulting from the 9.7% uplift in National Living Wage from April 2023, high rates of inflation and increased energy costs (some providers have seen a 400% increase on renewal of their energy contracts). While there is proposed growth within the MTFS for Adult Social Care this will not be sufficient to offer fee uplifts for all providers as well as funding growth in demand and complexity of need. It is likely that this will impact on the sustainability of some care providers and result in some packages of care being handed back to the Council or notices served on care home residents. It will also bring challenges in managing budgets in 2023/24.</p>	
Interdependencies (risks): NHS Funding, Failure of Council Funding, Business Continuity, Pandemic Virus, Failure of the Local Economy	
<p>Comments this quarter: While the care market is still fragile, care markets continue to show signs of recovery, and stability particularly in domiciliary care. This is due to the development and publication of our Market Sustainability Plan which includes further investment within the Domiciliary Care Market and Complex Care for April 23 onwards. Further work continues in terms of the Commissioning of Domiciliary Care and Complex Care in partnership with the Market through the developments of Strategic Commissioning Plans. However, the number of referrals for all types of care increased from 830 in Q3 to 1,011 in Q4. The number of care at home hand backs remains static at 28 (369.25 hours) in Q4 compared to 29 (362 hours) in Q3.</p> <p>Due to the increase in referrals and short-term solutions waiting placements during March 23 we have seen a 47.5% increase in the number of people awaiting a care home bed. However, we have also seen a reduction in short terms placements of 9.9% during March 23. The Market Sustainability Plan (MPS) was published and submitted to the DHSC on the 27th March 23, Which includes a fee uplift for Care at Home and Complex Care.</p>	
Actions (Monitoring):	
Comply with DHSC requirements to undertake and publish a cost of care and develop, submit and publish a Market Sustainability Plan (Reviewed by DHSC)	
Continue to engage with care providers around market pressures and identify support required from short term and recurrent funding streams (ASC Operational meetings, Monthly Provider Forums)	
Expand the existing British Red Cross service to respond to crisis situations in the community by providing low level support over a 7-day period (Weekly via Market Oversight meetings)	
Undertake a review of care fees for all sectors of the market (Weekly meetings with contractor, findings reported to Health and Adult Committee. This has been completed in accordance with DHSC guidance)	
ASC/ Commissioning continues to respond to significant challenges pertaining to the acceleration of prevention (Twice weekly ASC meetings)	
ASC/Commissioning and Communities have a Standard Set of Fit for the Future Contracts – that set out specific measurable outcomes pertaining to each service area in driving prevention and key performance indicators that will test the providers ability to retain a viable and sustainable business in responding to a population of changing need – higher levels of resident satisfaction and improved control (Quarterly contract management meetings)	
Continue to monitor and review preventative and support service activity (Twice weekly ASC meetings)	
Improved utilisation of public health JSNA and wider regional data sets informing future commissioning plans (Monthly JSNA steering group)	
Develop engagement with community groups and 3rd sector (Twice weekly ASC meetings)	
Liquid logic and contrOCC solutions to better map trend and demand (Twice weekly ASC meetings)	
To monitor and review thresholds and gatekeeping processes (Twice weekly ASC meetings)	
Review and strengthen partnership working with wider agencies (Monthly Quality Monitoring Partnership Forum)	
Data intelligence is used to understand where and what kind of service demand needs are in order to commission appropriately and effectively (Monthly Care at Home Commissioning meetings)	

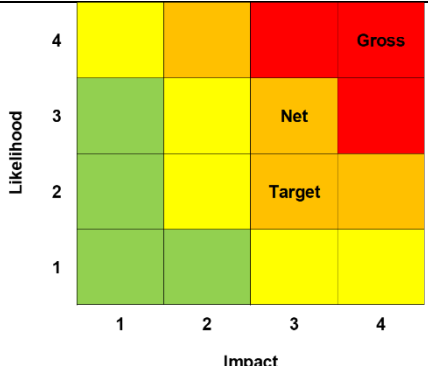
Continue to engage with leaders across teams – informing and influencing change (Twice weekly ASC meetings)
Continued engagement with people who access services and the involvement of Healthwatch and independent advocacy (Twice weekly ASC meetings)
Joint working with 'skills for care' to encourage individuals to take up employment within the care sector (Monthly Providers Forums)
'Hidden Carer's' initiative launched through Carer's Hub to help identify and support carers not known to the system (Weekly via Market Oversight meetings)
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> • ASC/Commissioning comply with the Care Act 2014, in holding a provider risk register whereby we monitor and review risk pertaining to specific providers as part of our role working with Care Quality Commissioning pertaining to Market oversight • ASC/Commissioning have in place a robust Care Act compliant – Contracts and Quality Monitoring Policy Framework – that makes clear – how quality is monitored in a person-centred way with a vast range of partners, when to activate a suspension protocol working with care quality commission and when/ how we are decommissioning services – keeping people at the centre of decision making regarding any service disruption or period of market failure • ASC/Commissioning operate a monthly quality monitoring partnership forum that includes Police, Safeguarding, Care Quality Commission, ASC operations, Legal, CCG's and ASC lead commissioner – in the ongoing monitoring of quality and reporting and alerting of risk escalation that can be effectively managed – reports into relevant DMT's and Safeguarding Board • ASC/Commissioning have a care sourcing/brokerage team support service and a local area co-ordination services- supporting vulnerable people to access wider community/ third sector services and wider more universal offers – diverting people away from care where appropriate utilising People Healing People services • ASC/Commissioning provider financial self-assessment accreditation tool – to assist with the monitoring and management of potential uplift and or additional funding. This will ensure that funding is robustly based on clear evidence, against demand / trends in market development and impact on provider/ council and people accessing the service. For providers at risk we are offering an open book accounting exercise to ascertain the level of risk within that service • ASC/Quarterly staff engagement groups are developed through leadership forums so to keep people informed and abreast of change as we progress in order to respond to demand and growth in the sector • ASC/Commissioning are influencing and working with Cheshire East Place pertaining to local ICS and ICP plans regarding the overall reduction in demand and systems redesign work supporting an improved community offer and redesigned front door • ASC/Commissioning with communities are developing a robust and responsive policy framework (People Helping People) with a vast range of third sector providers – thus reducing demand on adult social care • ASC/Commissioning working with partners across the North-West via ADASS to address the future market capacity and workforce issues. • The Council is working with skills for care to see what support it can give to the market in terms of recruitment and retention and build knowledge. • As part of the contract management and quality assurance processes we check each provider's Business Continuity plan for robustness and make recommendations for improvement if required • The Council has commissioned a new offer for informal and formal carers to ensure the right level of support is received for them to maintain their caring duties • Some providers are now recruiting workers from abroad and this is beginning to have some benefit in domiciliary care in some areas of the Borough • Domiciliary care providers were awarded a 14% fee uplift in 2022/23 and have received financial incentives from hospital discharge monies to support care staff with fuel costs and overseas recruitment. • Commissioners are in the process of purchasing a number of "care robots" to support with wellbeing as a prevention measure and to create capacity in the care market. • A Joint CEC/ICB Market Oversight Group meets daily to ensure that the Council is obtaining best value for care home placements and making best use of block booked care home beds. • A Transfer of Care Hub has been set up in both hospitals with key staff from CEC and Hospital Trusts co-located to improve joint working and ease pressures on hospital discharge • Based on the Cost of Care exercise the Council published the Market Sustainability Plan (MSP) on the 27th March 23. The MSP includes a fee uplift for Care at Home and Complex Care providers, which aims to stabilise the market locally. Providers have been notified of this uplift via letter. • Commissioners are currently undertaking Market Engagement activities with Care at home Providers to Coproduce a new model of care in partnership.
Lead Service Committee: Adults and Health Committee

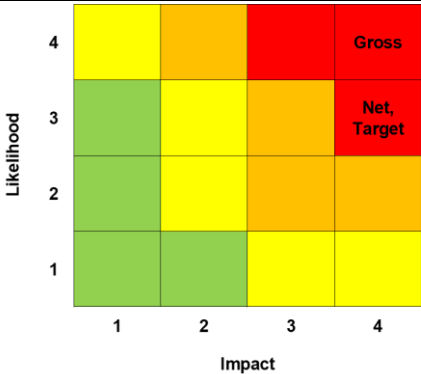
Risk Name: Reputation	Risk Owner: Chief Executive
Risk Ref: SR13	Risk Manager: Head of Communications, Head of Customer Services, Business Intelligence Manager (Corporate and Place)
<p>Risk Description: That consideration is not given, and management action is not taken, to effectively manage the reputation of the Council, leading to a loss of public confidence, threatening the stability of the Council and our ability to meet the corporate priorities.</p> <p>The risk is managed primarily through the work in three different areas; Communication & Media, Customer Experience and Consultation.</p> <p>Current rating based on an expected increase in resident dissatisfaction due to budget cuts impacting services.</p>	
Interdependencies: The emergence of any issue highlighted as a strategic risk has the potential to represent a strategic risk to reputation	
<p>Comments this quarter:</p> <p><i>Communication & Media:</i></p> <p>Likelihood increased from a 3 to a 4, expected increase in resident dissatisfaction due to budget cuts impacting services. A revised media relations protocol was approved by Corporate Policy Committee at the 9 February meeting. During this period (Q4) we saw particular interest and activity in the following topics:</p> <ul style="list-style-type: none"> • Crewe regeneration • Council funding and financial forecasts • Elections 2023 and voter ID • Public interest report publication • Highways maintenance and winter preparations, inc severe weather alert, March 2023 • Green spaces for wellbeing initiative • Carbon neutral initiatives • South Macclesfield Development Area • Poynton Pool flood mitigation plans • Homes for Ukraine scheme • Poynton Relief Road opening • Armed Forces Covenant Silver Award • GBR HQ announcement <p><i>Consultation:</i></p> <p>Consultation: While during consultation on the proposed budget a number of concerns were raised. These were considered and ultimately the MTFS was agreed and adopted by Council in February 2023, due to the statutory requirement for the Council to have a balanced budget. Some of the proposals are subject to more detailed consultation and engagement activities. As the initiatives identified in the MTFS are implemented, there still remains the possibility of material public objection to specific changes. If these arise they will be responded to through the usual relevant democratic processes.</p> <p><i>Customer Experience:</i></p> <p>Further phases of technology to enhance the management, monitoring and analysis of customer contact progressing and due for implementation Q1 2023/24 including the delivery of live chat functionality and the management of e mails. New digital platform to improve on line contact and the Cheshire East Account now live with full migration from existing platform progressing. Trial of revised process for managing the quality of complaints and formal correspondence successfully completed and options to widen scope across full council under development. Customer Experience leadership sessions delivered to all Heads of Service, Directors and Executive Directors and next steps agreed.</p>	
<p>Actions (Monitoring):</p> <p><i>Communication & Media;</i></p>	

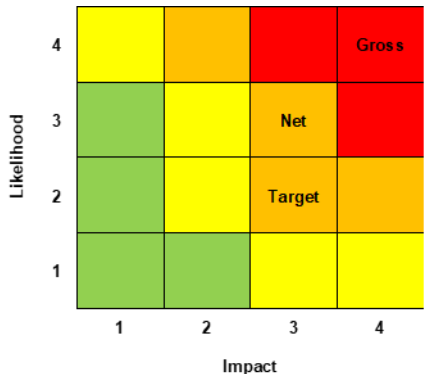
Review annual business plans for communication requirements (Annually)
Ensure alignment of annual communications programme and consultation and engagement programme (Quarterly)
Delivery of the Communications Strategy for Residents 2022-25 priorities (For period of strategy)
Provide communications support for implementation of MTFS proposals to ensure all stakeholders are well-informed about any changes to service and policy (Annually)
Undertake a survey of residents to understand how they want to get information about council services, policies etc. To inform communications strategy(ies) and plans (Bi-annual review)
<i>Customer Experience;</i>
Introduce enhanced policies and procedures to improve the quality of responses to complaints and formal correspondence
Continue to improve technology to support front line staff in monitoring the full end to end customer journey
Develop a new operating model for customer service delivery across the Council
Develop a policy for how the Council uses and engages with customers via social media
<i>Consultation;</i>
Develop and introduce a One Council approach to consultation and engagement (On-going)
Share and promote the new EIA template and guidance (On-going)
The pilot of the Cheshire East People's Panel (On-going)
Key Mitigating Controls: Communication & Media; <ul style="list-style-type: none"> • Effective monitoring and reporting of organisational reputation and sentiment. • Weekly reputation reporting to senior managers • Monitoring of social and traditional media • Communications and media function advised at an early stage of all future demand and emerging issues to enable effective planning • Providing a 24/7 emergency communications on call function • Communications strategies for key projects and issues developed agreed and reviewed with senior stakeholders and decision makers • Positive proactive communication across multiple channels to celebrate the council's successes and achievements, building positive reputation. • Comms programme planned and reviewed over short-term (daily) and long-term (monthly / annually) • Review communications business continuity, priorities and emergency / crisis comms protocols and plans • Media relations protocol and approvals process • Media training programme for key spokespersons • Regular meetings with comms leads from public sector partner organisations to collaborate, share plans and intelligence • Values and behaviours for officers and members are established and organisational culture is monitored and supported through a range of initiatives • Ensure that information about the Council, its services and how to access them is easily available in a range of formats for a wide range of audiences • Monitor public sector press (e.g. MJ and LGC) and maintain and develop relationships with these media outlets to maximise opportunities for positive coverage • Development and delivery of communication strategies to influence public awareness of and informedness about key universal services, inc: planning, highways, waste and recycling • Communications handling requirement for each service committee meeting agreed with lead officer(s) • Quarterly 'Conversation with the Leader and Deputy Leader' videos • Regular internal communications to members and officers • Use performance management reports for council services and programmes to identify reputational opportunities and risks at an early stage. • Continue to develop proactive direct comms to be issued via e-mail / SMS – we currently have 34,000 subscribers for 'push' notifications across a range of topics Customer Experience Existing Controls and Evidence; <ul style="list-style-type: none"> • Consistency in standards of service and behaviours through the Customer Charter • Training for all staff and leaders to promote the importance of customer experience • Key performance measures on customer satisfaction and experience monitored • Random sampling and analysis of end to end customer journeys • Customer satisfaction and effort assessed post contact • Voice recording of all calls and ongoing performance management of Advisors • Regular liaison with services to ensure ongoing accuracy of advice and information provided and to plan for initiatives likely to generate high customer demand • Proactive identification of arising issues for customers and liaison with Communications Team to develop appropriate communications

- Continuous improvement team tasked with root cause analysis of issues and identifying service improvements
- Consultation;
- Ensure that consultation is undertaken when any proposals are still at a formative stage
 - Consultation must give sufficient reasons for any proposal or change to permit stakeholders to undertake intelligent consideration and response to the options
 - Ensure consultation and engagement activity informs our evidence-based decision-making approach and that adequate time is given between the end of a consultation and a decision is made to allow for consideration of and where required, a response to, the output of a consultation or engagement
 - Ensure that Equality Impact Assessments (EIA) are completed, appropriate for the purpose of use and that they are signed off before any consultation can begin
 - When communicating about decisions, make it clear HOW consultation and engagement activity, EIA and other intelligence has been conscientiously taken into account when finalising the decision
 - Evidence where and how output from consultation has been used to inform the decision-making process

Lead Service Committee: Corporate Policy Committee

Risk Name: Climate Change (CEC Carbon Neutral Status 2025)	Risk Owner: Executive Director of Place, Executive Director of Corporate Services
Risk Ref: SR14	Risk Manager: Director of Environment & Neighbourhood Services, Head of Environmental Services
<p>Risk Description: Failure to achieve Carbon Neutral status for the Council by the 2025 milestone target as a result of ineffective planning and delivery of actions.</p> <p>Likelihood is based on a number of external factors, partnerships and key outcomes being delivered in a timely manner.</p> <p>Impact will result in non-delivery of a key priority in the Council's Corporate Plan. It will also contribute to climate change temperature rise and severe weather events which could have an impact on public health and safety. It could also have financial implications with increased need for adaptation of key infrastructure for severe weather events across the borough.</p>	
Interdependencies (risks): Economy and World Events, Organisational Capacity and demand, Council funding, Capital Projects	
<p>Comments this quarter: The project is on track but retains significant risks in time to deliver the transition to electric fleet, and in progressing the carbon inset through securing a second solar farm and planting sufficient natural insect in the remaining two planting seasons.</p> <p>Actions taken this quarter to address these risks:</p> <ul style="list-style-type: none"> Additional capital funding as part of the council's medium term financial strategy for 2023-25 will allow the speed up of transition of our small van fleet with associated additional electric charging over the coming two years. This is cost neutral to the council as the cost of capital will be paid through savings on lease costs through the capital purchase of vehicles and charging for electricity used at new electric vehicle charging stations installed at our depots. Delegated authority granted through the March Economy and Growth Committee now gives all permissions to progress the allocated second solar farm site. The project will now prepare detailed design and seek planning permission over the course of this year. Capacity issues associated with the Mersey Forest have meant that planned tree planting this quarter has been severely reduced. In mitigation the authority is advertising for a temporary post to complete more of the preparation work required in house to give greater certainty in achieving sufficient planting in the next two planting seasons available. The post will be funded as part of the capital allocation for natural inset within existing budgets. <p>The project retains sufficient funds to deliver Carbon Neutrality assisted by external grant funding and MTFS allocation.</p>	
Actions (Monitoring):	
Secure planning permission for second solar farm (Delegated Authority granted at March 2023 Economy & Growth Committee. Action will be reviewed monthly at Carbon board chaired by Head of Environmental Services)	
Transition of Electric Fleet and Natural offset project, failing to meet targets (New Capital funding secured though 2023 MTFS Action for fleet transition and tree planting progress, will be reviewed monthly at Carbon Board chaired by Head of Environmental Services)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Risk is reviewed as part of the brighter futures transformation projects board, operational board and member steering group. Carbon Neutral programme established with Programme Board reviewing progress and risks monthly Member Advisory group overseeing its delivery Annual update on progress reported to relevant committee Climate change is a key consideration as part of our statutory planning duties as an authority and within the development of local planning policy Planned natural offset set at 10% more than required to reduce risk of non-delivery in any one project area. 	
Lead Service Committee: Environment and Communities	

Risk Name: Failure of the Local Economy	Risk Owner: Executive Director of Place
Risk Ref: SR15	Risk Manager: Director of Growth and Enterprise
<p>Risk Description: Failure of the local economy</p> <p>The risk that the local economy does not realise the expected level of growth due to an inability to attract, grow and retain commercial enterprises, residents and visitors. The borough has a strong local economy, an above average Gross Value Added (GVA), some areas of deprivation and is reliant on a number of different industries.</p> <p>Consequences: The failure of enterprises reduces the local money supply, reducing the standard of living for residents and council income. Secondary effects can include a reduction in public health and the loss of highly trained or skilled individuals. Consequences and causes, over the medium to long-term can have a symbiotic relationship, creating either an upward or downwards spiral. An example of this is shops closing in a town centre, then reduced footfall resulting in further closures.</p> <p>Causes: The local economy is significantly driven by changes in the national economy, taxation and other government policies. However the failure to maintain parity, or offer benefits above other boroughs, can lead to a relatively larger economic downturn. As noted above poverty and deprivation, like other issues, can be both a consequence and cause causing a snowball effect.</p>	
Interdependencies (risks): Capital Projects, HS2 Infrastructure Investment, Pandemic Virus, Climate Change	
Comments this quarter: No substantive change to the risk. Interest rates and inflation continue to be concern, both of which are remaining 'sticky' even with the Bank of England and the Government identifying actions to mitigate inflation. There have also been four bank failures internationally in March/ April 2023, regulators are playing down the potential of a international financial crisis. The Bank of England intervened on one of these (SVB UK) and brokered its sale to the HSBC.	
Actions (Monitoring):	
<p>Launch of business support grants: (Quarterly returns to government)</p> <ul style="list-style-type: none"> Repurposing our high street grants from Crewe town centre Decarbonisation grants for business <p>New employment space grant</p>	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> Cheshire East Business support hub has been launched Business forum to engage and plan future support Investment plans to support regeneration and development Place marketing and inward investment 	
Lead Service Committee: Economy and Growth	

Risk Name: Local Planning Authority Modernisation Plan	Risk Owner: Executive Director of Place
Risk Ref: SR17	Risk Manager: Interim Director of Planning, Head of Planning
<p>Risk Description:</p> <p>Following the completion of the 'Local Planning Authority Review and Service Transformation' report and presentation to Environment & Communities Committee on 31 October 2022 a Modernisation Plan has been developed to achieve the transformation of the service. This Plan will carry forward the recommendations made, document actions and monitor progress. The recommendations are many and varied but failure to complete the actions of the Modernisation Plan will undermine the planned transformation of the service, perpetuating and potentially extending the issues identified and undermining the reputation of the organisation.</p> <p>Detailed consequences: Failure to achieve completion of the Modernisation Plan will undermine the performance of the Council in its Local Planning Authority role, result in non-compliance with statutory processes, and reputational damage to the Council. By not achieving the Modernisation Plan within agreed timescales, the potential for additional budget pressure increases.</p> <p>Detailed causes: Insufficient resource to ensure completion of priority actions in the required timescales (staff and skills) while also 'doing the day job', Interim Service Review Lead contract duration, supplier resource to deliver new ICT system, failure to engage with internal and external stakeholders to affect necessary changes, lack of oversight from the Planning Transformation Board, lack of agreed change management process within the Modernisation Plan.</p>	
Interdependencies (risks): Organisational Capacity and Demand, Reputation, Council Funding,	
<p>Comments this quarter: The Modernisation Plan is now in place with regular meetings to monitor progress including monthly updates to the action log. The key priorities remain identified as the new ICT system, reducing the application backlog, staffing/restructure and communications / customer service.</p> <p>Escalation of issues with the ICT supplier has resulted in better engagement and resource commitment from them with clearer timeframes for implementation which will help manage future risk. The application backlog is slowly reducing. Detailed work on the restructure is underway, including dialogue with key stakeholders and an indicative timeframe for formal consultation. Various updates to websites / letter templates and a draft Communications Strategy have been completed.</p> <p>Resources to deliver the Plan priorities remain stretched as it is the Planning Service - including at management level - itself that is undertaking many of these actions, alongside significant budget pressures causing the risk to stay high.</p>	
Actions (Monitoring):	
IT System Project Board, now including regular attendance from supplier (Regular fortnightly meetings)	
Continued monitoring of resource / recruitment (Weekly manager meetings)	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> • Environment and Communities Report 31/10/2022; Local Planning Authority Review and Service Transformation Report and Modernization Plan. • Planning Services Transformation Plan • Monitoring of progress against Modernisation Plan by Transformation Board and Environment and Communities Board • Regular meetings of Interim Director of Planning and Head of Planning and managers to review action logs and progress on key priorities • Internal Audit reports on Community Infrastructure Levy and Section 106 will inform the scope of a member/officer working group 	
Lead Service Committee: Environment and Communities	

