

Corporate Scrutiny Committee

Agenda

Date:	Tuesday, 10th September, 2013
Time:	2.00 pm
Venue:	Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 12 August 2013.

3. **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.

4. **Declaration of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

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

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

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A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Children's Safeguarding Issues -Improvement Plan Highlight Report.** (Pages 5 - 60)

To consider a report of Director of Children's Services.

7. **Licensing Policy** (Pages 61 - 116)

To consider a report of the Licensing Team Leader.

8. **Budget Timetable report** (Pages 117 - 124)

To consider a report of the Interim Chief Operating Officer.

9. **Work Programme Progress Report** (Pages 125 - 134)

To Consider a report of the Head of Governance and Democratic Services.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Monday, 12th August, 2013 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor S Wilkinson (Chairman)
Councillor P Edwards (Vice-Chairman)

Councillors H Davenport, W Fitzgerald, D Newton, R West and J Wray

Apologies

Councillors S Corcoran

30 ALSO PRESENT

Councillor Peter Raynes – Finance Portfolio Holder
Councillor Rachel Bailey – Children and families Portfolio Holder

31 OFFICERS PRESENT

Lorraine Butcher - Executive Director of Strategic Commissioning
Tony Crane - Director of Children's Services
Brenda Smith - Head of Individual Commissioning
Vivienne Quayle - Head of Commercial Strategy Business Innovation & Performance
Mark Wheelton - Principal Leisure Services Manager
Sandra Murphy - Commissioning Manager
Mark Nedderman – Senior Scrutiny Officer

32 MINUTES OF PREVIOUS MEETING

RESOLVED – That subject to the name of Councillor H Davenport being added to list of Members present, the minutes of the meeting of the Committee held on 9 July 2013 be confirmed as a correct record and signed by the Chairman.

33 DECLARATIONS OF INTEREST

There were no declarations of interest.

34 DECLARATION OF PARTY WHIP

There were declarations of the existence of a party whip.

35 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to speak.

36 CHILDREN'S AND ADULTS' SAFEGUARDING ISSUES

The Chairman reminded Members that in March 2013 the Committee had given a commitment to scrutinising safeguarding arrangements in Children's and Adult's services and as part of the process to enable the committee to gain a better understanding of the challenges faced by Cheshire East in relation to the safeguarding of adults, he had invited the Head of service to give a presentation on key issues.

Sandra Murphy Commissioning Manager attended the meeting and gave a presentation on safeguarding arrangements for adults in Cheshire East.

Sandra explained that a vulnerable adult was defined as a person aged 18 or over who was or may be in need of community care services by reason of:

- Disability, age of illness and
- Unable to take care of him or herself
- Unable to protect him or herself from harm

The Committee was reminded of a small number of high profile national cases which had raised the profile of adult safeguarding issues recently, including the Frances inquiry in relation to mid Staffordshire hospital.

Nationally, there had been an 11% increase in the reporting of safeguarding referrals across the 152 reporting authorities. The North West region had the highest number of referrals and Cheshire East ranked third highest in the North West.

It was suggested that a number of factors had contributed to this situation such as the personalisation agenda which had added many levels of complexity into safeguarding arrangements.

The committee was informed that the Council's Safeguarding Board now produced multi-agency performance reports and that these in future could be referred to this committee for consideration.

RESOLVED-

- (a) That the presentation be noted;
- (b) That the Head of Individual Commissioning be requested to submit the multi agency adult safeguarding performance report and annual report of the safeguarding report to the October meeting of the Committee.

37 QUARTER 1 BUDGET/PERFORMANCE REPORT

The Committee considered a report of the Chief Operating Officer containing a summary and detailed information about the Council's financial and non-financial performance at the first quarter year stage of 2013/2014.

Section 1 of the report brought together the impact that service performance, the change management programme and financial performance were having on the 5 Outcomes in the Council's 3 Year Plan. The section highlighted key aspects of service performance and significant exceptions against the change programme and capital programme designed to deliver the outcomes. It considered the key financial pressures which the Council's Services were facing, potentially as a result of delays in implementing change, and the proposed remedial measures identified by Services to mitigate these pressures.