Risk Name: Delivery of the JTAI Improvement Plan	Risk Owner: Executive Director of Children's Services
Risk Ref: SR18	Risk Manager: Executive Director of Children's Services
<p>Risk Description: That as a safeguarding children's partnership, Cheshire East Council's children's services, health, and police, do not achieve the improvements needed at the necessary pace to address the recommendations from the joint targeted area inspection (JTAI) of child exploitation, including child sexual exploitation.</p> <p>This would mean that we would not achieve the council's desired outcomes for children and young people at risk of exploitation. There is also a reputational risk of not delivering the required improvements, as this could result in an inadequate rating by Ofsted. An inadequate rating by Ofsted would have a significant impact on the council's reputation, ability to recruit and retain staff, and would increase costs in order to deliver improvement activity.</p> <p>Significant work is required to deliver these improvements which requires sufficient capacity and resources. High quality work to support children and young people is dependent on being able to achieve a stable and experienced workforce. Nationally and locally there are challenges recruiting and retaining staff within specific areas of children's services, which is resulting in higher than average workloads and some delays in delivering services. There is a risk that this could result in children experiencing delays in receiving support leading to escalation of need and increased risk of poorer outcomes - including risk of harm and risk to life, a lack of continuity of workers for children and young people, and increased costs to the council.</p>	<p>The risk matrix shows a Gross Net rating of 4 (Very High) and a Target rating of 3 (High).</p>
<p>Interdependencies (risks): This risk shares an interdependency with the risk relating to demand to children's services, and demand to adult social care and health services. If adult services or NHS services experience an increase in demand/ complexity this could impact on the quality of support delivered by children's services, as services rely on adults and health input to ensure children's needs are assessed and met. Increased demand to children's services will result in increased workloads which will impact on the ability to release staff for training or to deliver high quality and timely work. Improving the quality of support to children and young people requires all three statutory partners (local authority, health and police) to work together effectively to develop services at pace. All three agencies are dependent on each other to work together as a partnership and provide robust scrutiny and challenge on the outcomes achieved for children and young people.</p>	
<p>Comments this quarter: No change to the net risk rating although the target rating has been reduced from a 12 to 6. Services are making good progress in delivering the improvement plan and there are robust arrangements in place to ensure key members of the partnership are sighted on progress and are held to account. External support and challenge are in place through the Department for Education Children's Improvement Advisor, who is the independent chair of our partnership Improvement Board. The Improvement Advisor is conducting visits to services to evaluate the impact of changes and is supporting and advising senior leaders.</p> <p>The independent scrutineer has completed an in-depth review of the partnership's arrangements, which included the effectiveness of the structure and function, overall approach to quality assurance and learning, listening to and acting on the voice of children and young people, the impact of the three priority sub-groups, communication, and training.</p> <p>A significant amount of awareness raising has taken place across the partnership on exploitation, including a partnership Exploitation Conference with national key note speaker, and training sessions delivered over a partnership learning week in January 2023. These were positively received by practitioners. We have launched an Exploitation Strategy, practice guidance, and training for frontline practitioners. This all ensures there is a clear partnership approach to supporting children and young people at risk of exploitation.</p> <p>The net risk score has not changed since Q2 as it is still early in our improvement journey and we want to be able to demonstrate sustained impact of changes before reducing the risk.</p>	
<p>Actions (Monitoring):</p> <p>Deliver the improvement plan and scrutinise impact on outcomes for children and young people at risk of exploitation (Monthly by the Improvement Executive Board)</p> <p>Independent support and challenge from the Department for Education (DfE) Children's Improvement Advisor through visits to services, support to senior leaders and acting as the independent chair of the Improvement Board.</p> <p>Agree the changes that will be made to the operation of the Safeguarding Children's Partnership in response to the findings from the independent review (Safeguarding Children's Partnership Executive to ensure achieved by the completion date)</p> <p>Complete an audit of children at risk of exploitation to evaluate the impact of changes on quality of practice (Safeguarding Children's Partnership Executive to ensure achieved by the completion date)</p>	
<p>Key Mitigating Controls:</p> <ul style="list-style-type: none"> We have a comprehensive partnership improvement plan in place to address the recommendations from the JTAI inspection 	

- An independent scrutineer has provided scrutiny to the partnership. The scrutineer has completed an in-depth review to inform how the partnership is structured and manages its business in the future, including how it evaluates impact
- Meetings of the Executive Group of the Safeguarding Children's Partnership have been increased to bi-monthly from quarterly to support increased pace of change
- An Executive Board is in place which consists of the Chief Executive of the council, Chief Constable and Chief Nurse, which scrutinises partnership progress against the improvement plan
- An Improvement Board is in place with an independent chair – our DfE Improvement Advisor, for additional scrutiny and challenge of the improvement plan.
- A strategic improvement group is in place which is focused on delivery of the improvement plan
- All exploitation screening tools received by the front door are now reviewed within 24 hours and managed as a contact. This involves partnership information gathering, analysis by an experienced social worker and management approval of the most appropriate course of action. A decision will be made on the same day either to progress to a referral to children's social care and allocated to a social worker or into early help and prevention and allocated to an early help practitioner. Statutory intervention commences immediately including a visit to the child and the initiation of a child and family assessment, and specific risk mitigation now begins without delay
- The weekly contextual safeguarding screening meeting now retrospectively reviews the immediate safety planning for all children at risk of exploitation who have been referred into either children's social care or early help in the previous 7 days
- A significant amount of awareness raising has taken place across the partnership on exploitation, including a partnership Exploitation Conference with national key note speaker, and training sessions delivered over a partnership learning week in January 2023
- We have launched an Exploitation Strategy, practice guidance, and training for frontline practitioners. This all ensures there is a clear partnership approach to supporting children and young people at risk of exploitation
- There is a shared understanding of the children and young people who are at risk of exploitation across the partnership
- Performance is monitored on a monthly basis by services. The children's services quarterly scorecard is reviewed at the Children and Families Committee and the Safeguarding Review Meeting attended by the chief executive and lead member for children and families. The Safeguarding Review Meeting includes discussion of workforce pressures and risks. Social work caseloads have continued to reduce from an average of 27 in September 2022 to an average of 21 in February 2023
- Audits of practice are completed quarterly to evaluate the quality of practice and the effectiveness of service improvements

Lead Service Committee: Children and Families Committee

OPEN

Corporate Policy Committee

Tuesday, 11 July 2023

Health and Safety Update 2022/23

Report of: Director of Governance and Compliance (Monitoring Officer)

Report Reference No: CP/47/23-24

Ward(s) Affected: (All Wards)

Purpose of Report

- 1 The purpose of this report is to ensure Members of the Corporate Policy Committee are briefed on the health, safety and wellbeing of the organisation and understand how the Council's responsibilities as an employer and to members of the public are met. The Corporate Health and Safety Forum, which consists of representatives from management and the Trade Unions, meets on a quarterly basis and provides both an overview and a route for escalation.

Executive Summary

- 2 This report and the appendix provide a summary of data regarding accident and information data for the Council and maintained schools for the last two quarters of 2022/23, the year in total and comparative data for the same periods in the last three years.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to;

1. Note the update provided through this report.
2. Endorse the inclusion of future quarterly accident and incident data in the performance updates to Corporate Policy Committee, with other reporting on Health and Safety matters being undertaken by provided to the Committee as required.

Background

- 3 Included in Appendix 1, Table 1 sets out the key accident and incident data for Quarter 3 and Quarter 4 2022/23, with comparison data for the previous 3 years. This includes any events which have been reported under the Reporting of Injuries, Diseases, or Dangerous Occurrence Regulations (RIDDOR). These regulations require the employer to report certain categories of accident, injury, certain diseases, and certain types of dangerous occurrences (those which had the potential to cause injury) to the Health and Safety Executive (HSE). Also reportable are accidents where the injury results in the person being off work for more than 7 days. The HSE may choose to further investigate these reports.
- 4 This length of comparison data is included to provide meaningful context, given the impact of lockdown restrictions during the previous two years which restricted the number of employees in buildings, presence in school locations, and the impact on members of the public on Council premises/land, and generally saw significantly lower rates of accidents and incidents. Appendix A provides more detailed trend analysis of accident and incident information for the Council and maintained schools
- 5 An accident is an unplanned and uncontrolled event which causes injury to persons, damage to property or a combination of both. Examples include a fall resulting in a fracture, incorrect operation of machinery leading to a breakdown, an act of non-consensual physical violence done to a person at work.
- 6 Accident and incident/near miss reports are recorded for members of staff and for members of the public. This covers Council and school staff/employees, and members of the public who are injured or have a near miss on Council land, or while receiving services provided by the Council.
- 7 Whilst accidents recorded for Council employees in Q3 22/23 increased slightly by comparison to the previous year, but still remains lower than the last year of “pre-lockdown figures”. There are no new trends of concern arising from the reported accidents in this quarter. Similarly, Q4 figures show an increase in comparison to the previous 2 years, but not a return to the pre lockdown levels.
- 8 Accidents recorded in Q3 for maintained school employees are consistent with 20/21 and 19/20 and lower than 21/22. Again, there are no particular locations or trends in accidents of concern to bring to the Committee’s attention. Q4 figures however have dropped considerably by comparison to the previous year, and we have observed that the previous two years followed a similar pattern.

- 9 Recorded accidents for members of the public on Council premises in Q3 and Q4 appear broadly consistent with the previous year. This category of accident reporting includes visitors to Council sites, such as Tatton Park, and other parks, service users at day centres, supported living service users, and others in receipt of council provided services.
- 10 In a school context, accidents and incidents to pupils are treated and recorded as members of the public. Although other visitors to the school site, would be recorded as members of the public, these tend to be very occasional, and very small numbers of accidents in comparison. As the RIDDOR reporting guidance is to record when a person is taken directly to hospital for treatment, many accidents are initially flagged as RIDDORs as pupils attend hospital as a precaution. The Health and Safety Executive advice is for these to be reported under RIDDOR only where there is a fault with equipment, facilities or the accident arose as a lack of supervision.
- 11 For Q3 and Q4, the number of recorded accidents in maintained schools for members of the public has dropped considerably by comparison to the same period in previous years. We are always conscious that accidents can be subject to under-reporting, and accident and incident recording is discussed during the Health and Safety advisors visits to maintained schools. The Health and Safety team will also issue reminders on the importance of reporting via the Schools Bulletin.
- 12 An incident, or near miss is an unplanned and uncontrolled event which does not cause injury or damage but could do so. Services use this to record any incident that involves verbal abuse, threatening behaviour, offensive language towards staff, and so it represents each service areas differing needs.
- 13 The number of incidents reported in both Q3 and Q4 2022/23 is lower than by comparison to the same period in earlier years. Services are encouraged to ensure incidents are captured through reminders from service representatives at the Corporate Health and Safety forum.
- 14 The data in Table 1 also includes events which have been reported under the Reporting of Injuries, Diseases, or Dangerous Occurrence Regulations (RIDDOR).
- 15 An incident, although an event where no physical injury occurs, may still be reportable under RIDDOR depending on the circumstances. Data is provided on events reported from Council staff, School Staff and Members of the Public (MOTP).
- 16 There were 2 RIDDOR reported accidents during Q3; one related to a member of Council, and one to a member of the public on Council land.

A support worker burnt their arm whilst working in the kitchen, when they reached over the kettle to put cups away. After first aid on site, they attended A&E where the wound was dressed, and they were given a course of antibiotics.

- 17 A 63-year-old man slipped and fell on a path at Tatton under icy conditions resulting in a suspected arm fracture (sent to hospital). The path had been previously gritted but became slippery again after farm traffic. It was gritted again immediately after the accident.
- 18 There were 2 RIDDOR reportable accidents during Q4, both relate to Council staff. In the first, a support worker slipped on a wet floor in the corridor of the property. The support worker had recently returned to work following a full knee replacement and landed on that knee. Support worker was transferred to hospital. There were 2 wet floor signs in the corridor present at the time of the slip. The area was dried off immediately after the accident, and the wet floor signs re-positioned to alert staff. In the second instance, a support worker was injured after a service user assaulted them whilst care was being provided. The support worker required medical attention. Risk assessments were reviewed after the event and updated; the service user had not previously shown any aggressive behaviour.
- 19 There are no accidents or incidents requiring investigation from the Health and Safety Executive in either Council or maintained school figures during the year to date.
- 20 Data relating to the Council's Alternative Service Delivery Vehicles is not reflected in these figures. This information is reported to and considered by their respective Boards and is monitored through the contract commissioning arrangements.
- 21 Data relating to Academies is also excluded. Academies are responsible for completing their own accident reporting, including making RIDDOR reports to the Health and Safety Executive where necessary. There is no requirement for Academies to publish information in relation to accidents and incidents publicly, but arrangements for responsibilities for Health and Safety, including monitoring and reviewing activity will be set out in their Health and Safety policy, which they are required to have to ensure compliance with various Health and Safety legislation.
- 22 A range of Health and Safety related training is co-ordinated by the Health and Safety team, in conjunction with the Council's Workforce Development team. This is provided to Council and School delegates. Course provision usually includes a variety of first aid training, including refresher and requalification training, and courses such as "Leading

Safely” and “Managing Safely” supported by the Institute of Occupational Safety and Health (IOSH).

- 23 Details of courses and attendance held in Q3 and Q4 are provided in Appendix A.
- 24 Support to maintained schools is supplemented by a bought back advice and guidance service provided by the Health and Safety team. This is also available to Academies. School visits have returned to the on-site format, although the decision for remote or on-site visit is confirmed between the school and the Schools Health and Safety advisor prior to the visit. After the Schools Health and Safety Advisor was successful in taking their career next step in outside of the Council, interim resource has been sought to undertake the visits ahead of permanent recruitment taking place. The Council’s Senior Health and Safety Advisors are currently undertaking the visits due in the interim period, as well as providing guidance to the Council’s Education team, and individual schools as needed.
- 25 The Health and Safety team undertake reviews of policies on a rolling basis to ensure they reflect relevant legislation, current best practice, and the operation of the Council. Updates to existing policies are made following consultation with the Corporate Health and Safety Forum. Since the last report to Committee, the following policies and guidance notes have been reviewed and updated.
- *Corporate Health and Safety Policy*
 - *Hand Arm Vibration Guidance Note*
 - *Lone Working Guidance Note*
 - *Manual Handling Guidance Note*
 - *Risk Assessment Policy and Guidance Note*
 - *Young People Policy and Guidance Note*

Consultation and Engagement

- 26 The Corporate Health and Safety Forum, which consists of representatives from management and the Trade Unions, meets on a quarterly basis and provides an overview facility for discussion of related matters, and a route for escalation of issues and concerns.

Reasons for Recommendations

- 27 To ensure that Members are aware of Health and Safety activity and developments in line with the Committee’s terms of reference.

Other Options Considered

- 28 The Committee receives this report to receive updates on the health, safety and wellbeing of employees, in line with its Terms of Reference.

Implications and Comments

Monitoring Officer/Legal

- 29 Activity relating to the summaries in this report contributes to ensuring that the Council's statutory responsibilities as an employer are met.

Section 151 Officer/Finance

- 30 There are no implications for the Council's MTFS arising from this report.

Policy

- 31 Policy implications are covered in the body of the report.

An open and enabling organisation

Support and develop our workforce to be confident, motivated, innovative, resilient and empowered

Equality, Diversity and Inclusion

- 32 There are no direct equality implications arising from this update report.

Human Resources

- 33 There are no direct HR implications arising from this report; the activity outlined in this report is to ensure the health, safety, and wellbeing of employees.

Risk Management

- 34 There are no specific risks arising as a result of this update report.

Rural Communities

- 35 There are no direct implications for rural communities arising from this update report.

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

- 36 There are no direct implications for children and young people arising from this update report.

Public Health

- 37 There are no direct implications for public health arising from this update report.

Climate Change

- 38 There are no direct implications for climate change arising from this update report.

Access to Information	
Contact Officer:	Josie Griffiths, josie.griffiths@cheshireeast.gov.uk
Appendices:	Appendix 1 – 2022/23 Accident and Incident Statistics
Background Papers:	n/a

This page is intentionally left blank

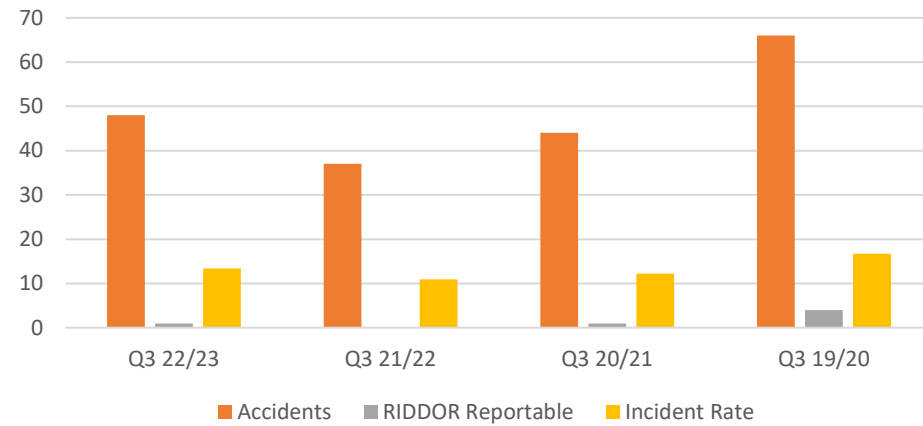
Council (EMPLOYEES)	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Average Head Count	3,590	3,385	3,602	3,951
Accidents	48	37	44	66
RIDDOR Reportable	1	-	1	4
Incident Rate	13.37	10.93	12.22	16.70
Schools (EMPLOYEES)	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Average Head Count	2,526	2,994	3,107	3,094
Accidents	22	32	26	23
RIDDOR Reportable	-	-	-	1
Incident Rate	8.71	10.69	8.37	7.43
Council (MOTP)	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Accidents	116	118	71	224
RIDDOR Reportable	1	1	2	6
Schools (MOTP)	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Accidents	64	86	155	76
RIDDOR Reportable	-	-	-	7
Total Accidents	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Council	164	155	115	290
Schools	86	118	181	99
Incidents	Q3 22/23	Q3 21/22	Q3 20/21	Q3 19/20
Council	118	135	180	105
Schools	1	7	7	30

Council (EMPLOYEES)	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Average Head Count	4,851	3,561	3,596	3,565
Accidents	47	35	33	63
RIDDOR Reportable	2	-	2	-
Incident Rate	9.69	9.83	9.18	17.67
Schools (EMPLOYEES)	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Average Head Count	3,700	3,055	3,064	3,105
Accidents	14	38	14	30
RIDDOR Reportable	-	2	1	2
Incident Rate	3.78	12.44	4.57	9.66
Council (MOTP)	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Accidents	136	146	84	160
RIDDOR Reportable	-	4	-	-
Schools (MOTP)	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Accidents	60	116	56	82
RIDDOR Reportable	-	-	2	-
Total Accidents	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Council	183	181	117	223
Schools	74	154	70	112
Incidents	Q4 22/23	Q4 21/22	Q4 20/21	Q4 19/20
Council	105	87	164	111
Schools	19	2	14	9

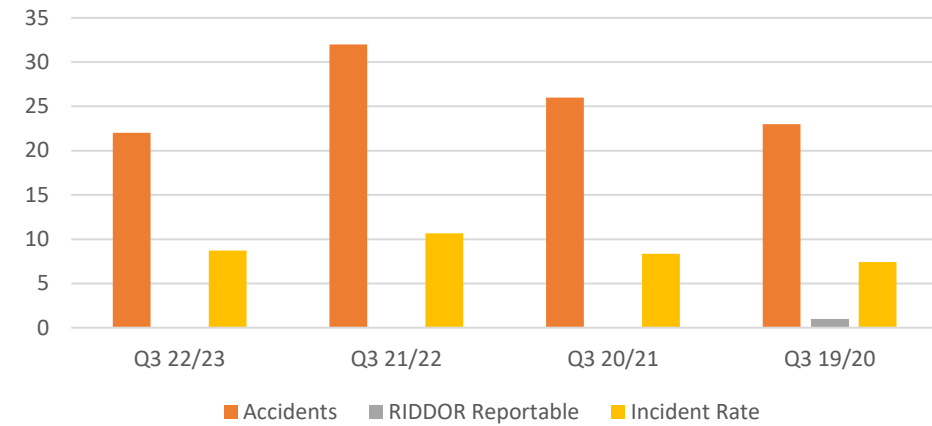
Accident and Incident Statistics Quarters 3 and 4 2022/23

Quarter 3 2022/23 and previous year comparisons

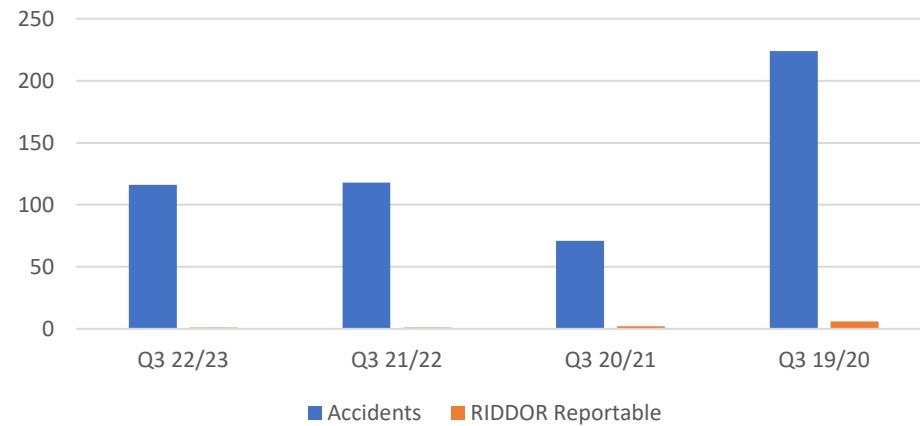
Council Employee Accidents
Q3 2022/23 and previous year comparisons



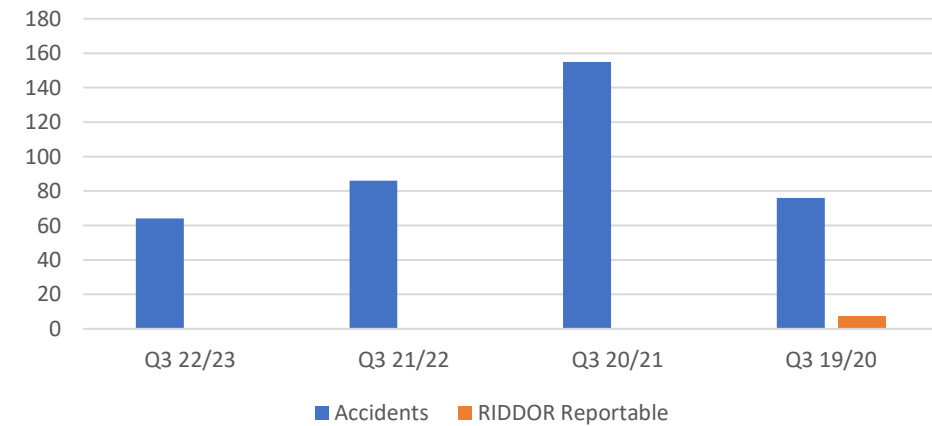
School Employee Accidents
Q3 2022/23 and previous year comparisons



Council - Members of the Public Accidents
Q3 2022/23 and previous year comparisons

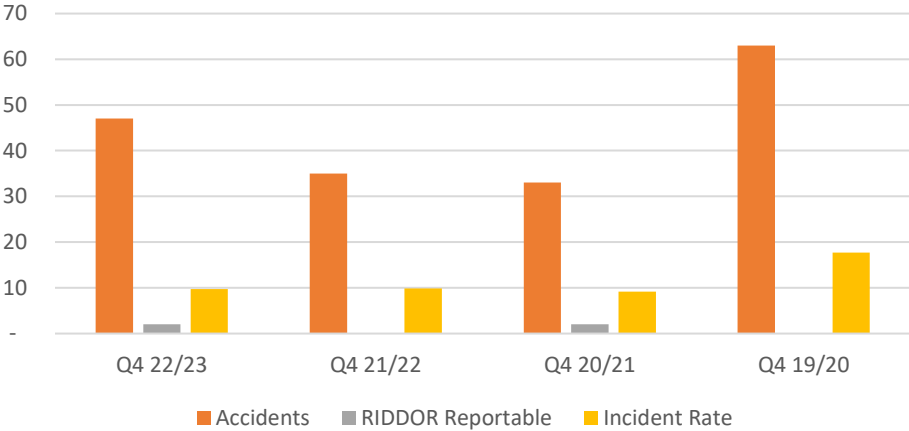


School - Members of the Public Accidents
Q3 2022/23 and previous year comparisons

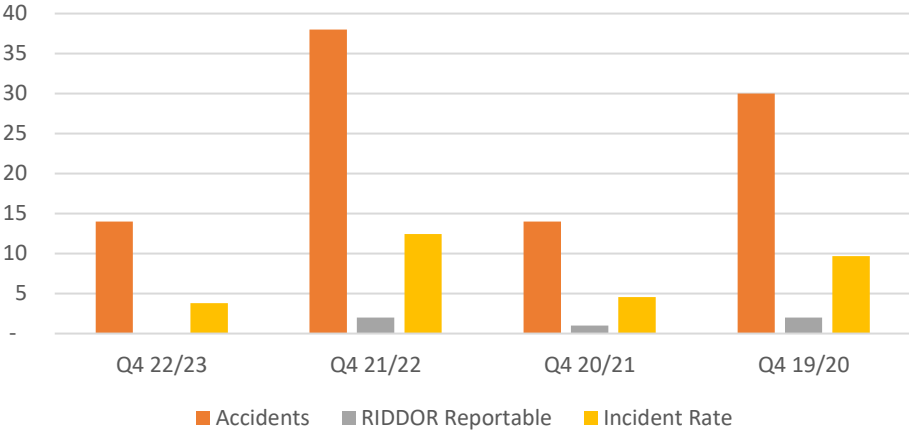


Quarter 4 2022/23 and previous year comparisons

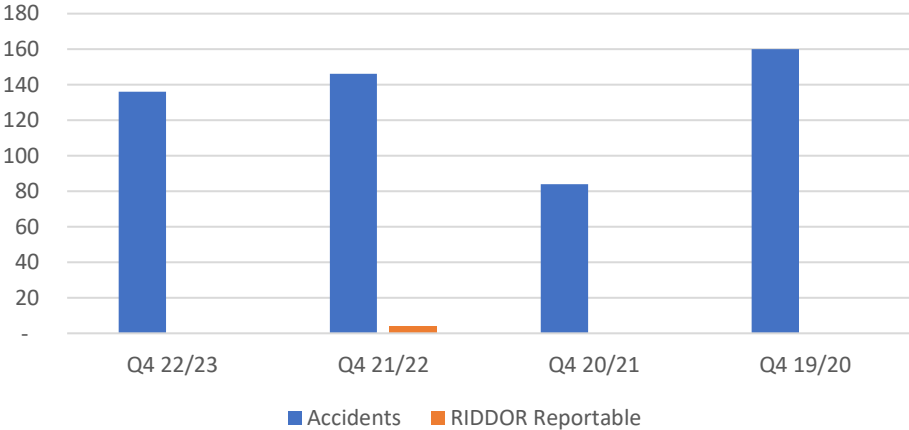
Council Employee Accidents
Q4 2022/23 and previous year comparisons



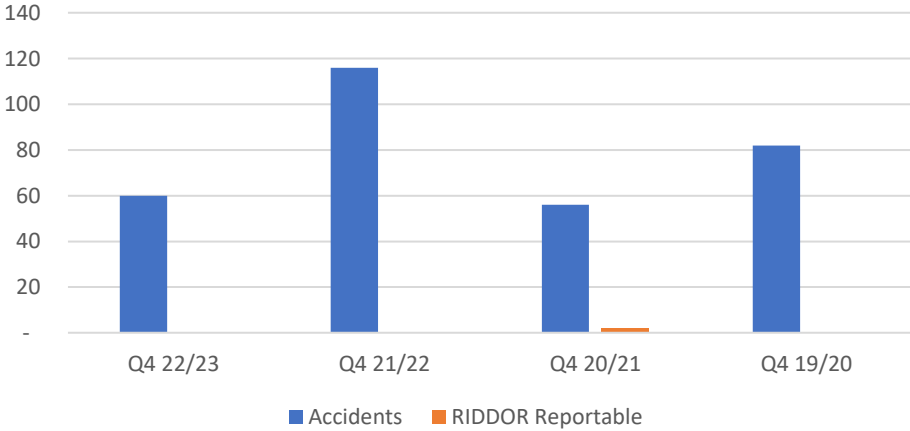
School Employee Accidents
Q4 2022/23 and previous year comparisons



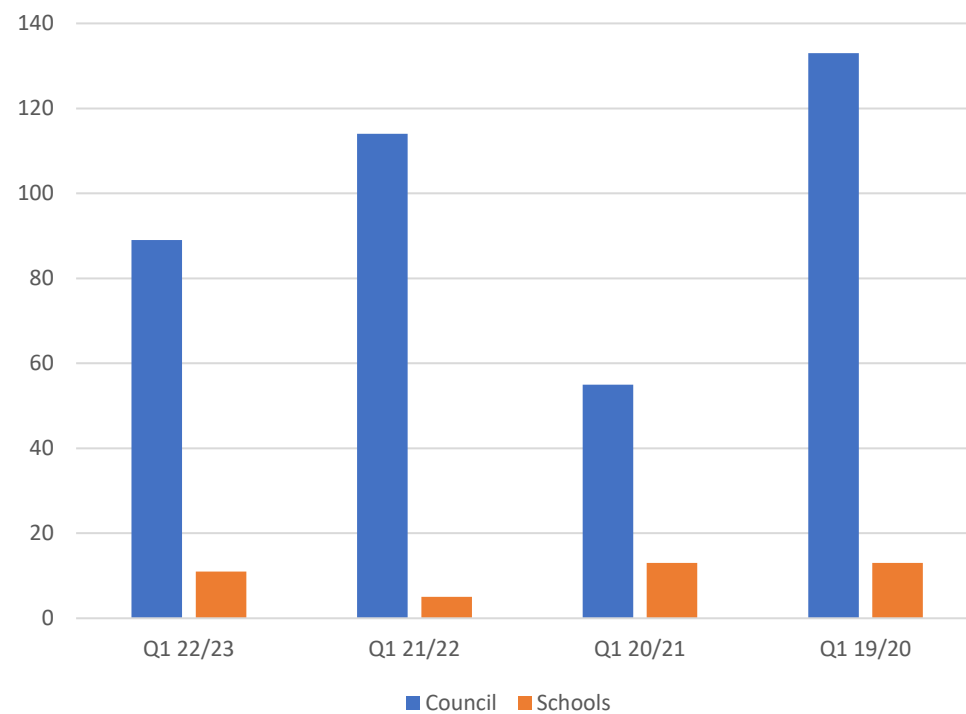
Council - Members of the Public Accidents
Q4 2022/23 and previous year comparisons



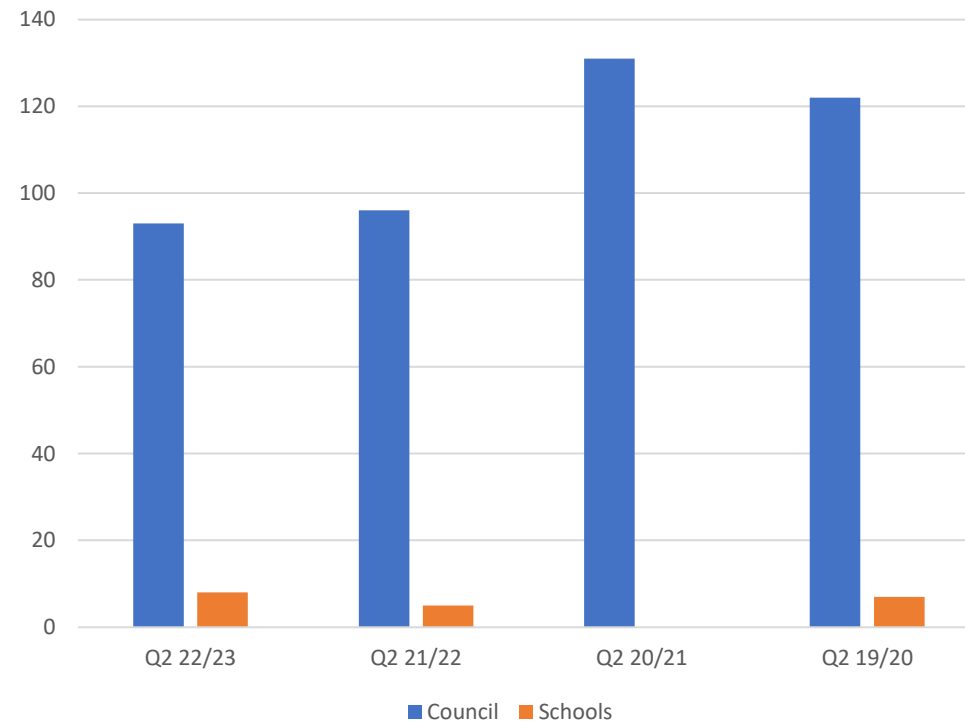
School - Members of the Public Accidents
Q4 2022/23 and previous year comparisons



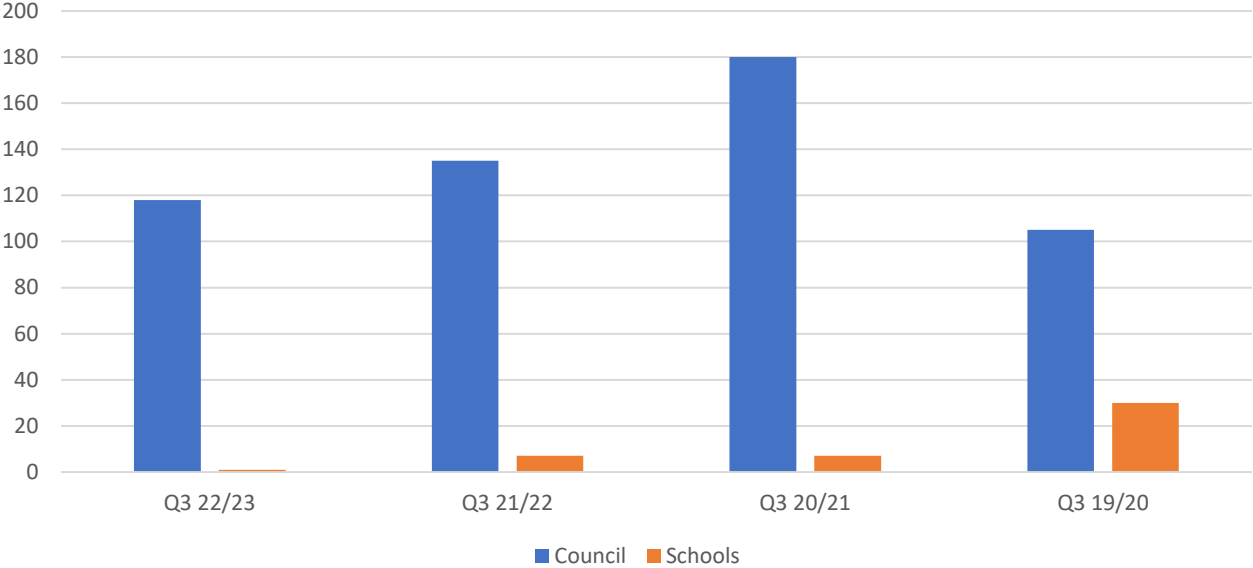
Incidents - Councils and Schools Q1 2022/23 and previous year comparisons



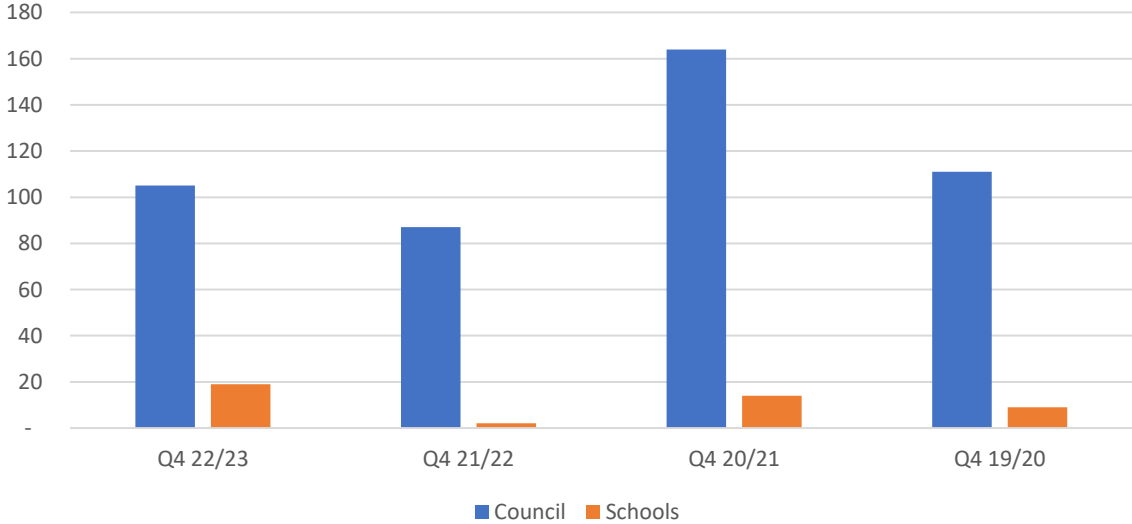
Incidents - Councils and Schools Q2 2022/23 and previous year comparisons



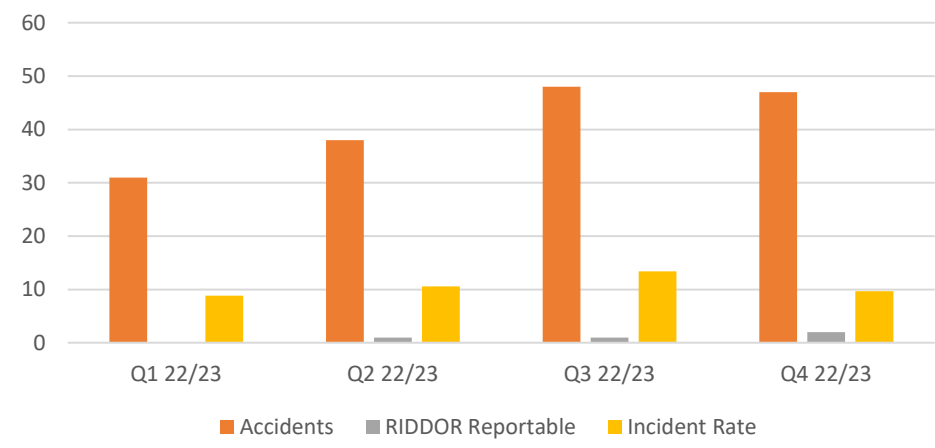
Incidents - Councils and Schools Q3 and previous year comparisons



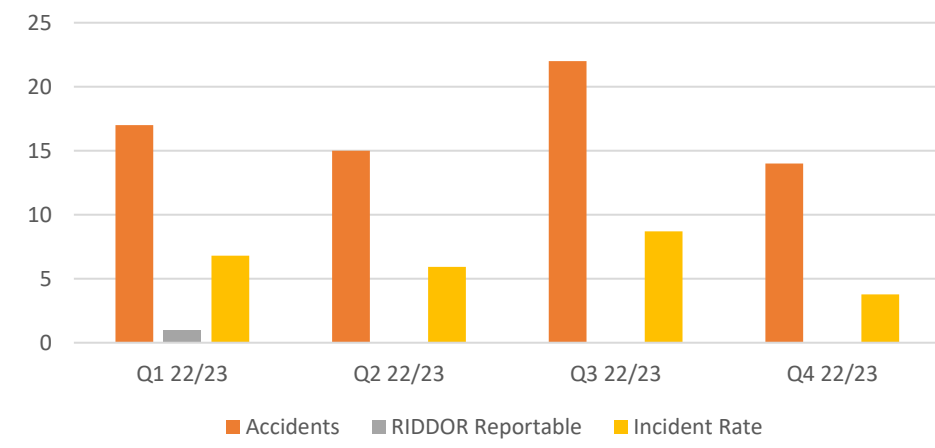
Incidents - Councils and Schools Q4 and previous year comparisons



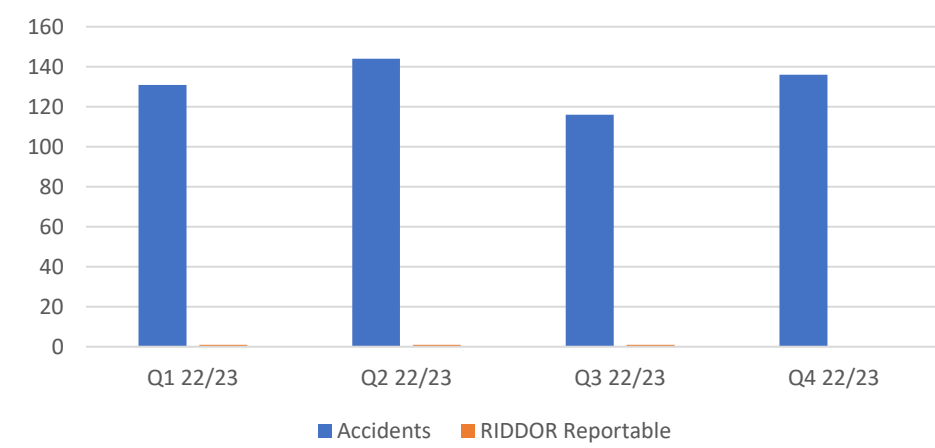
Council Employee Accidents
2022/23



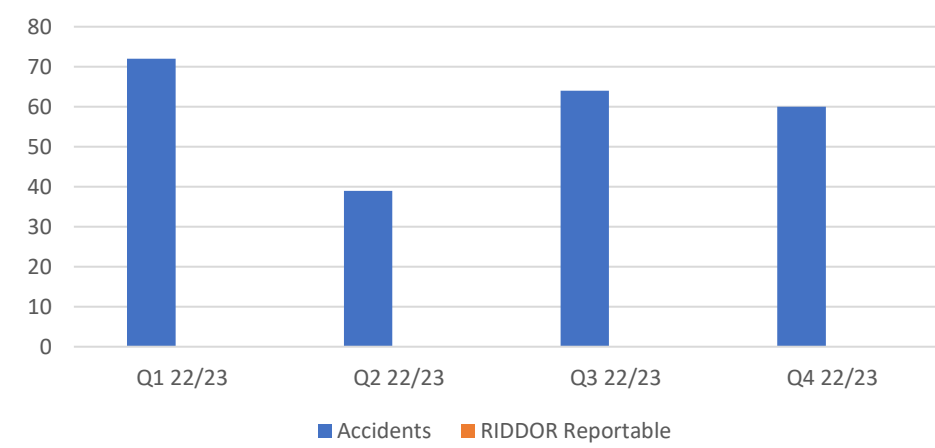
School Employee Accidents
2022/23



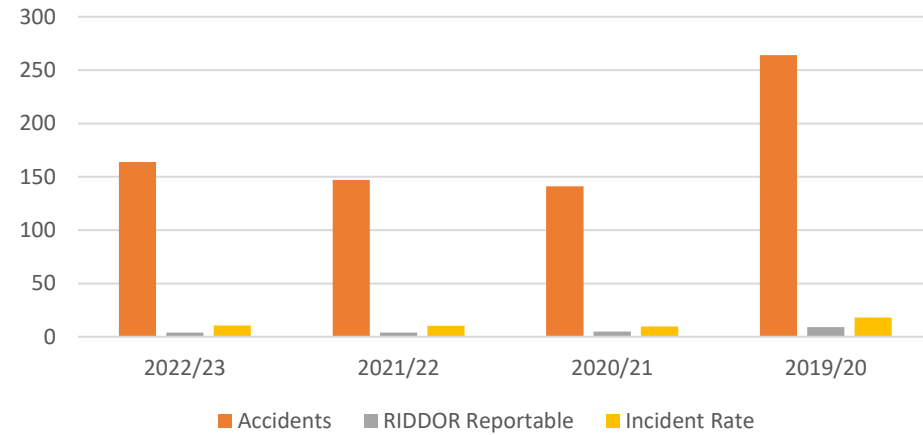
Council - Members of the Public Accidents
2022/23



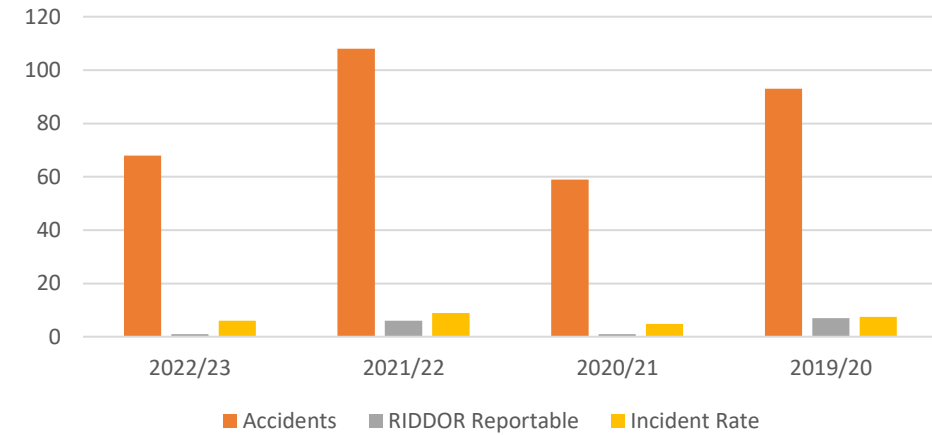
School - Members of the Public Accidents
2022/23



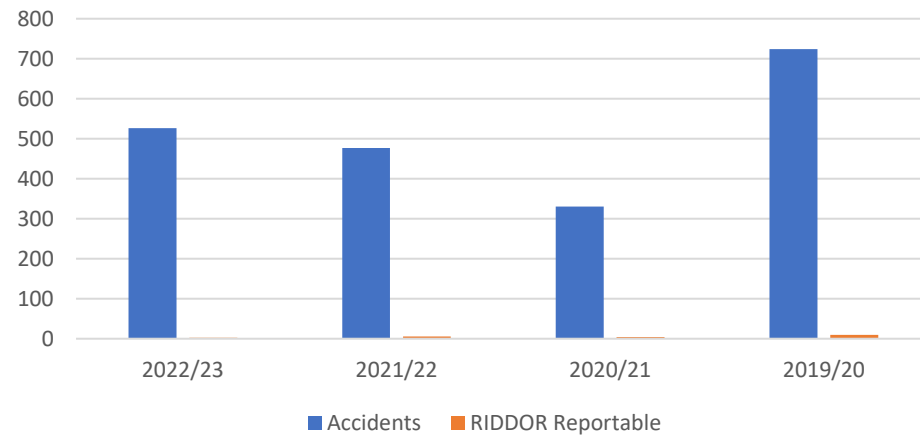
Council Employee Accidents
2022/23 and previous year comparisons



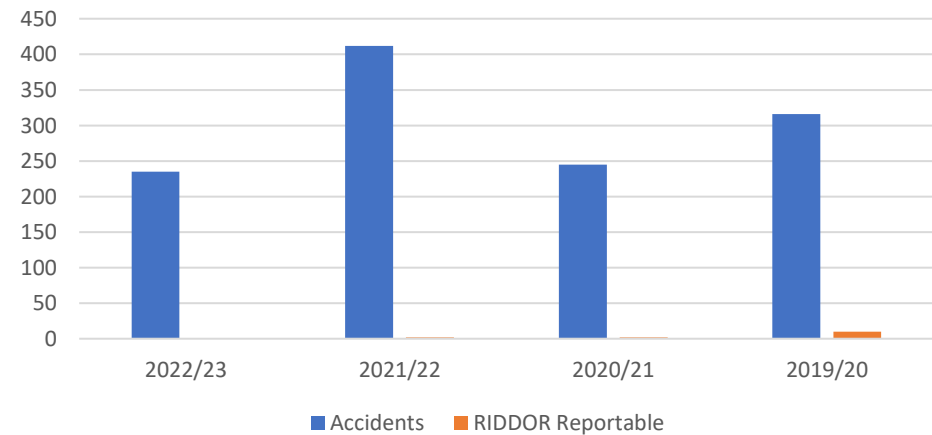
School Employee Accidents
2022/23 and previous year comparisons



Council - Members of the Public Accidents
2022/23 and previous year comparisons



School - Members of the Public Accidents
2022/23 and previous year comparisons



School Visits – 2022/23

Type of School	Q1	Q2	Q3	Q4	Total 22/23
Primary Maintained	18	3	12	12	45
Primary Academy	15	2	11	11	39
Secondary Maintained	1	0	1	1	3
Secondary Academy	2	0	3	3	8
Special	0	0	1	1	2
Special Academy	5	0	1	1	7

Training Provision –2022/23 Year to date

Quarter 3			
Course	Number of Courses held	Council Staff Attendees	School Staff Attendees
First Aid at Work (blended-learning) (3 days)	2	9	2
First Aid at Work Re-qualification (2 days)	1	2	3
First Aid at Work Re-qualification (2 days) 1-2-1 training	1	1	0
Paediatric First Aid (blended-learning) (2 days)	3	0	28
Emergency First Aid at Work (1 day)	3	6	15
IOSH Managing Safely (3 days) (On-line)	1	1	7
Total	11	19	55
Quarter 4			
Course	Number of Courses held	Council Staff Attendees	School Staff Attendees
First Aid at Work (blended-learning) (3 days)	2	5	7
First Aid at Work Re-qualification (2 days)	2	7	4
Emergency First Aid at Work (1 day)	6	37	14
COSHH Informal Briefings (3 hours)	5	n/a	29
Total	15	49	54

This page is intentionally left blank

OPEN

Corporate Policy Committee

26 July 2023

Annual Complaints Report 2022/23

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

Report Reference No: CP/50/23/24

Ward(s) Affected: All

Purpose of Report

1. This report provides a summary and analysis of complaints and compliments received by the Council during the period 1st April 2022 to 31st March 2023.
2. The report highlights any areas of concern and examples of good practice. It provides assurance that matters raised as complaints by customers are being addressed; that action has been taken to rectify issues and that information arising from complaints has informed service improvements. Responsibility for service provision rests with the relevant service committee and members may wish to seek additional assurances from those service committees.
3. The report supports the strategic aims and objectives in the Council's Corporate Plan 2021-25 to become an open and enabling Council and specifically supports the objectives of the Council's Customer Experience Strategy.