Section 2 provided an update on the overall Financial Stability of the Council. It demonstrated how spending in 2013/2014 was being adequately funded, including the positions on overall Service budgets, Grants, Council Tax and Business Rates, Treasury Management, centrally held budgets, and the management of the Council's Reserves.

Section 3 provided a summary of the key issues relating to the Council's Workforce Development Plan.

The Committee was informed that the Council had a savings target of £31m for 2013/2014. At the First Quarter stage, an overspend of £3.7m (1.4%) was projected against a budget of £260.3m. This would result in a decrease in the Council's general reserves level to £14.8m, which still compared favourably with the opening balance forecast in the 2013/2014 budget of £13.2m.

In relation to performance, the report stated that 54% of the basket of performance measures for external reporting achieved, exceeded or were within agreed tolerance.

RESOLVED -

- (a) That the report be received;
- (b) That Cabinet be informed that this Committee believes that good progress has been made by the Council in the first quarter of the 2013/14 in relation to the Council's overall budget, but is mindful of the need to remain vigilant, particularly in relation to spending on Adult Social Care, in view of the Council's recent history and continuing pressures on service demand in that area.

38 WORK PROGRAMME PROGRESS REPORT

The Committee reviewed its work programme for the current municipal year.

The Chairman informed the committee that he had recently met with the Finance portfolio holder in relation to the budget setting consultation process for the 2014/15 budget and the Head of Commercial Strategy Business Innovation & Performance about co-ordinating the work of the committee with the Corporate priorities of the Council and that changes to the work programme would be made to take account of these discussions.

RESOLVED –

- (a) That the report be received;
- (b) That the meeting scheduled to take place on 6 January be re-arranged on a date later in January to allow the committee sufficient time to be consulted on the draft budget 2014/15;
- (c) That a report be submitted to the committee in November on the Council tax base;
- (d) That an item be included in the work programme to review complaints and the results of the annual citizen's panel survey.

The meeting commenced at 2.00 pm and concluded at 3.53 pm

Councillor S Wilkinson (Chairman)

CHESHIRE EAST COUNCIL**REPORT TO:** Corporate Scrutiny Committee

Date of Meeting: Monday 2nd September 2013**Report of:** Tony Crane, Director of Children's Services**Subject/Title:** Director of Children's Services Highlight Report

1.0 Recommendation

- 1.1 The Corporate Scrutiny Committee is asked to note overall progress and performance to date against Cheshire East's improvement plan.

2.0 Introduction

- 2.1 This report gives an update on improvement activity since July. Additional supporting information is provided in the Performance Book, Plan on a Page and evidence to support recommendation sign off.

3.0 Improvement Notice

- 3.1 Discussions with DfE regarding the Improvement Notice have been constructive and agreeable. The notice is a fair reflection of the areas for improvement needed in Cheshire East. The planning and actions already underway cover the vast majority of the issues identified in the Notice.
- 3.2 The inclusion on page 3 of the Notice of Adoption specific measures are a result of Cheshire East's performance regarding two discrete timescale issues which are measured on a 3 year rolling average.

Current progress against the Adoption Improvement Plan is summarised below:

- This year on year increase in adoption continues in Cheshire East and is on target, this year to deliver the most adoptions to date – this being 31
- In regard to those children entering care since January 2012 performance, on the aforementioned timescales, is significantly better than the current national average
- Adoption Services were inspected by Ofsted in December 2012 and were rated good

4.0 Key Highlights

- ChECS continues to embed and improve
- Combined assessment measures are showing significant improvements in meeting timescales.

- Maximum caseloads are reducing
- Recent successful recruitment of key staff
- First meeting of LSCB Executive Group met on 12 August
- Quality assurance framework and evidence documents produced

5.0 Key Challenges and Risks

- Inconsistency of practice continues to be a key issue
- Evidence of recording activity is still too variable
- Whilst the quality of agency social workers has improved, the percentage of permanent staff in CAT, CIN/CP continues to be high
- A slight dip in the number of CAF's
- Need to ensure the improvement plan incorporates the requirements of the improvement notice

6.0 Plan on a page

- 6.1 Good progress is being made against activity to achieve the Ofsted recommendations. The majority of actions are on target, with a significant number already complete. Work to revise the complaints process has been delayed due to further consideration regarding how this ties into the new advocacy service, expected timescale for completion is now the end of September 2013.
- 6.2 Other timescales have slipped regarding the roll out of IT equipment to social workers due to supplier problems. Feedback from children linked to LSCB – also to be completed by the end of September 2013.

7.0 Performance Book

- 7.1 Overall performance continues to improve in the main, with most indicators within acceptable limits. The Performance Book highlights some legacy issues regarding initial and core assessments which are now subsumed into the new combined assessment. The target tracker highlights the issues mentioned earlier of the reliance on agency social workers.

8.0 Executive Group

- 8.1 An Executive Group to the Improvement Board has been formed and continues to meet on a weekly basis with good attendance and engagement from partners. In July/August, the Executive Group has:

- ✓ Completed actions from July Improvement Board
- ✓ Agreed the August Board agenda
- ✓ Commented on the draft improvement notice
- ✓ Developed the quality assurance framework
- ✓ Produced the list of evidence for sign off against each Ofsted recommendation
- ✓ Agreed the content of the quality of practice focus report
- ✓ Endorsed the standing items and forward plan for future Board meetings

- ✓ Noted the requirements of the communication strategy

8.2 In addition, each Member of the Executive Group has been tasked to collate information from their organisation on the following areas:

- Agency view of ChECS
- Any issues with CAVAs/ referrals
- Agency engagement in child protection work, eg attendance at multi-agency meetings (child protection conferences etc)

8.3 The findings from this exercise will be collated into the partners' reports in September which will be presented to the Improvement Board.

9.0 Effective Front Door

9.1 The ChECS Service continues to embed and improve; the number of consultations by telephone has increased to 76% which is a positive indication that Partners are appropriately contacting ChECS. The largest number of consultations came from schools and the police with family members making up the next highest group. There have also been significant improvements in the number of cases passed to social care within one working day, which is a 10% increase compared to previous months.

10.0 Quality of Practice

10.1 The Quality of Practice Focus report looks in detail at 4 keys areas; Workforce, Performance, Major Case Audit and Case Studies. The audit, which whilst it found no child to be unsafe, did highlight inconsistencies and variability in relation to practice and quality.

10.2 The set up of the children's rights and participation service is continuing to make good progress. Following Bidder interviews, the Council has issued a notice of intention to award to the contract, with a view to starting the contract in mid-September ahead of the December schedule.

11.0 Partnership, Challenge and Scrutiny

11.1 Significant activity is underway to improve performance, scrutiny and challenge within the Council and LSCB, including:

- ✓ Corporate Scrutiny Committee continues to provide support, with the Improvement Plan a standing agenda item
- ✓ Monthly meetings have been set which the Leader, Chief Executive, DCS and LSCB Chair will attend and monitor progress
- ✓ The establishment of a new LSCB Executive Group (first meeting 12/8/13)
- ✓ The LSCB performance report has been revised and will be operational from September 2013
- ✓ Young person representative recruited to the LSCB
- ✓ Development of a LSCB frontline reference group to be established

- ✓ Additional Board scheduled for August to consider the improvement plan in more detail
- ✓ Arrangements for Section 11 and multi-agency audits agreed

12.0 Evidence to Support Progress

- 12.1 Appendix 1 – Evidence to support recommendations sign off - provides a matrix to clarify the range and type of evidence to be presented to the Board for sign off. Discussions at both the Executive Group and with regional colleagues on other Improvement Boards warn against the danger of 'perpetual limbo', this being that ultimately the acid test of progress will be confirmed by a full Ofsted inspection.
- 12.2 Therefore the matrix signals the timescales for which evidence will be presented to enable discussion and challenge in order for the Board to determine progress. Improvement Notice issues will be added to the Ofsted report recommendations highlighted in the matrix to ensure the Board fulfils its role in securing improvement.