Executive Summary

4. The Council provides the facility for customers to report compliments and complaints in relation to Council services in an accessible and consistent way. Improvements have been made to the processes for these customer engagements following the approval of the Customer

Experience Strategy by the Corporate Policy Committee. As part of this approval the Committee continues to receive updated performance information on progress.

5. The Council provides in the region of 500 different services across a population of almost 400,000 residents. These range from place-based services, such as waste collection and highways management which are universal, to individual services such as social care and housing.
6. The Council received 2,637 complaints and 964 compliments in 2022/23 (see Appendix 8 for examples of compliments received). This is a decrease of 13% on the previous year for complaints and a decrease of 12% on the previous year for compliments. Of the 2,637 complaints received, 499 were rejected, withdrawn or not pursued; and the remaining 2,138 were processed as official complaints.
7. Customer feedback is very important in the future development of services and this report provides data and activities related to feedback in the period 1st April 2022 to 31st March 2023. The Customer Services Team has increased engagement with service leads throughout this period in line with the strategy. This has led to process changes, increased awareness and insight as well as additional training.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Note the annual Committee complaints and compliments data, and the briefing material in this report relating to the 2022/23 financial year.
2. Note the issues raised and improvements made in respect to the management of complaints across the Council contained within the briefing material in this report
3. Note the Council's compliance with the Corporate Complaints Policy, and with the recommendations of the Ombudsman.
4. Notes that this report is also provided to the Audit & Governance committee

Background

8. The Council has a Corporate Complaints Policy covering all complaints about Council services other than Children's Social Care complaints, which have a separate statutory complaints process.

9. The Policy provides for members of the public to contact the Council in several different ways. Most complaints are received either by email, via the Customer Contact Centre or are self-logged via the Council's website. Appendix 7 shows the combined volume of telephone and digital contact with the Council for each directorate, as well as the specific contact count for customer feedback.
10. The Council has a two-stage complaints procedure. Most complaints are resolved at Stage 1 where a complaint is investigated and responded to by a manager from the service being complained about. The customer will generally receive a written response within 10 working days, unless the matter has been resolved and the customer has been contacted directly by the service by telephone or email. It should be noted that the statutory complaints process for Children's Social Care has the option to go to Stage 3 if required.
11. If the customer remains unhappy following the Stage 1 response and outcome, they can request that the complaint is considered at Stage 2. At this Stage a review of the complaint is carried out by a manager who has not previously been involved with the complaint.
12. The Local Government Act 1974 established the Local Government and Social Care Ombudsman. It empowers the Ombudsman to investigate complaints against councils and adult social care providers and to provide advice and guidance on good administrative practice. Once a complainant has exhausted the Council's Complaints procedure, their next recourse, should they remain dissatisfied with the Council's response, is to contact the Ombudsman.
13. The Ombudsman will assess the merits of each case escalated to them and seek clarification from the Council as necessary before making the decision to investigate a complaint. Once the Ombudsman decides to investigate, they will try to ascertain if maladministration/Fault has occurred and whether there has been any resulting injustice to the complainant because of the maladministration/Fault.
14. In instances where maladministration/Fault with Injustice is found, the Ombudsman will usually make non-legally binding recommendations which they consider to be appropriate and reasonable. Although not legally binding, refusal to accept the Ombudsman's recommendation(s) will trigger a Public Report.
15. A Public Report is a detailed account of the complaint, outlining the failures by the Council in the investigation; this can have a significant damaging effect on the Council's reputation.

16. All complaints are a useful indicator of performance and provide the Council with an opportunity to review the quality of service provided and to make improvements. The Customer Relations Team within Customer Services reports the volume, outcome and time taken to resolve complaints to each Directorate on a quarterly basis. The volume of compliments, overall customer contact and, where appropriate, areas of concern and potential for service improvements are also reported.

Briefing:

Adults, Health and Integration Directorate

17. The Adults, Health and Integration directorate has seen an overall increase in the volume of complaints received between 2021/2022 and 2022/2023 from 160 to 170 (6%). Of the 170 complaints received, 144 were processed. The Social Care Business Support and Finance Team received the most complaints (24%), followed by the Adults Commissioning Team (11%).
18. 54% of complaints about the Social Care Business Support and Finance Team were relating to a disagreement with the charge received. Although the Social Care Business Support and Finance Team received the most complaints, they were able to respond to 73% of the complaints on time (whilst the average across all teams within the directorate is 55%).
19. Out of the 37 complaints processed for Social Care Business Support and Finance, 15 of these were upheld or partly upheld, which indicates that errors were made which resulted in the complaints being raised.
20. The Adults Commissioning Team received the second highest number of complaints (19), these complaints are relating to different causes and there is not a trend in the complaints received. 63% of the team's responses were made on time.
21. The Complaints Team have recommended increased attention to replying to complaints within the agreed timeframe to reduce the number of further dissatisfied complainants. This will continue to be monitored and reported as a performance indicator.

Children and Families Directorate

22. The Children's and Families directorate received a total of 388 complaints. This compares to 307 complaints received in 2021/2022, an increase of 26%. Of the 388 received, 325 were processed. The majority of complaints for Children's Social Care were relating to the Crewe CIN/CP Team, Macclesfield CIN/CP Team and the Cared for

Children Team. Complaints received were about the quality of the service delivered; or the failure to deliver a service; or issues relating to staff conduct. Out of the 85 complaints for these teams, 41 were upheld. During the 2022-2023 period Children's Social Care staff have continued to deal with increasing demand which impacts on caseloads which combined with staff turnover and absence has affected the ability to respond to complaints in a timely manner. The Complaints Team have been proactive in trying to help teams respond to complaints.

23. There is a noticeable increase in the number of complaints assigned to the SEND service starting in February of 2022 and remaining at a constant higher rate throughout the next year. During the 2022-2023 period SEND Keyworkers have been carrying caseloads of over 200 cases each which combined with staff turnover and absence has affected the ability to manage the amount of communication received and the ability to respond in a timely manner. This is backed up by the primary causes given for customers making complaints which are 'failure to do something' (29%); 'not to the quality or standard expected' (20%); 'delays in doing something' (18%); 'delay in communication' (8%) or 'no communication received (7%)'. Compounding this is the complex nature of SEND complaints and the rigidity of the legislation within SEND law, as well as staff lacking the time to carry out recommended actions for complaint resolution – which often results in complaint escalations.
24. Due to developments within case law, there are elements of the SEND Team's process which require amendment and it is recognised that there is a training need within the service to remain compliant.
25. There are a number of complaints across various services which relate to staff attitude. A customer experience e-learning package has been available for some time however attendance from the Children's Directorate is particularly low. The Complaints Team have recommended that all staff are encouraged to attend this.
26. The Customer Relations Team have also raised several areas for improvement in relation to SEND procedures and areas of training needed to prevent key themes of complaints repeating. These should be monitored to ensure they are delivered. Customer Experience training for managers has also been developed which will help managers to further improve services. The Customer Service Team are currently working with Children's Directorate to tailor this to their specific service.

Corporate Directorate

27. The Corporate Directorate received 319 complaints, compared to 375 complaints received in 2021/2022, a decrease of 15%. Of the 319 complaints received, 264 were processed. Council Tax Billing and Collections processed the most complaints, followed by Customer Services Centres (Macclesfield and Crewe).
28. The Council Tax Billing and Collection Team, saw an increase of 21% in complaints in 2022/2023 compared with the previous year (150 versus 181). Of the 181 complaints received, 160 were processed. In 2022/2023, 44% of their complaints were either upheld or partly upheld, which compares to 39% for 2021-2022. 'Quality or standard have not met the customer's expectations' is the most popular complaint type (20%), followed by 'failure to do something' (18%), and 'no communication received' (8%).
29. The Council Tax Billing and Collections Team's Stage 2 complaints are about the use of enforcement agencies, Direct Debit issues, court summons for council tax, incorrect information and advice given, and lack of communication. The Complaints Team have recommended that the department look at why these complaints have gone to Stage 2 and if, in hindsight, anything could have been done at Stage 1 to prevent this escalation.

Place Directorate – comprises Environment & Communities, Economy & Growth and Highways & Transport Committees

30. The Place Directorate received a total of 1,760 complaints during the year. This compares to 2,193 complaints recorded during the 2021/2022 year – a 20% decrease. Of the 1,760 complaints received, 1,405 were processed. Waste & Recycling received the most complaints (758 complaints received, 673 processed), followed by Highways (388 complaints received, 247 processed) and Development Management (202 complaints received, 183 processed). These services received significantly more complaints than any other service in the Place Directorate. In the case of Waste and Recycling and Highways, this could be attributed to the visible nature of the services provided - for example a bin collection being missed, a pothole in the road, or a streetlight not working.
31. In relation to Development Management, complaints have decreased compared to the previous year – 202 compared to 257 in 2021/2022 (-

21%). The main theme has been the delays and lack of communication in the processing of planning applications. Given that 58% of complaints were either fully or partly upheld, the Complaints Team have recommended that issues raised are addressed by the service. The service is currently in a new complaints process, with a view to improving responses to complainants and prevent complaints going to Stage 2.

32. Waste & Recycling saw an increase in complaints received compared to the previous year – 758 compared to 696 in 2021/2022 (+9%). The service received complaints primarily about frequent, multiple missed bin collections. There was a significant increase in complaints starting in January 2022 until September 2022 with a spike in July 2022 (154 complaints). After September 2022, there was a rapid decrease in complaints (to an average of 33 per month), the lowest in the two-year period. We are aware that the service had staffing issues during this period and had to reduce their service provision, causing an increase in missed collections and prompting more complaints.
33. Highways saw a 24% decrease in complaints received compared to the previous year – 509 in 2021/2022 and 388 in 2022/2023. From October 2022 onwards, complaints have consistently decreased with numbers dropping to an average of 25 per month compared to 39 per month in the six months prior (a 36% decrease). 34% of Highways complaints were around ‘failure to do something’ and 33% were around problems with the ‘quality of the service’. As a large proportion of Highways complaints were not upheld, the Complaints Team have recommended that Highways look at these complaints to identify the cause and any action that would prevent these being reported as complaints. For example, communicating and explaining timescales for reported works; explaining why work will or won’t be carried out.

Consultation and Engagement

34. Quarterly reports on complaints and compliments are provided to all Directorates highlighting areas of concern and of good practice specific to their Directorate; and enabling Management Teams to consider opportunities to drive improvements and to share best practice.

Reasons for Recommendations

- (a) To ensure that the Committee is provided with assurances of service departments use of complaints to deliver service improvements in line with the Customer Experience Strategy.

- (b) To ensure that the Committee is kept informed of the Ombudsman's findings and to provide assurance that the Council is complying with the Corporate Complaints Policy and any recommendations made by the Ombudsman.

Option	Impact	Risk
Do nothing	Poor customer experience would not be addressed, lessons would not be learned and service improvements would not be made	Likely increase in complaints to Local Government Ombudsman with the potential for financial penalties and poor reputational impact

Implications and Comments

Monitoring Officer/Legal

35. There are no legal implications flowing directly from the content of this reports.

Section 151 Officer/Finance

36. If Fault causing Injustice is found, the Council can be asked to pay compensation to a complainant, the level of which is determined on a case by-case basis. The cost of such compensation is paid for by the service at fault. In 11 cases where the Ombudsman found Fault with Injustice during 2022-23, the Council was required to make compensation payments totalling £5,550 – a decrease of 39% on the previous year. In 2021/2022, the Council was required to make compensation payments for 12 cases totalling £9,050.

Policy

37. Analysis of complaints enables services to identify and deliver improvements in service aligned with the Council's Customer Experience Strategy. If a high volume of complaints were received about a specific policy, a review of the relevant policy could be triggered and referred to the relevant service committee.

An open and enabling organisation	A council which empowers and cares about people)	A thriving and sustainable place
1. Listen, learn and respond to our residents, promoting opportunities for a two-way conversation		

Equality, Diversity and Inclusion

38. When responding to complaints, the Council must ensure that people are treated fairly and that we comply with the Equality Act 2010, making reasonable adjustments where necessary. This may include providing responses in large font, using coloured paper, or communicating by specific means such as email only.

Human Resources

39. Whilst the primary purpose of this report is to inform Members of the outcome of complaints and to seek to secure improvements in performance, resource implications arise from the high numbers of complaints. These relate to the increased demand upon officers in researching the background to complaints and responding appropriately. Where complaints relate to specific staff members, for example because of behaviour or attitude, these are escalated to the appropriate manager.

Risk Management

40. If recommendations made by the Ombudsman are not followed, this could trigger a public report, as detailed in paragraphs 11 and 12

Rural Communities

41. There are no direct implications for rural communities

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

42. Implications for Children and Young people are included in paragraph 19 and 20 of this report – particularly relating to lack SEND provision or social care support.

Public Health

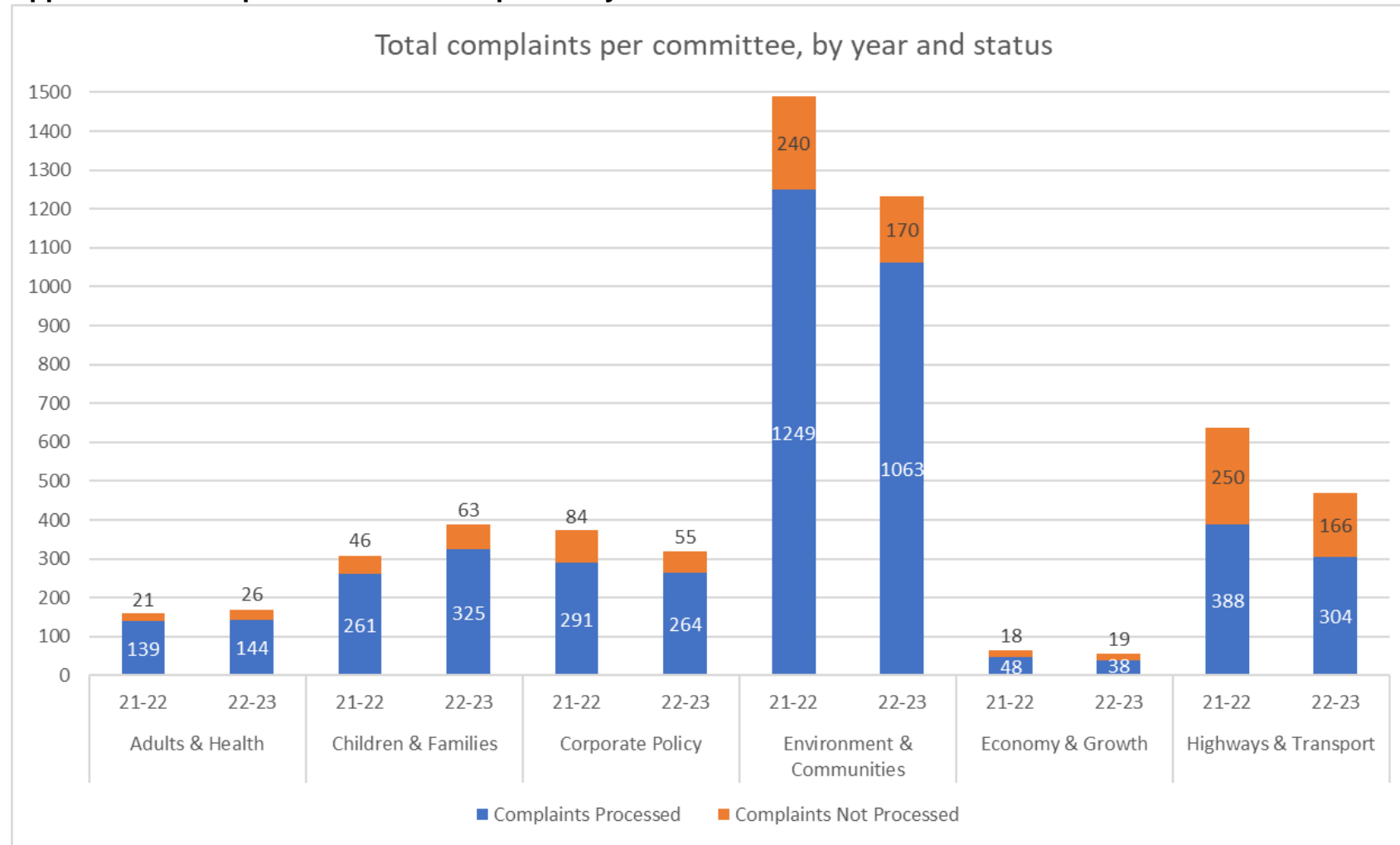
43. There are no direct implications for public health

Climate Change

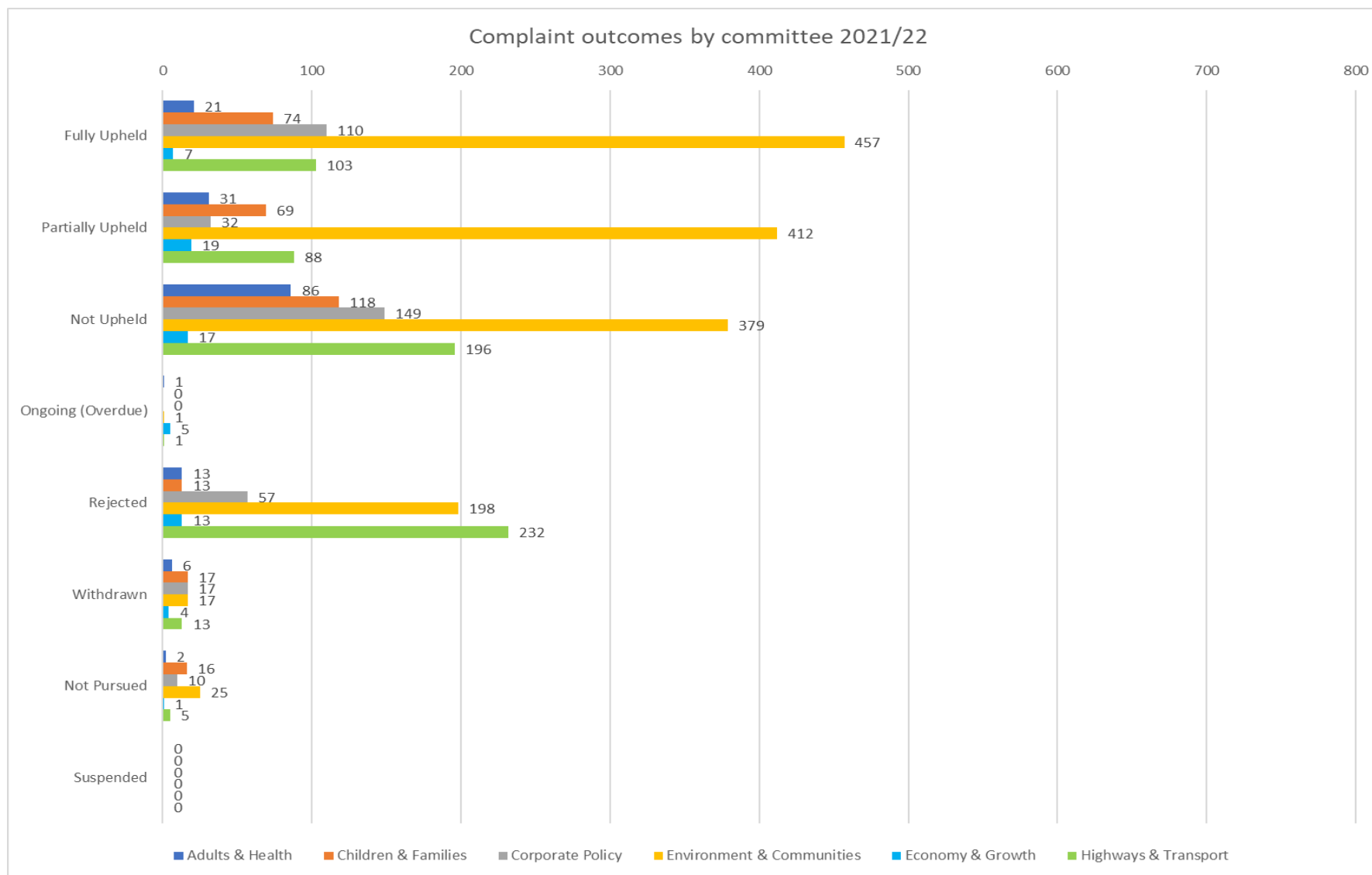
44. There are no direct implications for climate change

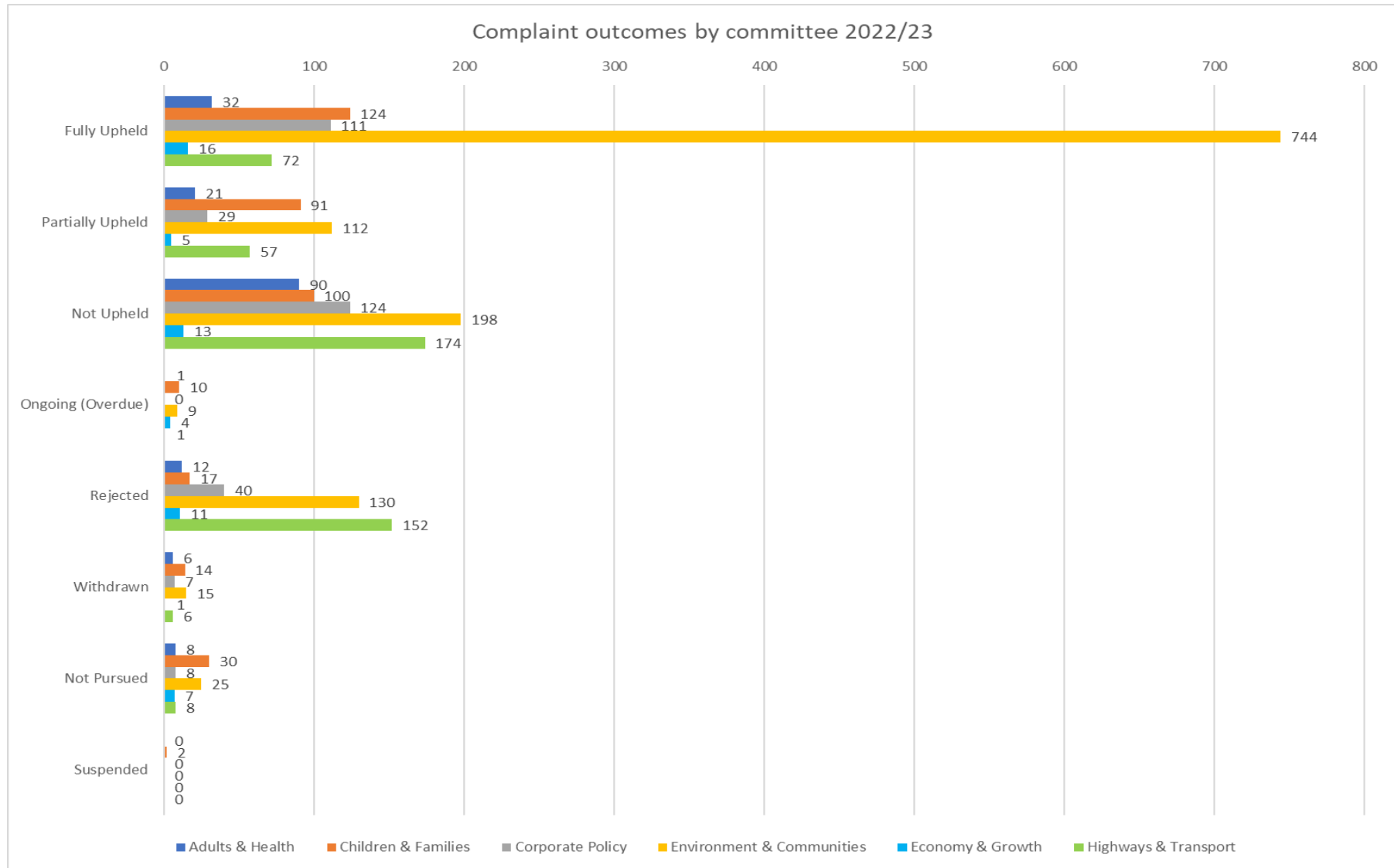
Access to Information	
Contact Officer:	Helen Gerrard Helen.gerrard@cheshireeast.gov.uk
Appendices:	<p>Appendix 1 – Comparison of total complaints by committee 21-22 & 22-23</p> <p>Appendix 2 – Comparison of complaint outcomes by committee 21-22 & 22-23</p> <p>Appendix 3 – Comparison of complaint outcome distribution by committee 21-22 & 22-23</p> <p>Appendix 4 – Processed complaint outcomes by committee, per complaint stage 22-23</p> <p>Appendix 5 – Complaint response timeframe performance by committee 22-23</p> <p>Appendix 6 – Compliments received by committee 22-23</p> <p>Appendix 7 – Contact volumes by committee 22-23</p> <p>Appendix 8 - Examples of compliments received, by Directorate</p> <p>Appendix 9 – Outcome of complaints to the LGSCO by committee 22-23</p> <p>Appendix 10 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 9) 22-23</p>
Background Papers:	Customer feedback, compliments and complaints (cheshireeast.gov.uk)