Ofsted Recommendations - Evidence to support sign off									
Recommendation	Rec ref	Perf Book ref	Work stream	Evidence type	Evidence	Target	Validation / Check	EG sign-off	IB sign-off
Ensure that all contacts and referrals which indicate potential child protection concerns, including those arising in relation to child sexual exploitation, are appropriately progressed in a timely way	A1		EFD	Audit	% of appropriate consultations from ChECS to referral in Social Care within 1 working day	Audits show a significant and sustained improvement in timescales for referrals to Social Care from ChECS. No less than 85% of consultations to be referred within 1 working day	ChECS Report	September	September
			EFD	Audit	% of ChECS consultations which meet the standard for decision making (right level of need identified, right level of service provided)	100% of ChECS consultations meet the standard for decision making. As judgements about the right level of need and right service can vary, it is important that any decisions are supported by a clear rationale	ChECS Report	September	September
			EFD	Report	% of social care employees provided with CSE training where a need was identified	All relevant social care employees will be provided with CSE training where a need is identified	Report	September	September
		1.5	EFD	Measure	Number of children on CSE Plan	The number of children on a CSE plan has increased from the baseline as at April 2013 and numbers are sufficient to demonstrate to the Board that staff are identifying and acting upon the signs of CSE	Performance book	September	September
		3.7	EFD	Measure	% children who became subject to a child protection plan for a 2nd or subsequent time	No more than 15% of children are subject to a child protection plan for a 2nd or subsequent time	Performance book	September	September
Ensure that the reasons for all management decisions are clear and recorded	A2	2.11	QOP	Measure/ Report	% of permanent experienced SWs and Managers (ChECS, CAT, CIN, CP)	No less than 70% permanent, experienced Social Workers and Managers in post	Performance book	September	September
			QOP	Audit	% of case files which meet the Practice Standard for management decision making and recording.	Case files show a significant and sustained improvement in management decision making and recording from the baseline identified	Audit report	October	October
Ensure that appropriate and timely action is taken to investigate child protection concerns which emerge whilst children and young people are subject to child in need plans	A3		QOP	Audit	% of CIN cases reviewed in line with the Independent Review of CIN Policy	All cases that meet the criteria set out in the policy will be reviewed. The policy will be rolled out on a phased approach from September 2013	Audit report	October	October
			QOP	Audit	% of children seen within 24 hours of the decision to initiate a section 47 enquiry	100% of children seen within 24 hours of the decision to initiate a section 47 enquiry	Performance book	September	September
			QOP	Audit	% of CIN cases in which there should have been a s47 investigation	Case files show a significant and sustained improvement in the % of CIN cases in which there should have been a S47 investigation from the baseline identified in the major case audit	Audit report	October	October
			QOP	Audit	% of CIN reviews with a recommendation for a change of plan (either step up or step down) following independent review in line with the Policy	Less than 10% of CIN reviews will result in a recommendation for a change of plan	Audit report	October	October

Ensure that managers at all levels effectively challenge and monitor the quality of practice in order to reduce delay.	A4		QOP	Stakeholder engagement	Number of team managers who effectively use performance management tools with team members	All team managers effectively use performance management tools with team members	Audit report	September	September
		2.3	QOP	Measure	% of cases where children are seen within 10 days (combined assessment)	Target is that 90% of children will be see within 10 days	Performance book	September	September
		2.4	QOP	Measure	% cases taking 35 days or less from combined assessment start date	Target is that 75% of cases will take 35 days or less from the combined assessment start date	Performance book	September	September
		2.5	QOP	Measure	% cases taking 45 days or less from combined assessment start date	100% of cases take 45 days or less from combined assessment start date	Performance book	September	September
Ensure that the local authority's new assessment service is implemented as a matter of priority and functions effectively, and incorporates robust data analysis and performance management of contact and referral arrangements and workloads	B1		EFD	Audit	% of appropriate consultations from ChECS to referral in Social Care within 1 working day	Audits show a significant and sustained improvement in timescales for referrals to Social Care from ChECS. No less than 85% of consultations to be referred within 1 working day	ChECS Report	September	September
			EFD	Audit	% of ChECS consultations which meet the standard for decision making (right level of need identified, right level of service provided)	100% of ChECS consultations meet the standard for decision making. As judgements about the right level of need and right service can vary, it important that any	ChECS Report	September	September
		3.1a	EFD	Measure	Number of referrals received	In line with national/statistical neighbour average	Performance book	September	September
		3.2	EFD	Measure	% of referrals which are repeat referrals	No more than 10% of referrals which are repeat referrals	Performance book	September	September
		3.3	EFD	Measure	% agency consultation to ChECS by telephone	Aim to have 80% of agency consultation to ChECS by telephone	Performance book	September	September
		3.4	EFD	Measure	Total consultations by ChECS	The total number of consultations by ChECS is sufficient to assure the Board that partners value the support and advice available from the Service and that this reduces	Performance book	September	September
			EFD	Measure	% of combined assessments that go on to no further action (NFA) in Social Care	Less than 10% of combined assessments go on to NFA in Social Care	Performance book	September	September
Improve the effectiveness of information sharing between multi-agency risk assessment conference (MARAC) arrangements and children's social care to ensure that referrals from MARAC are clearly made and that decisions in respect of these are evidenced and recorded	B2		QOP	Report	% ChECS attendance at MARAC	% of MARAC meetings have a member of ChECS staff in attendance	Report	September	September