Appendix 1 – Comparison of total complaints by committee 21-22 & 22-23

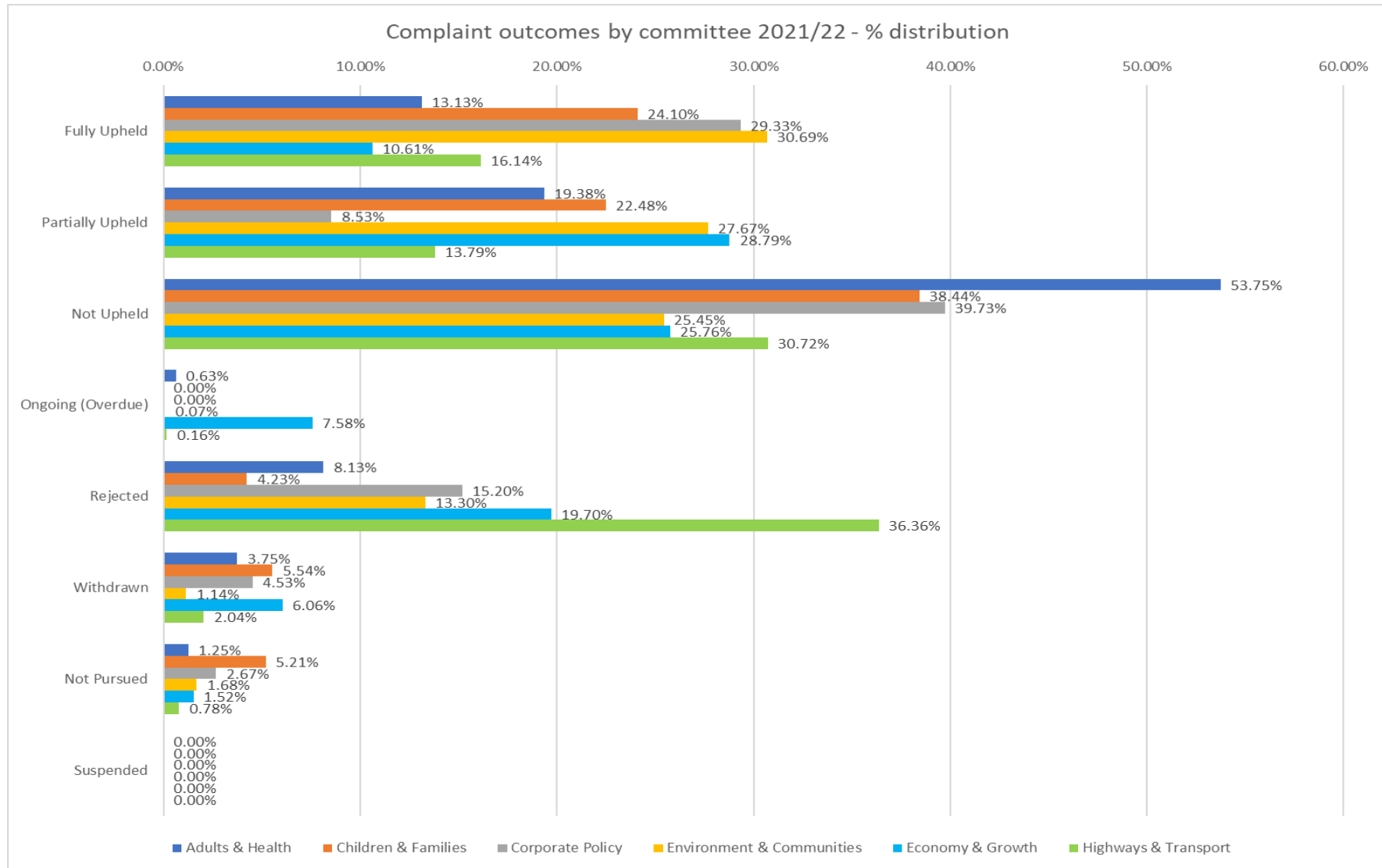


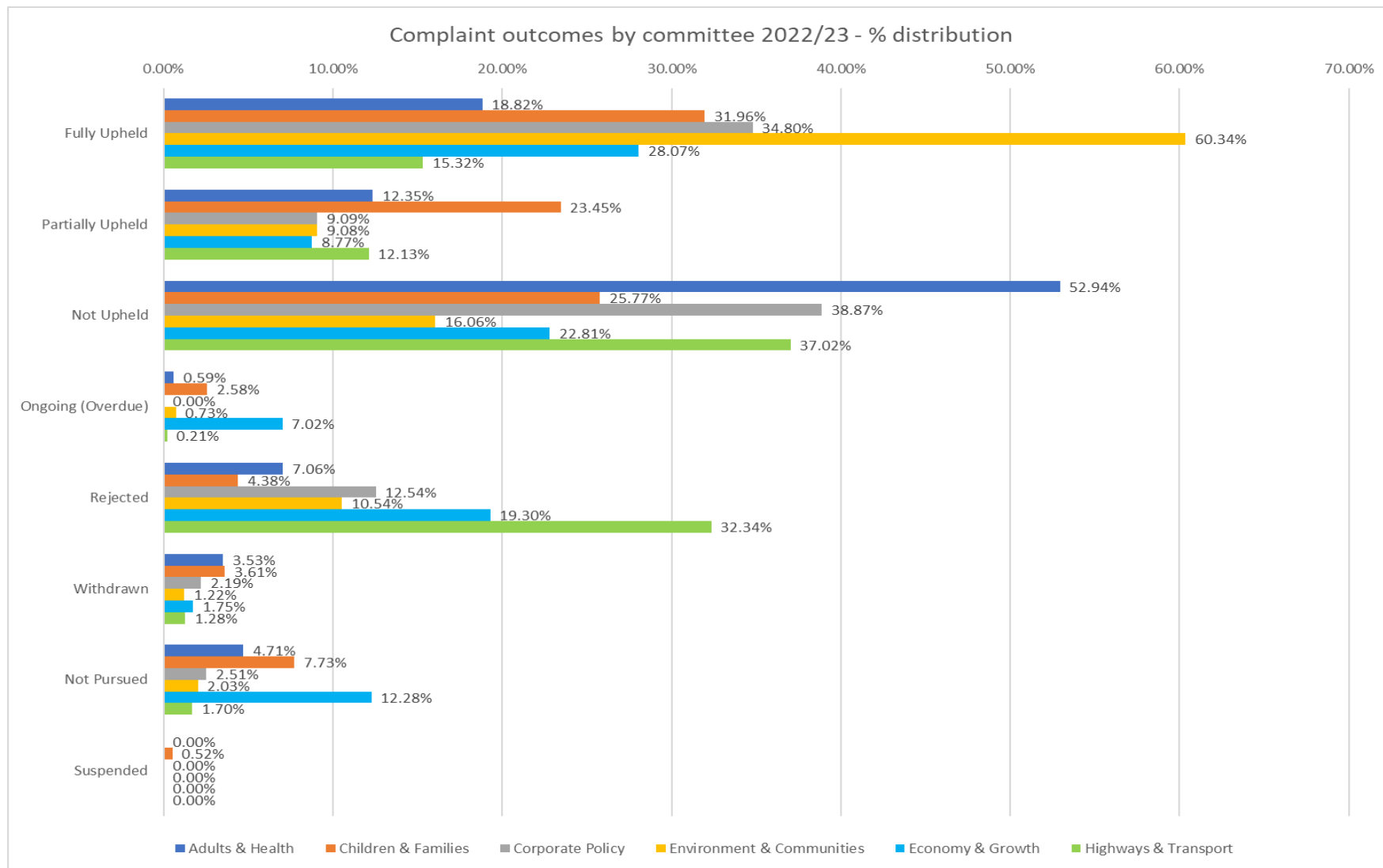
Appendix 2 – Comparison of complaint outcomes by committee 21-22 & 22-23





Appendix 3 – Comparison of complaint outcome distribution by committee 21-22 & 22-23





Appendix 4 – Processed complaint outcomes by committee, per complaint stage 22-23

Stage 1:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Adults & Health	30	18	79	1
Children & Families	116	80	92	3
Corporate Policy	107	27	118	0
Environment & Communities	728	95	169	7
Economy & Growth	16	5	9	4
Highways & Transport	64	53	158	0

Stage 2:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Adults & Health	2	3	11	0
Children & Families	8	11	6	7
Corporate Policy	4	2	6	0
Environment & Communities	16	17	29	2
Economy & Growth	0	0	4	0
Highways & Transport	8	4	16	1

Stage 3:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Children & Families	0	0	2	0

Appendix 5 – Complaint response timeframe performance by committee 22-23

Committee	Processed Complaints	Ongoing (Overdue)	On Time Response	Overdue Response	% On Time
Adults & Health	144	1	85	58	59%
Children & Families	325	10	80	235	25%
Corporate Policy	264	0	204	60	77%
Environment & Communities	1,063	9	759	295	71%
Economy & Growth	38	4	20	14	53%
Highways & Transport	304	1	216	87	71%

Appendix 6 – Compliments received by committee 22-23

Committee	Total Compliments
Adults & Health	434
Children & Families	209
Corporate Policy	143
Environment & Communities	134
Economy & Growth	15
Highways & Transport	29

Appendix 7 – Contact volumes by committee 22-23

Committee	Total contacts	Complaints and Compliments
Adults & Health	41,518	604
Children & Families	56,191	597
Corporate Policy	229,553	462
Environment & Communities	123,936	1,367
Economy & Growth	23,269	72
Highways & Transport	23,422	499
Total	497,889	3,601

Appendix 8 – Examples of compliments received, by Directorate

Adults Directorate

“I'd like to thank X (Social Care Assessor) for all the work he did on my Nanna's case recently. He has a very busy job but always answers his phone and listens. My sister and I had been having a very stressful couple of years trying to help my Nanna access the care she needed. We both live far away and it was hard to sort out. Once Will became our case worker, things much improved. He is an asset to the adult social care team. Thank you X.”

“Thank you very much to all those who agreed to help me. I would like to thank my carer X for all the tips, for supporting me in difficult moments and for understanding and patience. X is a woman with a big heart and with this heart she goes to her carers!!!”

“I have found the above department [Dementia Reablement, Care4CE] invaluable at this time in my mother's life. The support worker has been amazing and a mine of information which I didn't realise was available to us from filling in forms to appointment making, everything was delivered in a caring and professional way. This has enabled my mum to stay in her own home which is her and our wish. Thank you again, it's taken a lot of anxiety away from me as a carer.”

“Care4CE is an excellent service helping me in many ways including helping me regain my confidence in all the tasks I do. Extremely patient and I must congratulate two of your amazing staff X and X. they helped me come out of a dark hole, after losing my husband and having to rehome all my beloved animals, and I feel with their assistance I now feel free and able to continue a very happy and joyful life. They couldn't have been more supportive. I would highly recommend them to anyone needing services”.

Children and Families Directorate

"I canny stop saying thank you enough to 'K' for all she is doing and already done, I'm emotional all the time that I'm finally getting someone hearing my screams for help"

"During this exceptionally challenging case, which was so full of emotion, I feel that 'N' approached the case with compassion, but she was also firm in the reality of what the outcome was likely to be from the offset."

Safeguarding: "We wanted to acknowledge the support, professionalism and partnership working demonstrated by yourself and that nothing is too much trouble. We wanted to express our thanks and to let you and your managers know we appreciate all that you do to support us".

"I really wish you were an allocated social worker for some of my children at the moment. I loved how calm your meetings were and how much things had improved".

Corporate Directorate

"I would like to commend you guys for exceptional customer service and especially X for going the extra mile to making sure I was catered to. I was frustrated to begin with as I am a student and the last thing I want in my mail is a summons. X's approach was very empathetic and she was able to calm me down and address my concern with effect so thank you for being patient with me and keep up the good job."

"I phoned today to sort my council tax and X was super helpful and friendly and warm and helped me solve a problem had that been ongoing on for weeks."

"I was struggling with the online renewal of my son's Blue Badge. I rang the council and was put through to a lady called X in the Blue Badge department. She was AMAZING! She was super helpful, patient and I couldn't have asked for a better service. She took the time to help me with the form and answered all my queries."

"I just wanted to drop you a line to tell you how impressed I have been with the service I received. Your telephones were always answered in double quick time, and I was able to speak to a very knowledgeable person every single time to attend to any queries. You obviously have an excellent team working in this department which would be a credit to any local government office, so I am just expressing my appreciation."

Place Directorate

"I would like to compliment your team doing black bins in Ulviet Gate (WA16 6TT) this morning. They 'went the extra mile' to help me (an elderly gent) - the extra effort was done willingly and with a smile. It is a pleasure to recognise and thank a driver and a young man who are excellent ambassadors for the Council. A small service, but much appreciated"

"I would like to thank 'R' and the rest of the crew on the green waste bin round for Ploughmans Way, Tytherington for going above and beyond this morning for me. I have a 4 week old baby and had forgotten to put the bins out in time. 'R' was very helpful and understanding even collected my bin from the garden and returned it for me saving me extra stress and hassle. Thank you to 'R' and the rest of the team."

"I just wanted to say what a great job the Highways Team have done in resurfacing Beam Street, Nantwich. I know that people are quick to complain about potholes across the borough but don't often give compliments, so I just wanted to send one in for a job well done. Please pass my compliments to all the people involved. Thanks."

Appendix 9 - Outcome of complaints to the LGSCO by committee 22-23

Committee	Total number of final decisions	Outcomes of final decisions				Total Compensation Awarded
		Rejected	No Fault	Fault but no Injustice	Fault with Injustice	
Adults & Health	18	13	0	1	4	£1,300
Children & Families	18	12	0	1	5	£2,400
Corporate Policy	6	6	0	0	0	£0
Environment & Communities	7	4	2	1	0	£1,350
Economy & Growth	23	18	1	2	2	£500
Highways & Transport	19	19	0	0	0	£0

Appendix 10 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 9) 22-23

Adults and Health Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Adults Commissioning	<p>The Ombudsman's Final Decision – 7.11.2022</p> <p>Summary: Mrs X complained about the way a care provider, commissioned by the Council, ended its contract to provide care for her son. There was fault in the care providers actions, for which the Council is responsible. This caused Ms X considerable distress. The Council should apologise, make a symbolic payment to Mrs X to recognise the injustice caused and take appropriate action to prevent recurrence.</p>	<p>When a council commissions another organisation to provide services on its behalf it remains responsible for those services and for the actions of the organisation providing them. So, although I found fault with the actions of the care provider, I have made recommendations to the Council.</p> <p>Within one month of the date of the final decision, the Council will:</p> <ul style="list-style-type: none"> • apologise to Mrs X for the care provider's failure to follow its own process when allegations were made, and for failings in its complaints handling; • pay Mrs X, for the benefit of Y, £100 to acknowledge the anxiety caused by the sudden changes to his routine as a result of the change in his care package at short notice; and • pay Mrs X £400 to acknowledge the considerable distress caused to her by the failings identified. 	<p>Letter of apology issued 14.11.2022.</p> <p>A payment of £500 was made to Mrs X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
		<p>Within three months of the date of the final decision, the Council will:</p> <ul style="list-style-type: none"> • provide guidance to the care provider about the lessons learned from this complaint. This should include the need to be open about concerns and take reasonable steps to try to resolve them before ending a care contract, and to ensure it reminds staff about the need to follow its own processes, including its complaints process, in line with regulation 16. 	<p>The Adults Commissioning Team have provided feedback to the provider.</p>
Adults Safeguarding	<p>The Ombudsman's Final Decision: 20.12.2022</p> <p>Summary: Mr X complained about the quality of care provided by a Council commissioned care provider, Safe Hands Care and Support</p> <p>Service. Mr X also complained about Safe Hands Care and Support Service's handling of his complaint and accusations that he was racist. We found fault with the Council for failing to ensure the care provider completed a suitable investigation</p>	<p>Within one month of the Ombudsman's final decision the Council should:</p> <ul style="list-style-type: none"> • Apologise to Mr X for failing to ensure Safe Hands Care and Support Service provided a suitable complaint response in line with its policy. • Instruct Safe Hands Care and Support Service to complete a full investigation into Mr X's complaint, in line with its policy, and provide a suitable written response to Mr X's complaint. This written response should include a summary of the issues, details of the evidence relied on, a 	<p>Letter of apology issued 20.1.2023</p> <p>Completed.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
	into Mr X's complaint. The Council agreed to our recommendation to apologise to Mr X and ask the care provider to complete a suitable investigation in line with its policy.	presentation of Safe Hands' findings including an explanation and conclusion.	
Adults Commissioning	<p>The Ombudsman's Final Decision – 28.2.2023</p> <p>Summary: Mrs X complains the Council's care provider, Elm House Residential Care Home (Elm House), failed to look after her late mother, Mrs Y, properly. Elm House failed to take Mrs Y's temperature for five hours on the day she fell ill. It also failed to record what possessions she had with her when she went to hospital and failed to deal properly with Mrs X when she raised her concerns. The care provider has apologised for these failings. The Council now needs to pay financial redress for the distress they have caused.</p>	<p>When a council commissions another organisation to provide services on its behalf it remains responsible for those services and for the actions of the organisation providing them. So, although I found fault with the actions of Elm House, I have made recommendations to the Council.</p> <p>I recommended the Council within four weeks pays Mrs X £300 for the distress caused to her. The Council has agreed to do this and should provide us with evidence it has done so.</p> <p>Under the terms of our Memorandum of Understanding and information sharing protocol with the Care Quality Commission, I will send it a copy of my final decision statement.</p>	Payment made on 28.3.2023

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Social Care Business Support and Finance	<p>The Ombudsman's final decision – 3.4.2023</p> <p>Summary: Mrs L complained about the way the Council handled her mother, Mrs X's direct payments. Mrs L said the Council was misleading and confusing in its communication and demanded payment Mrs X did not owe. The Council failed to provide clear and transparent financial information, incorrectly calculated Mrs X's account three times and delayed in pursuing the debt for 20 months. The Council will write off Mrs X's outstanding charges and pay Mrs X and Mrs L £200 each to recognise the frustration and uncertainty this caused.</p>	<p>Within one month the Council agreed to:</p> <ul style="list-style-type: none"> • write to Mrs X and Mrs L and apologise for the confusion, frustration and uncertainty caused to them and pay them £200 each to recognise the same; and • cancel the outstanding invoice against Mrs X's account. <p>Within three months the Council agreed to remind relevant staff:</p> <ul style="list-style-type: none"> • where discrepancies arise in audits to ensure the reasons for this are clearly explained to the person; and • of the importance of providing clear and transparent information to ensure people understand their responsibilities when accessing direct payments both at the point of arranging them and following any audit. <p>The Council will provide us with evidence it has complied with the above actions.</p>	<p>Apology letters issued on 5.4.2023.</p> <p>Payments made on 28.4.2023</p> <p>Debt confirmed as written off 19.5.2023</p> <p>The minutes from a recent audit meeting have been shared with the team, and these discuss the corrective actions.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
South Learning Disability Team	<p>The Ombudsman's final decision – 14.4.2023</p> <p>Summary: Ms K complained the Council and its social worker failed its social care duties towards her daughter. We did not find enough evidence of fault in the processes the Council followed to reach its view. We cannot therefore criticise the merits of its decision. There was some fault in how it progressed and communicated a charity's grant. The Council agree to make payment to acknowledge the distress and uncertainty this caused Ms K.</p>	<p>To remedy the injustice the Council caused to Ms K, the Council should, within one month of the final decision:</p> <p>a) apologise in writing to Ms K and pay £100 to acknowledge the distress and uncertainty and time and trouble its failure to progress and follow up on the charity's grant and the confusion it caused her; and</p> <p>b) contact the Charity to agree how the approved grant payment can be used to purchase the epilepsy band for Miss X and inform Ms K if no agreement can be reached.</p>	<p>Apology letter issued 17.5.2023</p> <p>Payment made 17.5.2023</p> <p>Ms K to be informed that the Council is unable to support accessing the epilepsy band via the charity.</p>

Children and Families Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision – 28.11.2022</p> <p>Summary: Miss X complained that the Council failed to issue her daughter's Education, Health and Care plan within the statutory timeframe. She also complained that the Council failed to deal with her complaint in line with its policy. Miss X said this meant a delay in her daughter getting provision she needed. She also said it caused her unnecessary distress and frustration. We find the Council at fault for delays issuing the plan. This fault caused Miss X injustice. The Council has agreed to apologise and make a payment to reflect the injustice caused. We do not find the Council at fault for its complaint handling.</p>	<p>Within four weeks of this decision, the Council has agreed to apologise to Miss X for the uncertainty, undue significant stress, and frustration caused by failing to issue C's EHC plan within the timeframe set out in the Regulations. The Council has also agreed to apologise to Miss X because the delay issuing the EHC plan denied her right to appeal (which is injustice).</p> <p>Within four weeks of this decision, the Council has agreed to make a payment to Miss X of £100 to remedy the uncertainty, undue significant stress, and frustration caused.</p> <p>In arriving at this figure, I have considered the Ombudsman's published guidance on remedies. I have considered the length of time involved. I have also considered the Council's efforts to chase the educational psychology service and keep Miss X informed regularly about progress, delays, and managing her expectations, which I consider somewhat mitigated the injustice.</p> <p>I therefore consider a payment of £100 is an appropriate and proportionate remedy for the injustice caused.</p>	<p>Letter of apology issued 23.12.2022.</p> <p>A payment of £100 has been made to Miss X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Children's Social Care	<p>The Ombudsman's Final Decision: 14.12.2022</p> <p>Summary: Mr B complained about the actions of the Council in responding to his complaint about children's services. We found some fault including a failure to appoint an advocate to assist Mr B with his complaint, failing to implement agreed reasonable adjustments for him and a failure to provide a personal remedy to Mr B and C to recognise the impact of the fault on them as part of the complaints process. The Council has agreed to pay £550 to Mr B, including £250 for the benefit of his daughter C, and to improve its procedures for the future.</p>	<p>I recommended the Council within one month of the date of my final decision:</p> <ul style="list-style-type: none"> • pays Mr B £550 (£300 for his distress and time and trouble in pursuing a complaint to us and £250 for the benefit of C, for the distress caused by the danger statement and the failure to holistically explore her case). • explains what progress it has made with guidance for parents about the child protection process; and • explains what steps it has taken to ensure Mr B's reasonable adjustments are met in the future. <p>I also recommended that the Council, within three months:</p> <ul style="list-style-type: none"> • works with Mr B's advocate to consider what steps it could take to improve its response to disabled (particularly neurodivergent) parents interacting with both children's services and the complaints process; and • reviews its guidance for complaints staff in when and how to appoint advocates for complainants. 	<p>Payment made 30 Mar 2023.</p> <p>Letter dated 21 Feb 2023 issued to Mr B.</p> <p>The Corporate, Adults and Children's Complaints Policies are to be reviewed in 2023. The provision of advocates for complainants with communication difficulties will be</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
			included in this review.
SEND	<p>The Ombudsman's Final Decision: 14.12.2022</p> <p>Summary: Miss X complained her son remains on roll at a school he does not attend, and that the Council has failed to provide information about personal budgets. Miss X also complained the Council has delayed in securing the provision set out in her son's EHC plan. There is no evidence of fault in the way the Council has secured Y's educational provision. However, the Council's failure to provide the information Miss X requested and the delay in arranging a meeting to discuss a personal budget is fault. This fault has caused Miss X an injustice.</p>	<p>The Council has agreed to apologise to Miss X and pay her £100 in recognition of the frustration and distress she has experienced and the time and trouble she has been put to by the delay in providing information and in arranging a meeting to discuss a personal budget.</p> <p>The Council should take this action within one month of the final decision on this complaint and provide us with evidence it has complied with the above actions.</p>	<p>Letter of apology issued on 13.1.2023</p> <p>A payment of £100 has been made to Miss X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
School Admissions	<p>The Ombudsman's Final Decision – 8.2.2023</p> <p>Summary: We uphold Mrs X's complaint about the Council refusing her summer born child (Y) a delayed reception start. We find fault with its decision-making process and delay. The Council has agreed to reconvene a new Panel and ensure it is instructed to make the decision in line with the School Admissions Code and non-statutory Guidance and review its processes to improve decision communications. It will also apologise to Mrs X and pay her £150 for her avoidable frustration and inconvenience.</p>	<p>The Council has agreed within a month of my final decision to:</p> <ul style="list-style-type: none"> • Write to Mrs X and apologise for the faults identified in this statement. • Reconvene a new Panel with different members to consider Mrs X's request for an admission into reception class in September 2023 ensuring the Panel is instructed to decide only on which year group is in Y's best interests and giving full written reasons for its decision. • Review its internal processes to address communication delays and ensure panel outcome letters clearly set out evidence of decision-making with clear reasons in feedback to parents. • Pay Mrs X £150 for her avoidable frustration and time and trouble. 	<p>Apology letter issued 24.3.2023</p> <p>New panel held on 7.3.2023</p> <p>Letter sent to LGSCO 23.3.23:" For the future, we will consider having a template to ensure that each point is addressed and clearly linked to the guidance and reasons are clear."</p> <p>Payment made 8.3.2023</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision: 19.1.2023</p> <p>Summary: Mrs X complained about delays and poor communication after she asked the Council for an Education, Health and Care (EHC) Plan for her child Y. The Council was at fault for delay in issuing the EHC Plan, and for poor communication. The Council has agreed to apologise to Mrs X and pay her £300 to acknowledge the frustration caused. It has already recruited more staff to improve its communication. It has also agreed to review how it communicates the timescales involved to parents and carers to help manage expectations.</p>	<p>Within one month of the final decision the Council has agreed to apologise to Mrs X and pay her £300 to acknowledge the frustration caused by the delays and poor communication.</p> <p>Within two months of the final decision, the Council has agreed to review the letter it sends to parents and carers advising them it will carry out an EHC assessment to ensure the letter clearly sets out the expected timescales for the EHC process, to help manage parents' expectations around communication.</p> <p>The Council should provide us with evidence it has complied with the above actions.</p>	<p>Letter of apology issued 6.2.2023.</p> <p>Payment made on 10.2.2023</p> <p>Letter updated & copy received from SEND on 23.3.2023 and supplied to LGSCO.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision: 6.3.2023</p> <p>Summary: Mr X complained that the Council failed to provide his daughter, D, with an education during a period when she was unable to attend school. He said this caused an injustice as it affected D's wellbeing, and she missed out on an education. We find the Council at fault. We have made a recommendation of payment to acknowledge that fault and remedy the injustice caused.</p>	<p>Within a month of issuing our final decision, the Council should:</p> <p>a) Apologise to Mr and Mrs X and to D for the fault identified.</p> <p>b) Make a payment of £1200 to D.</p> <p>Within two months of issuing our final decision, the Council should have reviewed its policies and procedures for situations where it is informed a child is missing education. It should ensure that it has systems in place to take decisive action when it becomes aware a child is missing education. It should provide evidence of this review to the Ombudsman.</p>	<p>Apology letter issued 6.4.2023</p> <p>Payment made 4.4.2023</p> <p>This action has been completed. Evidence sent to the LGSCO on 15.5.2023.</p>

Environment and Communities Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning – Development Management	<p>The Ombudsman's final decision – 14.11.2022</p> <p>Summary: Mr B complains the Council did not notify him of a planning application or properly consider the impact. He also says the application should have been heard by a committee due to a possible conflict of interest. He says the extension is overbearing and overlooks part of his garden. We find fault in how the Council considered the application. However, this did not cause a significant injustice.</p>	No recommended actions.	N/A
Planning – Development Management	<p>The Ombudsman's final decision – 14.11.2022</p> <p>Summary: Mrs B complains the Council did not notify her of a planning application or properly consider the impact. She also says the application should have been heard by a committee due to a possible conflict of interest. She says the extension is overbearing and causes overshadowing to her garden. We find fault in how the Council considered the application. However, this did not cause a significant injustice.</p>	No recommended actions.	N/A

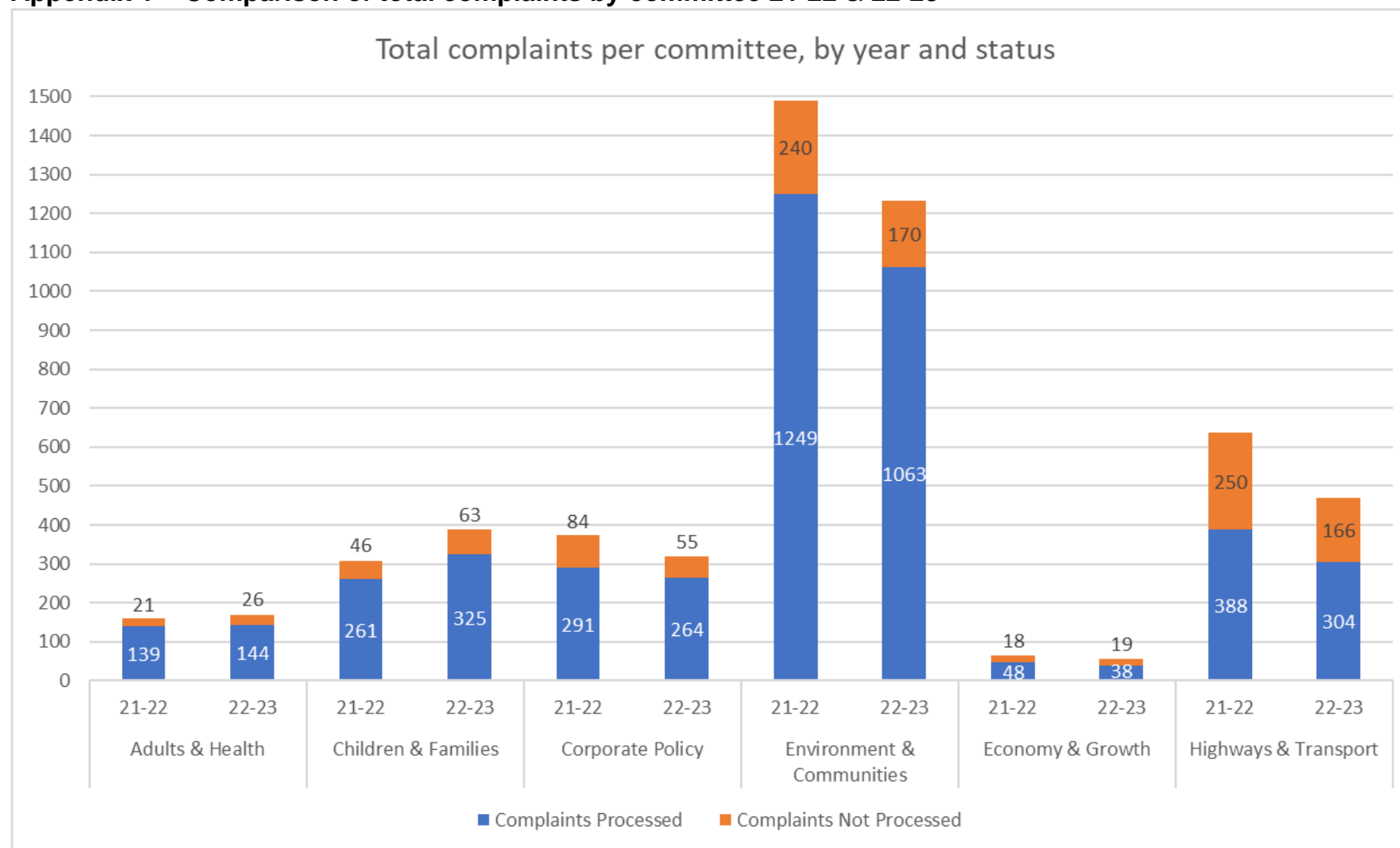
Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning – Development Management	<p>The Ombudsman's Final Decision – 22.11.2022</p> <p>Summary: Mr X complains about the Council's handling of the planning application process relating to his home and subsequent enforcement action. There was service failure which meant the correct information was not published on the Council's planning portal. The Council also took too long to respond to Mr X's concerns and complaints. The Council has agreed to apologise and make a payment to Mr X for the delay and uncertainty caused. It will also ensure its ongoing planning enforcement investigation is progressed in a timely way and will keep Mr X regularly updated on its progress.</p>	<p>Within one month of my final decision, the Council has agreed to:</p> <ul style="list-style-type: none"> • apologise to Mr X for the service failure that led to the non-publication of the revised HLMP on its planning portal and for the frustration caused by its delayed responses. • pay Mr X £300 for the uncertainty, time and trouble caused by the faults identified in this decision statement; and, • ensure timely progression of its planning enforcement investigation into the maintenance of the pond in front of Mr X's home and commit to providing Mr X with regular updates on its progress and details of its decision on conclusion. 	<p>Letter of apology was issued 16.12.2022.</p> <p>A payment of £300 was made to Mr X.</p> <p>An update on the planning enforcement investigation was provided in our letter of 16.12.2022.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning Enforcement	<p>The Ombudsman's Final Decision: 31.3.2023</p> <p>Summary: Mrs X complains about a lack of enforcement action by the Council after a developer removed an understory that provided privacy to her property. We have concluded our investigation having made a finding of fault by the Council. We found there were significant delays in the process which have impacted the time taken to find a resolution and restore privacy to Mrs X's property. The Council have accepted our recommendations.</p>	<p>As per our guidance on remedies, where a loss of amenity is temporary, we normally recommend a payment in the range of £75 to £350 a month, until a permanent solution is found and established.</p> <p>I consider there is a total of 14 months of avoidable delay, this considers the 10 months between August 2020 and June 2021, and the 10 months between January 2022 and November 2022. I have reduced the total number of months to account for the Council's targets, and some additional time for the application to have been submitted by the developer. I have also used the bottom range of the recommended payment to suggest an award of £1,050.</p> <p>To resolve matters, the Council have agreed to:</p> <p>a) Apologise to Mrs X for delays throughout the process and failing to negotiate a meaningful resolution with the developer in a timely manner.</p> <p>b) Pay Mrs X an amount of £1,050 for the inconvenience and distress caused by the delays in the process which has subjected her property to an ongoing lack of privacy.</p> <p>c) Inform the Ombudsman of the outcome of the developer's application and confirm whether the planting has taken place by the end of March, or what action it intends to take going forward.</p> <p>Final decision 6</p> <p>41. The Council have agreed to complete action a and b within one month of the Ombudsman's final decision, and action c within two months of the Ombudsman's decision.</p>	<p>Apology letter issued 27 April 2023</p> <p>Payment made on 17 May 2023</p> <p>Due 31 May 2023</p>

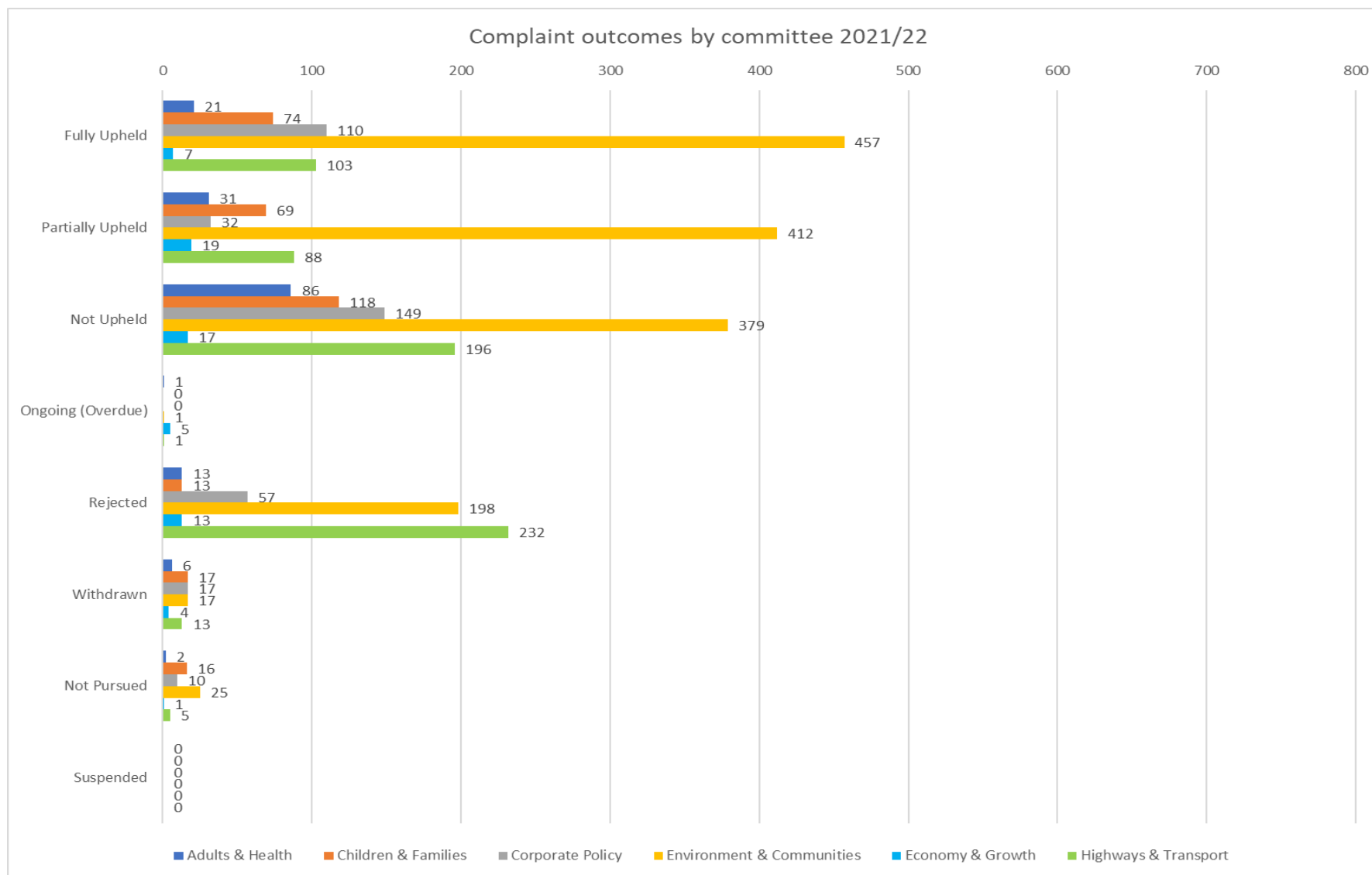
Economy and Growth Committee

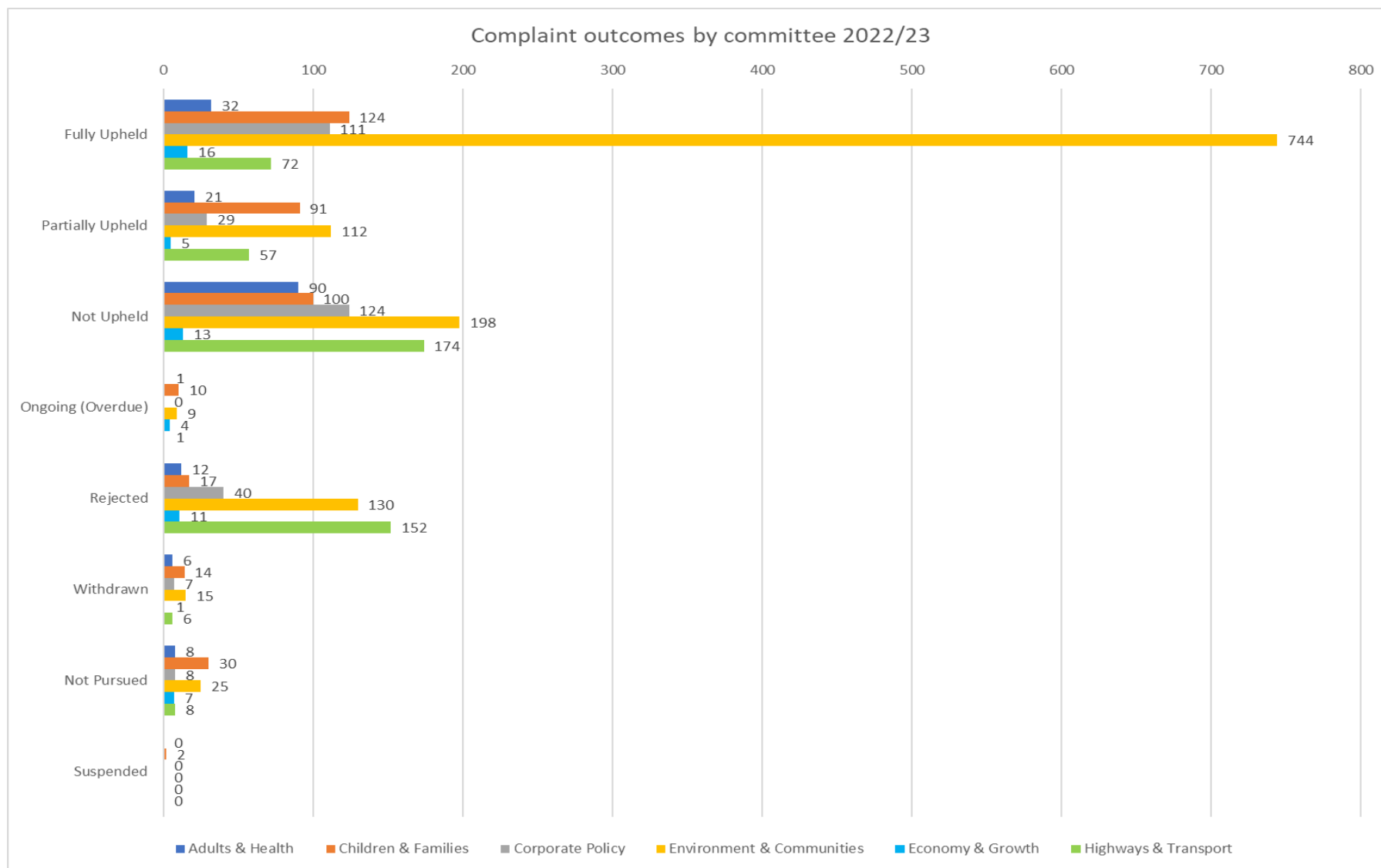
Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Strategic Housing	<p>The Ombudsman's Final Decision: 6.1.2023</p> <p>Summary: Ms C complains about the failure of the Council to carry out adaptations properly. The Council is at fault for failing to provide a schedule of works, delayed in starting work and an officer making an unannounced visit. The Council has made a concerted effort to find the cause of an ongoing bad odour, I cannot say on balance, its contractors caused the problem. To remedy the faults identified the Council has agreed to apologise to Ms C and her mother and pay £500 for their time, trouble, and avoidable distress.</p>	<p>I consider there was fault in the actions of the Council which caused Ms C and Mrs D avoidable time, trouble, and distress. The Council has agreed to take the following actions to remedy the complaint: -</p> <ul style="list-style-type: none"> a) apologise to Ms C and Mrs D for the faults identified in this statement. b) pay Ms C and Mrs D £250 each for their avoidable time, trouble, and distress. c) provide evidence the Council has completed the agreed actions. These include: - <ul style="list-style-type: none"> 1. there is now a handover of adaptation cases, so managers are aware of priority cases. 2. people receiving bathroom adaptations will receive a program of works detailing the date, nature of work and people who will attend the home. 3. the Council has introduced a process so officers can discuss issues which may occur from restricted access to the bathroom and if necessary, liaise with occupational therapy and social care staff to ensure the needs are met. 4. a reminder to staff in the Housing Standards and Adaptations Team to prearrange appointments when wanting to visit homes. <p>The Council should complete (a) to (b) within one month of the final decision and c(1) to c(4) within three months of the final decision.</p>	<p>Apology Letter issued 7.2.2023</p> <p>The Ombudsman has advised that Ms C has declined to accept the payment of £500 (£250 x 2).</p> <p>Actions completed 12 Jan 2023</p>