Ensure that children and young people experience a more consistent service by reducing the number of changes of social worker that they experience	B3	2.9	QOP	Measure	% unfilled social worker posts (vacancies) (ChECS, CAT, CIN, CP)	There are no more than 2% unfilled vacancies	Performance book	October	October
		2.10	QOP	Measure	% of agency Social Workers (ChECS, CAT, CIN, CP)	There are no more than 5% Agency Social Workers in place unless there is a justified business case in place to	Performance book	October	October
		2.11	QOP	Measure	% of permanent, experienced SW's and managers (ChECS, CAT, CIN, CP)	70% permanent, experienced Social Workers and Managers	Performance book	October	October
		2.12	QOP	Measure	Max single SW caseload (ChECS, CAT, CIN, CP)	No Social Worker with a caseload of more than 30	Performance book	October	October
Ensure that children and young people's experiences, views and wishes are incorporated into assessment and planning and that these are effectively recorded	B4			Audit	% of CIN and CP case files which meet the Practice Standards for incorporating and recording the views and wishes of children and young people in assessment and planning	Case files show a significant and sustained improvement in incorporating and recording the views and wishes of children and young people in assessment and planning from the baseline identified in the major audit.	Audit report	October	October
		2.6	QOP	Report	% CYP participated in CP plan	There is a significant and sustained improvement in the number of children and young people participating in their CP plan from the baseline identified.	Performance book	October	October
		2.14	QOP	Measure	Number of children using advocacy	All eligible children who want access to advocacy are provided with the service	Performance book	October	October
Accelerate plans to ensure that the electronic social care record efficiently and effectively supports assessment and planning for children and young people	B5		QOP	Reports	Relevant reports, including those to the Council's Cabinet, Technical Enabler Group (TEG) and Executive Monitoring Board (EMB), staff feedback and systems reports	Reports to the Board demonstrate that the Council is taking all steps possible to expedite the procurement of the new electronic social care record system	Report	October	October
Develop, implement and evaluate a systematic training programme to ensure that all elected members are aware of their safeguarding and child protection responsibilities.	B6	4.5	PCS	Measure	% of elected members trained in safeguarding	90% of elected members are trained in safeguarding	Performance book	October	October
			PCS	Report	% of safeguarding visits undertaken by elected members	Quarterly reports demonstrate that safeguarding visits are undertaken each quarter by elected Members	Report	October	October