Appendix 1 – Comparison of total complaints by committee 21-22 & 22-23

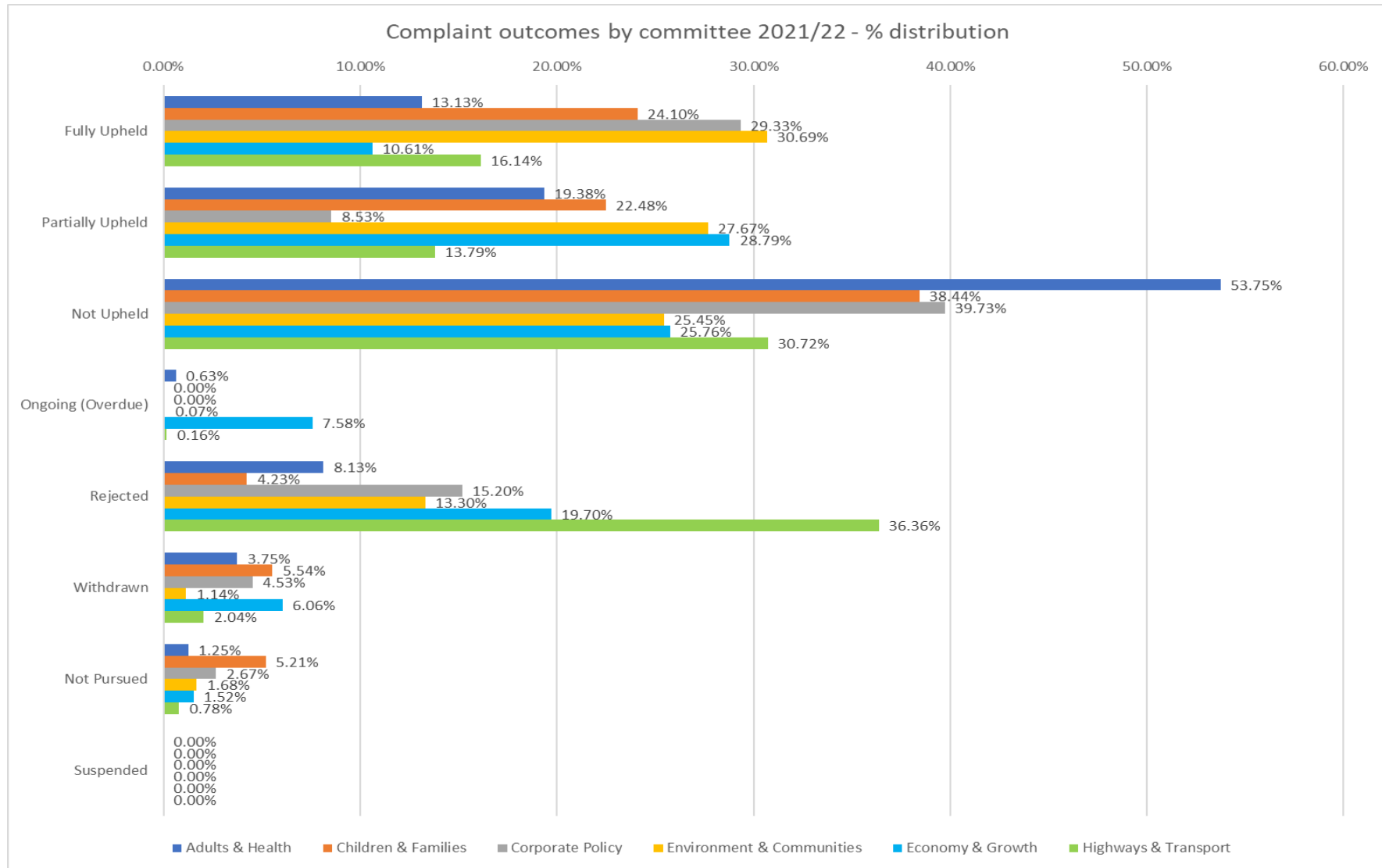


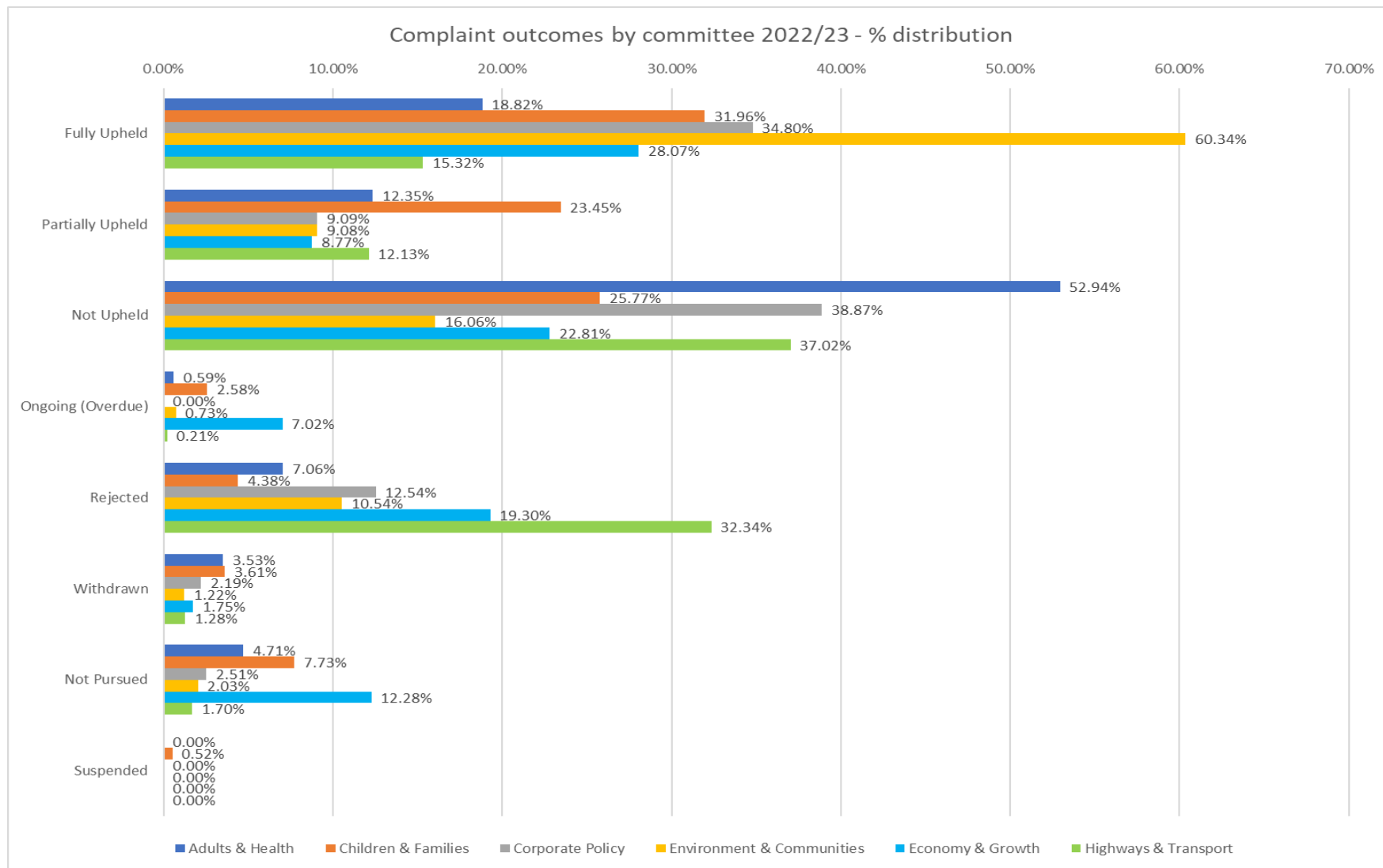
Appendix 2 – Comparison of complaint outcomes by committee 21-22 & 22-23





Appendix 3 – Comparison of complaint outcome distribution by committee 21-22 & 22-23





Appendix 4 – Processed complaint outcomes by committee, per complaint stage 22-23

Stage 1:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Adults & Health	30	18	79	1
Children & Families	116	80	92	3
Corporate Policy	107	27	118	0
Environment & Communities	728	95	169	7
Economy & Growth	16	5	9	4
Highways & Transport	64	53	158	0

Stage 2:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Adults & Health	2	3	11	0
Children & Families	8	11	6	7
Corporate Policy	4	2	6	0
Environment & Communities	16	17	29	2
Economy & Growth	0	0	4	0
Highways & Transport	8	4	16	1

Stage 3:

Committee	Fully Upheld	Partially Upheld	Not Upheld	Ongoing (Overdue)
Children & Families	0	0	2	0

Appendix 5 – Complaint response timeframe performance by committee 22-23

Committee	Processed Complaints	Ongoing (Overdue)	On Time Response	Overdue Response	% On Time
Adults & Health	144	1	85	58	59%
Children & Families	325	10	80	235	25%
Corporate Policy	264	0	204	60	77%
Environment & Communities	1,063	9	759	295	71%
Economy & Growth	38	4	20	14	53%
Highways & Transport	304	1	216	87	71%

Appendix 6 – Compliments received by committee 22-23

Committee	Total Compliments
Adults & Health	434
Children & Families	209
Corporate Policy	143
Environment & Communities	134
Economy & Growth	15
Highways & Transport	29

Appendix 7 – Contact volumes by committee 22-23

Committee	Total contacts	Complaints and Compliments
Adults & Health	41,518	604
Children & Families	56,191	597
Corporate Policy	229,553	462
Environment & Communities	123,936	1,367
Economy & Growth	23,269	72
Highways & Transport	23,422	499
Total	497,889	3,601

Appendix 8 – Examples of compliments received, by Directorate

Adults Directorate

“I'd like to thank X (Social Care Assessor) for all the work he did on my Nanna's case recently. He has a very busy job but always answers his phone and listens. My sister and I had been having a very stressful couple of years trying to help my Nanna access the care she needed. We both live far away and it was hard to sort out. Once Will became our case worker, things much improved. He is an asset to the adult social care team. Thank you X.”

“Thank you very much to all those who agreed to help me. I would like to thank my carer X for all the tips, for supporting me in difficult moments and for understanding and patience. X is a woman with a big heart and with this heart she goes to her carers!!!”

“I have found the above department [Dementia Reablement, Care4CE] invaluable at this time in my mother's life. The support worker has been amazing and a mine of information which I didn't realise was available to us from filling in forms to appointment making, everything was delivered in a caring and professional way. This has enabled my mum to stay in her own home which is her and our wish. Thank you again, it's taken a lot of anxiety away from me as a carer.”

“Care4CE is an excellent service helping me in many ways including helping me regain my confidence in all the tasks I do. Extremely patient and I must congratulate two of your amazing staff X and X. they helped me come out of a dark hole, after losing my husband and having to rehome all my beloved animals, and I feel with their assistance I now feel free and able to continue a very happy and joyful life. They couldn't have been more supportive. I would highly recommend them to anyone needing services”.

Children and Families Directorate

"I canny stop saying thank you enough to 'K' for all she is doing and already done, I'm emotional all the time that I'm finally getting someone hearing my screams for help"

"During this exceptionally challenging case, which was so full of emotion, I feel that 'N' approached the case with compassion, but she was also firm in the reality of what the outcome was likely to be from the offset."

Safeguarding: "We wanted to acknowledge the support, professionalism and partnership working demonstrated by yourself and that nothing is too much trouble. We wanted to express our thanks and to let you and your managers know we appreciate all that you do to support us".

"I really wish you were an allocated social worker for some of my children at the moment. I loved how calm your meetings were and how much things had improved".

Corporate Directorate

"I would like to commend you guys for exceptional customer service and especially X for going the extra mile to making sure I was catered to. I was frustrated to begin with as I am a student and the last thing I want in my mail is a summons. X's approach was very empathetic and she was able to calm me down and address my concern with effect so thank you for being patient with me and keep up the good job."

"I phoned today to sort my council tax and X was super helpful and friendly and warm and helped me solve a problem had that been ongoing on for weeks."

"I was struggling with the online renewal of my son's Blue Badge. I rang the council and was put through to a lady called X in the Blue Badge department. She was AMAZING! She was super helpful, patient and I couldn't have asked for a better service. She took the time to help me with the form and answered all my queries."

"I just wanted to drop you a line to tell you how impressed I have been with the service I received. Your telephones were always answered in double quick time, and I was able to speak to a very knowledgeable person every single time to attend to any queries. You obviously have an excellent team working in this department which would be a credit to any local government office, so I am just expressing my appreciation."

Place Directorate

"I would like to compliment your team doing black bins in Ulviet Gate (WA16 6TT) this morning. They 'went the extra mile' to help me (an elderly gent) - the extra effort was done willingly and with a smile. It is a pleasure to recognise and thank a driver and a young man who are excellent ambassadors for the Council. A small service, but much appreciated"

"I would like to thank 'R' and the rest of the crew on the green waste bin round for Ploughmans Way, Tytherington for going above and beyond this morning for me. I have a 4 week old baby and had forgotten to put the bins out in time. 'R' was very helpful and understanding even collected my bin from the garden and returned it for me saving me extra stress and hassle. Thank you to 'R' and the rest of the team."

"I just wanted to say what a great job the Highways Team have done in resurfacing Beam Street, Nantwich. I know that people are quick to complain about potholes across the borough but don't often give compliments, so I just wanted to send one in for a job well done. Please pass my compliments to all the people involved. Thanks."

Appendix 9 - Outcome of complaints to the LGSCO by committee 22-23

Committee	Total number of final decisions	Outcomes of final decisions				Total Compensation Awarded
		Rejected	No Fault	Fault but no Injustice	Fault with Injustice	
Adults & Health	18	13	0	1	4	£1,300
Children & Families	18	12	0	1	5	£2,400
Corporate Policy	6	6	0	0	0	£0
Environment & Communities	7	4	2	1	0	£1,350
Economy & Growth	23	18	1	2	2	£500
Highways & Transport	19	19	0	0	0	£0

Appendix 10 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 9) 22-23

Adults and Health Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Adults Commissioning	<p>The Ombudsman's Final Decision – 7.11.2022</p> <p>Summary: Mrs X complained about the way a care provider, commissioned by the Council, ended its contract to provide care for her son. There was fault in the care providers actions, for which the Council is responsible. This caused Ms X considerable distress. The Council should apologise, make a symbolic payment to Mrs X to recognise the injustice caused and take appropriate action to prevent recurrence.</p>	<p>When a council commissions another organisation to provide services on its behalf it remains responsible for those services and for the actions of the organisation providing them. So, although I found fault with the actions of the care provider, I have made recommendations to the Council.</p> <p>Within one month of the date of the final decision, the Council will:</p> <ul style="list-style-type: none"> • apologise to Mrs X for the care provider's failure to follow its own process when allegations were made, and for failings in its complaints handling; • pay Mrs X, for the benefit of Y, £100 to acknowledge the anxiety caused by the sudden changes to his routine as a result of the change in his care package at short notice; and • pay Mrs X £400 to acknowledge the considerable distress caused to her by the failings identified. 	<p>Letter of apology issued 14.11.2022.</p> <p>A payment of £500 was made to Mrs X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
		<p>Within three months of the date of the final decision, the Council will:</p> <ul style="list-style-type: none"> • provide guidance to the care provider about the lessons learned from this complaint. This should include the need to be open about concerns and take reasonable steps to try to resolve them before ending a care contract, and to ensure it reminds staff about the need to follow its own processes, including its complaints process, in line with regulation 16. 	<p>The Adults Commissioning Team have provided feedback to the provider.</p>
Adults Safeguarding	<p>The Ombudsman's Final Decision: 20.12.2022</p> <p>Summary: Mr X complained about the quality of care provided by a Council commissioned care provider, Safe Hands Care and Support</p> <p>Service. Mr X also complained about Safe Hands Care and Support Service's handling of his complaint and accusations that he was racist. We found fault with the Council for failing to ensure the care provider completed a suitable investigation</p>	<p>Within one month of the Ombudsman's final decision the Council should:</p> <ul style="list-style-type: none"> • Apologise to Mr X for failing to ensure Safe Hands Care and Support Service provided a suitable complaint response in line with its policy. • Instruct Safe Hands Care and Support Service to complete a full investigation into Mr X's complaint, in line with its policy, and provide a suitable written response to Mr X's complaint. This written response should include a summary of the issues, details of the evidence relied on, a 	<p>Letter of apology issued 20.1.2023</p> <p>Completed.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
	into Mr X's complaint. The Council agreed to our recommendation to apologise to Mr X and ask the care provider to complete a suitable investigation in line with its policy.	presentation of Safe Hands' findings including an explanation and conclusion.	
Adults Commissioning	<p>The Ombudsman's Final Decision – 28.2.2023</p> <p>Summary: Mrs X complains the Council's care provider, Elm House Residential Care Home (Elm House), failed to look after her late mother, Mrs Y, properly. Elm House failed to take Mrs Y's temperature for five hours on the day she fell ill. It also failed to record what possessions she had with her when she went to hospital and failed to deal properly with Mrs X when she raised her concerns. The care provider has apologised for these failings. The Council now needs to pay financial redress for the distress they have caused.</p>	<p>When a council commissions another organisation to provide services on its behalf it remains responsible for those services and for the actions of the organisation providing them. So, although I found fault with the actions of Elm House, I have made recommendations to the Council.</p> <p>I recommended the Council within four weeks pays Mrs X £300 for the distress caused to her. The Council has agreed to do this and should provide us with evidence it has done so.</p> <p>Under the terms of our Memorandum of Understanding and information sharing protocol with the Care Quality Commission, I will send it a copy of my final decision statement.</p>	Payment made on 28.3.2023

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Social Care Business Support and Finance	<p>The Ombudsman's final decision – 3.4.2023</p> <p>Summary: Mrs L complained about the way the Council handled her mother, Mrs X's direct payments. Mrs L said the Council was misleading and confusing in its communication and demanded payment Mrs X did not owe. The Council failed to provide clear and transparent financial information, incorrectly calculated Mrs X's account three times and delayed in pursuing the debt for 20 months. The Council will write off Mrs X's outstanding charges and pay Mrs X and Mrs L £200 each to recognise the frustration and uncertainty this caused.</p>	<p>Within one month the Council agreed to:</p> <ul style="list-style-type: none"> • write to Mrs X and Mrs L and apologise for the confusion, frustration and uncertainty caused to them and pay them £200 each to recognise the same; and • cancel the outstanding invoice against Mrs X's account. <p>Within three months the Council agreed to remind relevant staff:</p> <ul style="list-style-type: none"> • where discrepancies arise in audits to ensure the reasons for this are clearly explained to the person; and • of the importance of providing clear and transparent information to ensure people understand their responsibilities when accessing direct payments both at the point of arranging them and following any audit. <p>The Council will provide us with evidence it has complied with the above actions.</p>	<p>Apology letters issued on 5.4.2023.</p> <p>Payments made on 28.4.2023</p> <p>Debt confirmed as written off 19.5.2023</p> <p>The minutes from a recent audit meeting have been shared with the team, and these discuss the corrective actions.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
South Learning Disability Team	<p>The Ombudsman's final decision – 14.4.2023</p> <p>Summary: Ms K complained the Council and its social worker failed its social care duties towards her daughter. We did not find enough evidence of fault in the processes the Council followed to reach its view. We cannot therefore criticise the merits of its decision. There was some fault in how it progressed and communicated a charity's grant. The Council agree to make payment to acknowledge the distress and uncertainty this caused Ms K.</p>	<p>To remedy the injustice the Council caused to Ms K, the Council should, within one month of the final decision:</p> <p>a) apologise in writing to Ms K and pay £100 to acknowledge the distress and uncertainty and time and trouble its failure to progress and follow up on the charity's grant and the confusion it caused her; and</p> <p>b) contact the Charity to agree how the approved grant payment can be used to purchase the epilepsy band for Miss X and inform Ms K if no agreement can be reached.</p>	<p>Apology letter issued 17.5.2023</p> <p>Payment made 17.5.2023</p> <p>Ms K to be informed that the Council is unable to support accessing the epilepsy band via the charity.</p>

Children and Families Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision – 28.11.2022</p> <p>Summary: Miss X complained that the Council failed to issue her daughter's Education, Health and Care plan within the statutory timeframe. She also complained that the Council failed to deal with her complaint in line with its policy. Miss X said this meant a delay in her daughter getting provision she needed. She also said it caused her unnecessary distress and frustration. We find the Council at fault for delays issuing the plan. This fault caused Miss X injustice. The Council has agreed to apologise and make a payment to reflect the injustice caused. We do not find the Council at fault for its complaint handling.</p>	<p>Within four weeks of this decision, the Council has agreed to apologise to Miss X for the uncertainty, undue significant stress, and frustration caused by failing to issue C's EHC plan within the timeframe set out in the Regulations. The Council has also agreed to apologise to Miss X because the delay issuing the EHC plan denied her right to appeal (which is injustice).</p> <p>Within four weeks of this decision, the Council has agreed to make a payment to Miss X of £100 to remedy the uncertainty, undue significant stress, and frustration caused.</p> <p>In arriving at this figure, I have considered the Ombudsman's published guidance on remedies. I have considered the length of time involved. I have also considered the Council's efforts to chase the educational psychology service and keep Miss X informed regularly about progress, delays, and managing her expectations, which I consider somewhat mitigated the injustice.</p> <p>I therefore consider a payment of £100 is an appropriate and proportionate remedy for the injustice caused.</p>	<p>Letter of apology issued 23.12.2022.</p> <p>A payment of £100 has been made to Miss X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Children's Social Care	<p>The Ombudsman's Final Decision: 14.12.2022</p> <p>Summary: Mr B complained about the actions of the Council in responding to his complaint about children's services. We found some fault including a failure to appoint an advocate to assist Mr B with his complaint, failing to implement agreed reasonable adjustments for him and a failure to provide a personal remedy to Mr B and C to recognise the impact of the fault on them as part of the complaints process. The Council has agreed to pay £550 to Mr B, including £250 for the benefit of his daughter C, and to improve its procedures for the future.</p>	<p>I recommended the Council within one month of the date of my final decision:</p> <ul style="list-style-type: none"> • pays Mr B £550 (£300 for his distress and time and trouble in pursuing a complaint to us and £250 for the benefit of C, for the distress caused by the danger statement and the failure to holistically explore her case). • explains what progress it has made with guidance for parents about the child protection process; and • explains what steps it has taken to ensure Mr B's reasonable adjustments are met in the future. <p>I also recommended that the Council, within three months:</p> <ul style="list-style-type: none"> • works with Mr B's advocate to consider what steps it could take to improve its response to disabled (particularly neurodivergent) parents interacting with both children's services and the complaints process; and • reviews its guidance for complaints staff in when and how to appoint advocates for complainants. 	<p>Payment made 30 Mar 2023.</p> <p>Letter dated 21 Feb 2023 issued to Mr B.</p> <p>The Corporate, Adults and Children's Complaints Policies are to be reviewed in 2023. The provision of advocates for complainants with communication difficulties will be included in this review.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision: 14.12.2022</p> <p>Summary: Miss X complained her son remains on roll at a school he does not attend, and that the Council has failed to provide information about personal budgets. Miss X also complained the Council has delayed in securing the provision set out in her son's EHC plan. There is no evidence of fault in the way the Council has secured Y's educational provision. However, the Council's failure to provide the information Miss X requested and the delay in arranging a meeting to discuss a personal budget is fault. This fault has caused Miss X an injustice.</p>	<p>The Council has agreed to apologise to Miss X and pay her £100 in recognition of the frustration and distress she has experienced and the time and trouble she has been put to by the delay in providing information and in arranging a meeting to discuss a personal budget.</p> <p>The Council should take this action within one month of the final decision on this complaint and provide us with evidence it has complied with the above actions.</p>	<p>Letter of apology issued on 13.1.2023</p> <p>A payment of £100 has been made to Miss X.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
School Admissions	<p>The Ombudsman's Final Decision – 8.2.2023</p> <p>Summary: We uphold Mrs X's complaint about the Council refusing her summer born child (Y) a delayed reception start. We find fault with its decision-making process and delay. The Council has agreed to reconvene a new Panel and ensure it is instructed to make the decision in line with the School Admissions Code and non-statutory Guidance and review its processes to improve decision communications. It will also apologise to Mrs X and pay her £150 for her avoidable frustration and inconvenience.</p>	<p>The Council has agreed within a month of my final decision to:</p> <ul style="list-style-type: none"> • Write to Mrs X and apologise for the faults identified in this statement. • Reconvene a new Panel with different members to consider Mrs X's request for an admission into reception class in September 2023 ensuring the Panel is instructed to decide only on which year group is in Y's best interests and giving full written reasons for its decision. • Review its internal processes to address communication delays and ensure panel outcome letters clearly set out evidence of decision-making with clear reasons in feedback to parents. • Pay Mrs X £150 for her avoidable frustration and time and trouble. 	<p>Apology letter issued 24.3.2023</p> <p>New panel held on 7.3.2023</p> <p>Letter sent to LGSCO 23.3.23:" For the future, we will consider having a template to ensure that each point is addressed and clearly linked to the guidance and reasons are clear."</p> <p>Payment made 8.3.2023</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision: 19.1.2023</p> <p>Summary: Mrs X complained about delays and poor communication after she asked the Council for an Education, Health and Care (EHC) Plan for her child Y. The Council was at fault for delay in issuing the EHC Plan, and for poor communication. The Council has agreed to apologise to Mrs X and pay her £300 to acknowledge the frustration caused. It has already recruited more staff to improve its communication. It has also agreed to review how it communicates the timescales involved to parents and carers to help manage expectations.</p>	<p>Within one month of the final decision the Council has agreed to apologise to Mrs X and pay her £300 to acknowledge the frustration caused by the delays and poor communication.</p> <p>Within two months of the final decision, the Council has agreed to review the letter it sends to parents and carers advising them it will carry out an EHC assessment to ensure the letter clearly sets out the expected timescales for the EHC process, to help manage parents' expectations around communication.</p> <p>The Council should provide us with evidence it has complied with the above actions.</p>	<p>Letter of apology issued 6.2.2023.</p> <p>Payment made on 10.2.2023</p> <p>Letter updated & copy received from SEND on 23.3.2023 and supplied to LGSCO.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
SEND	<p>The Ombudsman's Final Decision: 6.3.2023</p> <p>Summary: Mr X complained that the Council failed to provide his daughter, D, with an education during a period when she was unable to attend school. He said this caused an injustice as it affected D's wellbeing, and she missed out on an education. We find the Council at fault. We have made a recommendation of payment to acknowledge that fault and remedy the injustice caused.</p>	<p>Within a month of issuing our final decision, the Council should:</p> <p>a) Apologise to Mr and Mrs X and to D for the fault identified.</p> <p>b) Make a payment of £1200 to D.</p> <p>Within two months of issuing our final decision, the Council should have reviewed its policies and procedures for situations where it is informed a child is missing education. It should ensure that it has systems in place to take decisive action when it becomes aware a child is missing education. It should provide evidence of this review to the Ombudsman.</p>	<p>Apology letter issued 6.4.2023</p> <p>Payment made 4.4.2023</p> <p>This action has been completed. Evidence sent to the LGSCO on 15.5.2023.</p>

Environment and Communities Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning – Development Management	<p>The Ombudsman's final decision – 14.11.2022</p> <p>Summary: Mr B complains the Council did not notify him of a planning application or properly consider the impact. He also says the application should have been heard by a committee due to a possible conflict of interest. He says the extension is overbearing and overlooks part of his garden. We find fault in how the Council considered the application. However, this did not cause a significant injustice.</p>	No recommended actions.	N/A
Planning – Development Management	<p>The Ombudsman's final decision – 14.11.2022</p> <p>Summary: Mrs B complains the Council did not notify her of a planning application or properly consider the impact. She also says the application should have been heard by a committee due to a possible conflict of interest. She says the extension is overbearing and causes overshadowing to her garden. We find fault in how the Council considered the application. However, this did not cause a significant injustice.</p>	No recommended actions.	N/A