Ensure that the Joint Strategic Needs Assessment incorporates an analysis of children and young people's safeguarding and child protection needs and that these are accurately reflected and prioritised in the local area's joint Health and Well Being Strategy	C1		PCS	Documents	Joint Strategic Needs Assessment, Health and Wellbeing Board Strategy, joint commissioning plans	The Joint Strategic Needs Assessment incorporates an analysis of children and young people's safeguarding and child protection needs and these are accurately reflected and prioritised in the local area's joint Health and Well Being Strategy	Report	November	November
Demonstrate that all partner agencies are able to evidence that they are fully and effectively engaged in common assessment framework (CAF) processes to identify, assess and support vulnerable children and young people	C2		PCS	Measure	Number of CAFs	Increased number of open and active CAFs	Report	November	November
		4.1	PCS	Measure	Rate of CAFs per 10,000	No less than 75 CAFs per 10,000 population	Performance book	November	November
			PCS	Audit	% of CAFs judged to be adequate or better	Audits show a significant and sustained improvement in the quality of CAFs from the identified baseline	Audit report	November	November
		4.3	PCS	Report	% of CAFs with lead professionals from partner agencies	In line with national/statistical neighbour average	Performance book	November	November
Significantly improve the quality and consistency of child in need planning. Specifically to ensure that all children and young people have a robust outcome based plan that is regularly reviewed and reassessed in the light of changing family circumstances. Ensure that children and young people receive regular visits from social workers and other professionals in line with the plan and are aware of their right to access the services of an independent advocate	C3		QOP	Measure	% of children who have a CIN plan after 35 days	No less than 85% of children will have a CIN plan in place after 35 days	Audit report	November	November
			QOP	Measure	% of children on CIN plans with an independent advocate	All eligible children who want access to an independent advocate are provided with the service	Report	November	November
			QOP	Measure	% of children with an independent advocate who have been seen within 15 days	80% of children with an independent advocate have been seen within 15 days	Report	November	November
			QOP	Audit	% of CIN cases reviewed in line with the Independent Review of CIN Policy	All cases that meet the criteria set out in the policy will be reviewed. The policy will be rolled out on a phased approach from September 2013	Audit report	November	November
			QOP	Audit	% of CIN cases in which Practice Standard is met for regularity of visits by social worker	Case files show a significant and sustained improvement in where the practice standard is met for the regularity of visits by a Social Worker	Audit report	November	November
			QOP	Audit	% of CIN reviews with a recommendation for a change of plan (either step up or step down) following independent review in line with the Policy	Less than 10% of CIN reviews will result in a recommendation for a change of plan	Audit report	November	November

Demonstrate that feedback from children, young people and parents is effectively incorporated into service planning and delivery	C4		QOP	Measure/ Report	% of complaints responded to appropriately and in timescale	Complaints data show a significant and sustained improvement in responses that are sent appropriately	Report	November	November
			QOP	Measure	% of children on CIN plans with an independent advocate	All eligible children who want access to an independent advocate are provided with the service	Report	November	November
			QOP	Stakeholder engagement	Number of young people engaged in developing and monitoring practice and performance standards	Reports to the Board demonstrate that children and young people are engaged in developing and monitoring practice and performance standards	Report	November	November
Develop, implement and evaluate the impact of an outcome focused quality assurance strategy that includes early help, referral arrangements and child in need and child protection planning; to ensure that this results in consistent and improved standards of practice across services	C5		PCS	Documents/ reports	Strategy document, reports	Strategy document in place and evidence of impact through performance reports	Report	November	November
The Cheshire East Safeguarding Children Board to further develop, implement and evaluate systems to comprehensively monitor and challenge the quality of child protection practice and performance of all statutory partners, including robust multi-agency case audit: to ensure that this results in measurable improvements to the quality of practice	C6		PCS	Audit/reports	Audit findings, performance reports, impact reports	The LSCB is able to demonstrate that it has the systems in place to monitor and challenge the quality of child protection practice and performance of all statutory partners. Performance reports evidences measurable improvements in the quality of practice	Report	November	November

Note 1 those targets highlighted in red are those identified as key targets

Note 2 There are no measures included on initial assessments or core assessments as these are phased out from July 2013

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Improvement Board Performance Book