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning – Development Management	<p>The Ombudsman's Final Decision – 22.11.2022</p> <p>Summary: Mr X complains about the Council's handling of the planning application process relating to his home and subsequent enforcement action. There was service failure which meant the correct information was not published on the Council's planning portal. The Council also took too long to respond to Mr X's concerns and complaints. The Council has agreed to apologise and make a payment to Mr X for the delay and uncertainty caused. It will also ensure its ongoing planning enforcement investigation is progressed in a timely way and will keep Mr X regularly updated on its progress.</p>	<p>Within one month of my final decision, the Council has agreed to:</p> <ul style="list-style-type: none"> • apologise to Mr X for the service failure that led to the non-publication of the revised HLMP on its planning portal and for the frustration caused by its delayed responses. • pay Mr X £300 for the uncertainty, time and trouble caused by the faults identified in this decision statement; and, • ensure timely progression of its planning enforcement investigation into the maintenance of the pond in front of Mr X's home and commit to providing Mr X with regular updates on its progress and details of its decision on conclusion. 	<p>Letter of apology was issued 16.12.2022.</p> <p>A payment of £300 was made to Mr X.</p> <p>An update on the planning enforcement investigation was provided in our letter of 16.12.2022.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Planning Enforcement	<p>The Ombudsman's Final Decision: 31.3.2023</p> <p>Summary: Mrs X complains about a lack of enforcement action by the Council after a developer removed an understory that provided privacy to her property. We have concluded our investigation having made a finding of fault by the Council. We found there were significant delays in the process which have impacted the time taken to find a resolution and restore privacy to Mrs X's property. The Council have accepted our recommendations.</p>	<p>As per our guidance on remedies, where a loss of amenity is temporary, we normally recommend a payment in the range of £75 to £350 a month, until a permanent solution is found and established.</p> <p>I consider there is a total of 14 months of avoidable delay, this considers the 10 months between August 2020 and June 2021, and the 10 months between January 2022 and November 2022. I have reduced the total number of months to account for the Council's targets, and some additional time for the application to have been submitted by the developer. I have also used the bottom range of the recommended payment to suggest an award of £1,050.</p> <p>To resolve matters, the Council have agreed to:</p> <p>a) Apologise to Mrs X for delays throughout the process and failing to negotiate a meaningful resolution with the developer in a timely manner.</p> <p>b) Pay Mrs X an amount of £1,050 for the inconvenience and distress caused by the delays in the process which has subjected her property to an ongoing lack of privacy.</p> <p>c) Inform the Ombudsman of the outcome of the developer's application and confirm whether the planting has taken place by the end of March, or what action it intends to take going forward.</p> <p>Final decision 6</p> <p>41. The Council have agreed to complete action a and b within one month of the Ombudsman's final decision, and action c within two months of the Ombudsman's decision.</p>	<p>Apology letter issued 27 April 2023</p> <p>Payment made on 17 May 2023</p> <p>Due 31 May 2023</p>

Economy and Growth Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Strategic Housing	<p>The Ombudsman's Final Decision: 6.1.2023</p> <p>Summary: Ms C complains about the failure of the Council to carry out adaptations properly. The Council is at fault for failing to provide a schedule of works, delayed in starting work and an officer making an unannounced visit. The Council has made a concerted effort to find the cause of an ongoing bad odour, I cannot say on balance, its contractors caused the problem. To remedy the faults identified the Council has agreed to apologise to Ms C and her mother and pay £500 for their time, trouble, and avoidable distress.</p>	<p>I consider there was fault in the actions of the Council which caused Ms C and Mrs D avoidable time, trouble, and distress. The Council has agreed to take the following actions to remedy the complaint: -</p> <p>a) apologise to Ms C and Mrs D for the faults identified in this statement.</p> <p>b) pay Ms C and Mrs D £250 each for their avoidable time, trouble, and distress.</p> <p>c) provide evidence the Council has completed the agreed actions. These include: -</p> <ol style="list-style-type: none"> 1. there is now a handover of adaptation cases, so managers are aware of priority cases. 2. people receiving bathroom adaptations will receive a program of works detailing the date, nature of work and people who will attend the home. 3. the Council has introduced a process so officers can discuss issues which may occur from restricted access to the bathroom and if necessary, liaise with occupational therapy and social care staff to ensure the needs are met. 4. a reminder to staff in the Housing Standards and Adaptations Team to prearrange appointments when wanting to visit homes. <p>The Council should complete (a) to (b) within one month of the final decision and c(1) to c(4) within three months of the final decision.</p>	<p>Apology Letter issued 7.2.2023</p> <p>The Ombudsman has advised that Ms C has declined to accept the payment of £500 (£250 x 2).</p> <p>Actions completed 12 Jan 2023</p>

This page is intentionally left blank

Corporate Policy Committee Work Programme 2023-24

Report Reference	Corporate Policy Committee	Title	Purpose of Report	Lead Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment	Part of Budget and Policy Framework	Corporate Plan Priority	Exempt Item and Paragraph Number
CP/23/23-24	05/10/2023	ICT Hybrid Programme implementation Update	To provide an update on progress with the mobilisation of the ICT Hybrid Programme.	Chief Information Officer	No	No	Yes	Open	No
CP/17/23-24	05/10/2023	Performance Report for Quarter 1 2324	To update on performance against the Corporate Plan	Director of Policy and Change	No	No	No	Open; Fair; Green	No
CP/22/23-24	05/10/2023	Developing a new Corporate Plan - Update report	Update on progress against development of the new Corporate Plan	Director of Policy and Change	Yes	Yes	Yes	Open; Fair; Green	No
CP/18/23-24	05/10/2023	Strategic Risk Register Assurance Report Q1 2023/24	This report provides an update on the activity of the Council's Strategic Risk Register for Quarter 1 2023/24	Director of Governance and Compliance	No	No	No	Fair; Green; Open	No
CP/21/23-24	05/10/2023	Medium Term Financial Strategy Consultation for 2024/25-2027/28	To agree the Pre Budget Consultation survey and material for the four years 2024-2028. The consultation will run from October 2023 and will allow stakeholders and residents to	Director of Finance and Customer Services	No	No	Yes	Open	No

OFFICIAL

Corporate Policy Committee Work Programme 2023-24

			engagement in the budget for the coming four years.						
CP/16/23-24	05/10/2023	First Financial Review of 2023/24 (Corporate Policy 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 Supplementary Estimates and Virements.	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/19/23-24	05/10/2023	Customer Experience Strategy Update	To provide an update on achievements in relation to the Council's Customer Experience Strategy	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/20/23-24	05/10/2023	Digital Strategy Update	To provide an update on achievements in relation to the Council's Digital Strategy	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/53/22-23	30/11/2023	Annual Review of Committee Decisions	To report on the decisions made by Service Committees during 2021/22 and 2022/23.	Director of Policy and Change	No	No	No	Open	No

Corporate Policy Committee Work Programme 2023-24

CP/25/23-24	30/11/2023	Workforce Strategy Update Report	To provide an update on achievements in relation to the Council's Workforce Strategy	Head of HR	No	No	No	Open	No
CP/26/23-24	30/11/2023	ICT Strategy Annual Update	To provide an update on achievements in relation to the Council's ICT Strategy	Chief Information Officer	No	No	Yes	Open	No
CP/30/23-24	30/11/2023	Performance Report Quarter 2 2023/24	To update on performance against the Corporate Plan	Director of Policy and Change	No	No	No	Open; Fair; Green	No
CP/31/23-24	30/11/2023	Equality, Diversity and Inclusion - annual report	To update on EDI in line with our statutory duty to report annually	Director of Policy and Change	No	No	No	Open; Fair; Green	No
CP/29/23-24	30/11/2023	Strategic Risk Register Assurance Report Q2 2023/24	This report provides an update on the activity of the Council's Strategic Risk Register for Quarter 2 2023/24	Director of Governance and Compliance	No	No	No	Open	No
CP/33/23-24	30/11/2023	Council Tax Base 2024/25	This report notifies of the Council Tax Base for Cheshire East and identifies any changes to the calculation of the tax base for 2024/25, so that they can recommend the amount calculated to	Director of Finance and Customer Services	No	No	Yes	Open	No

Corporate Policy Committee Work Programme 2023-24

			Council. In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 Cheshire East Council is required to agree its tax base before 31st January 2024.						
CP/28/23-24	30/11/2023	Second Financial Review of 2023/24 (Corporate Policy 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.	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/32/23-24	30/11/2023	Medium Term Financial Strategy Consultation 2024/25 - 2027/28 (Corporate	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within	Director of Finance and Customer Services	Yes	No	Yes	Open	No

Corporate Policy Committee Work Programme 2023-24

		Policy Committee)	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.						
CP/48/23-24	30/11/2023	Health and Safety Update 2023/24 Mid Year	To ensure Members of the Corporate Policy Committee are briefed on the health, safety and wellbeing of the organisation and understand how the Council's responsibilities as an employer and to members of the public are met	Director of Governance and Compliance	No	No	Yes	Open; Fair	No
CP/51/23-24	30/11/2023	Six Monthly Complaints Report	To provide an update on Complaints and customer contact for the period 1st April to 30th September 2023 and to provide	Director of Governance and Compliance	No	No	No	Open	No

Corporate Policy Committee Work Programme 2023-24

			assurance that actions arising from complaints and improvements identified are being actioned						
CP/37/23-24	18/01/2024	Third Financial Review of 2023/24 (Corporate Policy 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.	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/35/23-24	18/01/2024	Medium Term Financial Strategy Consultation 2024/25 - 2027/28 Provisional Settlement Update (Corporate Policy 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	Director of Finance and Customer Services	Yes	No	Yes	Open	No

Corporate Policy Committee Work Programme 2023-24

			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.						
CP/36/23-24	18/01/2024	Pay Policy Statement (PPS) 2024/25	To seek approval of the Pay Policy Statement 2024/25. The changes from the 2023/24 PPS will be highlighted in the report and a copy of the revised PPS will be enclosed once drafted.	Head of HR	Yes	No	No	Open; Fair; Green	No
CP/38/23-24	08/02/2024	ICT Hybrid Programme implementation update	To provide an update on progress with the implementation of ICT Hybrid Programme	Chief Information Officer	No	No	Yes	Open	No
CP/27/23-24	08/02/2024	Cyber Security Update	To provide a 6 monthly update on cyber security, outlining key aspects and ongoing measures to protect against threats to CEC.	Chief Information Officer	No	No	No	Open	No

Corporate Policy Committee Work Programme 2023-24

CP/39/23-24	08/02/2024	Medium Term Financial Strategy 2024/25-2027/28	To recommend the Medium-Term Financial Strategy for 2024 to 2028 to Council for approval. The report will incorporate the Council's Priorities, Budget, Policy Proposals and Capital Programme. The report will also include the Capital, Treasury Management, Investment and Reserves Strategies.	Director of Finance and Customer Services	No	No	Yes	Open	No
CP/40/23-24	21/03/2024	Performance Report - Quarter 3 of 2324	To report on performance against the Corporate Plan	Director of Policy and Change	No	No	No	Open; Fair; Green	No
CP/41/23-24	21/03/2024	Strategic Risk Register Assurance Report Q3 2023/24	This report provides an update on the activity of the Council's Strategic Risk Register for Quarter 3 2023/24	Director of Governance and Compliance	No	No	No	Open	No

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Finance Sub-Committee**
held on Wednesday, 7th June, 2023 in the Council Chamber - Town Hall,
Macclesfield, SK10 1EA

PRESENT

Councillor N Mannion (Chair)

Councillors J Clowes, R Kain, C O'Leary, F Wilson, L Braithwaite (for Cllr Drake), C Browne (for Cllr Gorman) and S Gardiner (for Cllr Brown)

OFFICERS

Alex Thompson, Director of Finance and Customer Services
David Brown, Director of Governance and Compliance
Tom Shuttleworth, Interim Director of Environment and Neighbourhoods
Julie Gregory, Legal Team Manager - Place/Corporate
Paul Mountford, Democratic Services

ALSO PRESENT

Kevin Melling, Managing Director of Ansa

APOLOGIES

Councillors D Brown, M Gorman and B Drake

1 DECLARATIONS OF INTEREST

Councillors S Gardiner and N Mannion declared an interest in an item on the agenda relating to the Local Government Pension Scheme and Cheshire Pension Fund, as future beneficiaries of the local government pension scheme.

2 MINUTES OF PREVIOUS MEETING**RESOLVED**

That the minutes of the meeting held on 8th March 2023 be approved as a correct record.

3 PUBLIC SPEAKING/OPEN SESSION

There were no public speakers.

4 MEDIUM TERM FINANCIAL STRATEGY ASSUMPTIONS AND REPORTING CYCLE 2024-28

The Sub-Committee considered a report which set out the baseline assumptions for net revenue expenditure and core funding, to assist with development of the Medium-Term Financial Strategy 2024 to 2028.

The Sub-Committee was being asked approve the assumptions and to form a Working Group to review them further over the summer with the aim of feeding back in September.

The Sub-Committee was also being asked to approve the financial reporting timetable at Appendix B to the report.

Officers responded as follows to questions raised by members:

- The difference between the assumed and actual council tax collection rates for last year was more a result of individuals paying later rather than not paying. Therefore, the assumptions for this year were considered appropriate and any variations that occurred would be managed through use of the Collection Fund Reserve.
- The legislation on secondary homes had not yet been passed. If it were, there would be 12 months' notice to the owners of such properties.
- With regard to pension contributions, the Council was now in excess of 95% funded and did not need to continue to increase contributions as an employer.
- £5.2M was drawn down from the MTFS Reserve to meet the 2022/23 overspend. There was still money within the Reserve and the situation would be closely monitored to determine whether any increase in the Reserve was required.
- There was no material financial benefit to the Council from the change in the treatment of leisure services by HMRC with regard to the reclaiming of VAT.

RESOLVED

That the Sub-Committee

1. by majority, approves the budget assumptions underpinning the Medium-Term Financial Strategy for 2024-28, as set out in Appendix A1 to the report;

In accordance with Procedure Rule 2.34, the following councillors asked that the minutes of the meeting record that they voted against the motion:

Councillor J Clowes
Councillor S Gardiner
Councillor C O'Leary

2. approves the setting up of a Finance Sub-Committee Assumptions Working Group to meet informally with the Chief Finance Officer to review the current assumptions, with the aim of feeding back to the September meeting of the Sub-Committee, the group to be made up of at least four members of the Sub-Committee, including Councillors J Clowes and C O'Leary, with other nominations being submitted to the

Head of Democratic Services and Governance, and the chair be appointed by the Working Group;

3. approves the financial reporting timetable for 2023/24 as set out in Appendix B.

5 DRAFT PRE-AUDITED STATEMENT OF ACCOUNTS 2022/23 AND OUTTURN UPDATE 2022/23

The Sub-Committee considered a report which provided the pre-audited overview of the Cheshire East Council Outturn for the financial year 2022/23.

Officers responded as follows to questions raised by members:

- With regard to the overspend on Adult and Health services and whether this was likely to be a recurring overspend, there had been a net increase of £15M in the budget for the current financial year.
- As with other local authorities, the Council had an overspend on SEND compared to the High Needs funding block within the Dedicated Schools Grant. The Council must treat the accumulated overspending as a negative, and unusable, reserve. The Council continued to be in conversation with the Government and the matter had also been discussed at a recent County Councils Network meeting.

RESOLVED

That the Sub-Committee

1. notes the summarised position of the accounts for year ended 31st March 2023 as set out in the report at Appendix 1;
2. notes the dates in relation to the approval process for the Statement of Accounts;
3. agrees to the setting up of an informal session with the Officers to allow Members of the Sub-Committee the opportunity to discuss in more detail the Statement of Accounts and to report such discussions back to the Sub-Committee; and
4. notes 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 of 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).

6 DRAFT PRE-AUDITED FINANCIAL STATEMENTS - WHOLLY-OWNED COMPANIES 2022/23 AND OUTTURN UPDATE 2022/23

The Sub-Committee considered a report which confirmed that the Council's wholly-owned companies (WOCs) would publish, on their websites, their pre-audit Summary Financial Statements for year ended 31st March 2023, alongside the Council's 2022/23 Group Financial Statements.

RESOLVED

That the Sub-Committee

1. notes the summarised position of the WOC Financial Statements for year ended 31st March 2023 as set out in the report at Appendix 1;
2. notes the dates in relation to the approval process for the Financial Statements;
3. agrees to the setting up of an informal session with the Council's Officers to allow Members of the Sub-Committee the opportunity to discuss in more detail the Financial Statements; and
4. notes the overall financial performance of the WOCs in the 2022/23 financial year, as contained within Appendix 1, as follows:
 - (a) ASDV Reserves increased by £0.462m less £0.291m dividend from TSS to CEC, leaving retained reserves at £1.949m.
 - (b) A further final dividend of £0.106m is due to CEC from TSS in 2023/24.
 - (c) Wholly-Owned Companies Net Core Contract Spending was £37.94m

7 LOCAL GOVERNMENT PENSION SCHEME AND CHESHIRE PENSION FUND

The Sub-Committee considered a report on the Local Government Pension Scheme.

The report described the main items for consideration in Cheshire East's financial planning and reporting for pensions, and how Members would be kept informed of these matters at future meetings.

RESOLVED

That the Sub-Committee

1. notes the contents of the report;
2. notes the Council's processes for making Member appointments to the Cheshire Pension Fund Committee, via the Corporate Policy Committee;
3. notes how pensions matters feature in the Council's ongoing financial planning and reporting arrangements, particularly the pensions-related financial assumptions that will be included in the next review of the Medium Term Financial Strategy; and
4. agrees that its work plan include receiving briefing papers through the year in respect of matters considered at the Pension Fund Committee.

8 APPOINTMENTS TO WORKING GROUPS AND WHOLLY-OWNED COMPANY BOARDS

The Sub-Committee considered a report on the appointment of members to the Sub-Committee's working groups, and the appointment of members of the Sub-Committee as shareholder representatives to attend and observe the board meetings of the Council's wholly-owned companies.

It was noted that the members of the working groups could, where appropriate, be drawn from the wider Council membership but that the chair of each working group should be a member of the Sub-Committee. There was a preference, but not a requirement, for members of the Business Rates Working Group to be members of the Sub-Committee.

RESOLVED (unanimously)

That

1. The following working groups be re-established for the current municipal year on the basis set out in the report, and nominations to the groups be submitted to the Head of Democratic Services and Governance:
 - Finance Sub-Committee (ASDV Governance Review) Working Group
 - Shareholder Working Group
 - Business Rates Working Group
2. The following members of the Sub-Committee be appointed as shareholder representatives to attend and observe the board meetings of the wholly-owned companies:

Councillor F Wilson – Ansa
Councillor M Gorman – Orbitas
Councillor J Clowes – Tatton Park Enterprises

9 **WORK PROGRAMME**

The Sub-Committee considered its work programme for 2023-24.

The Director of Governance and Compliance informed members that there were a number of instances where future scheduled meetings of the Finance Sub-Committee clashed with planning committee meetings, with some members of the Sub-Committee sitting as members of the Northern Planning Committee. Democratic Services officers were considering alternative dates for future meetings of the Sub-Committee. It would then be for the Monitoring Officer in consultation with the Chair to agree any revised dates.

Members asked for an update on Bexton Court and the Stanley Centre, Knutsford, and the negotiations between the Council and the NHS. The Director of Finance and Customer Services undertook to arrange a written response.

RESOLVED

That

1. the work programme for 2023-24 be approved; and
2. officers notify members of the Sub-Committee of the revised dates for future meetings.

10 **PROCUREMENT PIPELINE**

The Sub-Committee considered a report which provided an update of the pipeline of procurement activity, provided an update on the Contract Management System (Atamis), confirmed the contracts awarded by the Council since April 2023 and provided an update on the number of cases where, and reasons why, procurement activity had required the use of waivers.

The detailed waivers referred to in the report would be considered in Part 2 of the meeting.

Members referred to the member working group appointed last year to consider an overview of the procurement process, including a close examination of a number of specific procurements. Members had found this to be a useful exercise and asked that it be repeated for the coming year. The Director of Finance and Customer Services responded that a suitable session would be provided.

RESOLVED

That the Sub-Committee

1. approves the 2 pipeline projects in Appendix 1, column H to the report as business as usual;
2. notes the reason for 2 waivers approved between 1st February 2023 and 31st March 2023 (24 in total in 2022/23);
3. notes the reason for 1 non-adherence approved between 1st February 2023 and 31st March 2023 (4 in total in 2022/23); and
4. notes the update on the contract management system.

11 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

12 PROCUREMENT PIPELINE

Some members of the Sub-Committee were unable to access the restricted documents. It was therefore agreed that this item be deferred.

13 PROPOSED COMPANY MATTERS

The Director of Governance and Compliance gave an oral update on a matter relating to service delivery by Ansa. The previous reports on the matter had been made available to members of the Sub-Committee before the meeting. A briefing paper setting out the current position was shared with members at the meeting.

The Director, under authority delegated to him previously, consulted the Sub-Committee on a set of recommendations within the briefing paper.

Kevin Melling, Managing Director of Ansa, was present for this item and addressed members' questions.

Tom Shuttleworth, Interim Director of Environment and Neighbourhoods, was also in attendance for this item as the Director of CERF, the shareholder of Ansa.

Members asked if a suitable communications response could be prepared if needed. The Chair asked the Director to take the matter away for consideration.

RESOLVED (unanimously)

That

1. The update be noted;
2. The recommendations set out in the briefing paper be supported; and
3. Further updates be submitted to future meetings.

At this point, Messrs Melling and Suttleworth left the meeting.

14 **EXTRA CARE HOUSING PFI SCHEMES**

The Director of Finance and Customer Services gave an oral update on the Cheshire Extra Care PFI contract. A briefing paper setting out in detail the background to the matter was shared with members at the meeting.

RESOLVED

That the update be noted.

The meeting commenced at 3.30 pm and concluded at 6.38 pm

Councillor N Mannion (Chair)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **General Appeals Sub Committee**
held on Tuesday, 4th April, 2023 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillors L Anderson, S Edgar and D Murphy

OFFICERS IN ATTENDANCE

Sue Kenyon, Legal Clerk
Ian Marshall, Operations Support Manager, Transport
Helen Rawlinson, Transport Manager
Karen Shuker, Democratic Services Officer

38 APPOINTMENT OF CHAIR

RESOLVED

That Councillor S Edgar be appointed as Chair of the meeting.

39 APOLOGIES FOR ABSENCE

There were no apologies for absence.

40 DECLARATIONS OF INTEREST

There were no declarations of interest.

41 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

42 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involves the likely discussion of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

43 SCHOOL TRANSPORT APPEALS

Consideration was given to the following School Transport Appeals.

44 **CASE 1 - 10.05AM**

The Sub-Committee considered an appeal against a decision of the Council not to offer assisted school transport.

The Sub-Committee heard the appeal based on the written and oral evidence of the Presenting Officer, who detailed the local authority's case, and the written and oral evidence of the appellant. Members of the Sub-Committee asked questions by way of clarification.

The Presenting Officer and the appellant withdrew from the meeting, following which the Sub-Committee reached its decision.

RESOLVED:

That the appeal be upheld.

45 **CASE 2 - 10.35AM**

The Sub-Committee considered an appeal against a decision of the Council not to offer assisted school transport.

The Sub-Committee heard the appeal based on the written and oral evidence of the Presenting Officer, who detailed the local authority's case, and the written and oral evidence of the appellant. Members of the Sub-Committee asked questions by way of clarification.

The Presenting Officer and the appellant withdrew from the meeting, following which the Sub-Committee reached its decision.

RESOLVED:

That the appeal be partially upheld.

46 **CASE 3 - 11.35AM**

The Sub-Committee considered an appeal against a decision of the Council not to offer assisted school transport.

The Sub-Committee heard the appeal based on the written and oral evidence of the Presenting Officer, who detailed the local authority's case, and the written and oral evidence of the appellant. Members of the Sub-Committee asked questions by way of clarification.

The Presenting Officer and the appellant withdrew from the meeting, following which the Sub-Committee reached its decision.

RESOLVED:

That the appeal be dismissed.

The meeting commenced at 10.00 am and concluded at 1.13 pm

Councillor S Edgar

This page is intentionally left blank