LA: **Cheshire East**

Date: **13/08/2013**

See individual sheets for more detail about each performance measure

Theme	PI Ref	Measure	Polarity		yr end Mar 13	2013/14(ytd)								How are we doing? (latest period)		
				Rag Rating		July	Aug	Sep	Q1	Q2	Q3	Q4	Direction of travel	SN Av	England Av	
Cross cutting/ setting the scene	1.1a	Number of children in need at point in time (See individual sheet for definition)	in line with or better than average		1569	1142			1145				↑	2711		
	1.1b	Number of children in need at point in time per 10,000 population <i>(See individual sheet for definition)</i>			210	153			153				➡	259	326	
	1.2a	Number of children subject of cp plans at point in time			160	191			185				↑	369		
	1.2b	Number of children subject of cp plans at point in time per 10,000 population			21	26			25				↑	36	38	
	1.3	Number of initial CP conferences			117	12			38				↑	495		
	1.4	Number of privately fostered children			3	2			2				➡			
	1.5	Number of children on CSE plan			7	11			13				↓			
	1.6	Number of cared for children at point in time			376	369			363				➡			
	1.7	Number of children started to be looked after			126	13			33				➡			
	2.1a	% initial assessments completed within 10 days of referral	high		50%				35%				↓	79%	77%	
	2.1b	Since April % IA's completed within 10 working days of referral	high		50%				38%				➡	79%	77%	
	2.2a	% core assessments completed within 35 days	high		49%				45%				↓	77.0%	76.0%	

Theme	PI Ref	Measure	Polarity		yr end Mar 13	2013/14(ytd)							How are we doing? (latest period)		
				Rag Rating		July	Aug	Sep	Q1	Q2	Q3	Q4	Direction of travel	SN Av	England Av
Quality of practice	2.2b	Since April % core assessments completed within 35 days	high		49%				79%				↑	77.0%	76.0%
	2.3	Since 1st July % children seen within 10 days of combined assessment start date	high			95%							↑		
	2.4	Since 1st July % cases taking 35 days or less from combined assessment start date	high			100%							↑		
	2.5	Number of CP plans open for more than 15 months	low		28	9			11				↓		
	2.6	% C&YP participating in CP Plan	high			93%			82%				↑		
	2.7	% CIN reviewed with no CIN plan	low		Figures will be drawn from reviews commencing in September										
	2.8	% CIN Plans independently reviewed	high		Figures will be drawn from reviews commencing in September										
	2.9	% unfilled social worker posts (vacancies) (ChECS, CAT, CIN, CP)	low		0	0%			0%						
	2.10	% of agency Social Workers (ChECS, CAT, CIN, CP)	low		25	24			21.5				→		
	2.11	% o f permanent, experienced SW's (ChECS, CAT, CIN, CP)	high		54	49			46				↑		
	2.12	Max single SW caseload (ChECS, CAT, CIN, CP)	low		46	39			48				↓		
	2.13	Sickness absence of social workers (SPIF N25)	low			4%			3%				↓		
	2.14	Number of children using advocacy	high		102				40				↑		

Theme	PI Ref	Measure	Polarity	Rag Rating	yr end Mar 13	2013/14(ytd)							How are we doing? (latest period)		
						July	Aug	Sep	Q1	Q2	Q3	Q4	Direction of travel	SN Av	England Av
Effective front door	3.1a	Number of referrals received by CAT in the period	in line with or better than average		2885	190			602				↑		
	3.1b	Rate of referrals to CAT per 10,000	in line with or better than average		385.2	26			80					442	534
	3.2	% of referrals which are repeat referrals	low		10	10			10				↓	25	26
	3.3	% agency consultation to ChECS by telephone	high			76%			63%				↑		
	3.4	Total consultations by ChECS				557			1273				↑		
	3.5	% referrals to CAT which do not result in an IA	low		2.7				8					12	16
	3.6	% IA's resulting in NFA	low						37					19	19
	3.7	% children subject of a child protection plan for a second or subsequent time	low		15.1	10			13				↓	14	14
Partnership, Challenge and Scrutiny	4.1	Rate of open CAFs per 10,000 population	high		64.8	67.2			71.3				↑		
	4.2	Number of new CAFs	high		618	44			116				↓		
	4.3	% of CAFs with lead professional other than LA	high		55	66			64				↑		
	4.4	% referrals with previous CAF			10.7%	23.7%			15%				↑		
	4.5	% of elected members trained in safeguarding	high		0	29			18				↑		

Improvement Board Target Tracker

LA:	Cheshire East	Date:	13/08/
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Theme	PI Ref	Measure	Target	Jun-13	Jul-13	YTD
Quality of Practice	2.3	Since 1st July % children seen within 10 days of combined assessment start date	90		95	95
	2.4	Since 1st July % cases taking 35 days or less from combined assessment start date	75		100	100
	2.5	Number of CP plans open for more than 15 months	20	11	9	9
	2.9	% unfilled social worker posts (vacancies) (ChECS, CAT, CIN, CP)	2	0	0	0
	2.11	% of permanent, experienced SW's (ChECS, CAT, CIN, CP)	70	46	49	49
	2.12	Max single SW caseload (ChECS, CAT, CIN, CP)	30	48	39	
Effective Front Door	3.2	% of referrals which are repeat referrals	10	10	10	10
	3.3	% agency consultation to ChECS by telephone	80	63	76	67
	3.7	% children subject of a child protection plan for a second or subsequent time	15	0	10	13
Partnership, Challenge and Scrutiny	4.1	Rate of open CAFs per 10,000 population	75	71.3	67.2	67.2
	4.2	Number of new CAFs	700	41	44	160
			ANNUAL TARGET			
	4.5	% of elected members trained in safeguarding	90	16	29	29
			ANNUAL TARGET			

Statistical Neighbours:

Cheshire West and Chester
 Central Bedfordshire
 Hampshire
 Hertfordshire
 North Yorkshire
 Solihull
 Warrington
 Warwickshire
 West Berkshire
 Worcestershire



2013

Improvement Board Performance Book

1.1a Number of CIN at a point in time

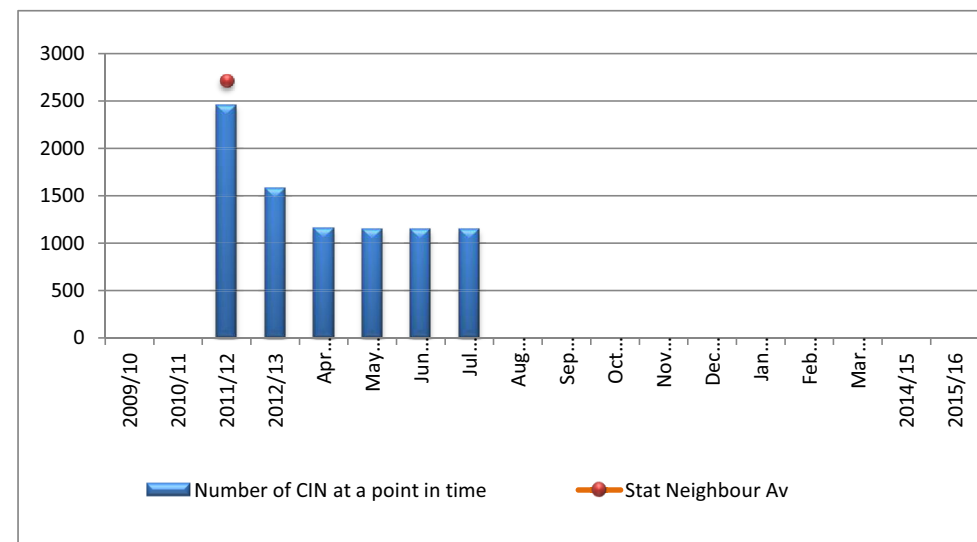
	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CIN at a point in time			2449	1569	1148	1142	1145	1142										
Stat Neighbour Av			2711															
NW			50500															
England			369400															
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored



Notes about the data (e.g. definition, source and statistical significance)

Please note the figure for 2011/12 reflects the data from the CIN census which will also include CP and Cared 4 cases.

The story behind the data (commentary from the practice)

The number of Children In Need per month excludes CP and Cared 4 Children, 16+ records and those with a disability that purely have a direct payment.

It reflects the number of children flagged as CIN and open to the following teams CAT, CIN/CP Macclesfield and Crewe, Care Planning Crewe and Care Planning Macclesfield and the disability team.

The SN figures ranged from 849 - 6312 therefore this skews the SN average. Our closest statistical neighbours eg CWAC have a similar numbers, however we would expect the number to reduce as CIN practice becomes more robust

Improvement Board Performance Book

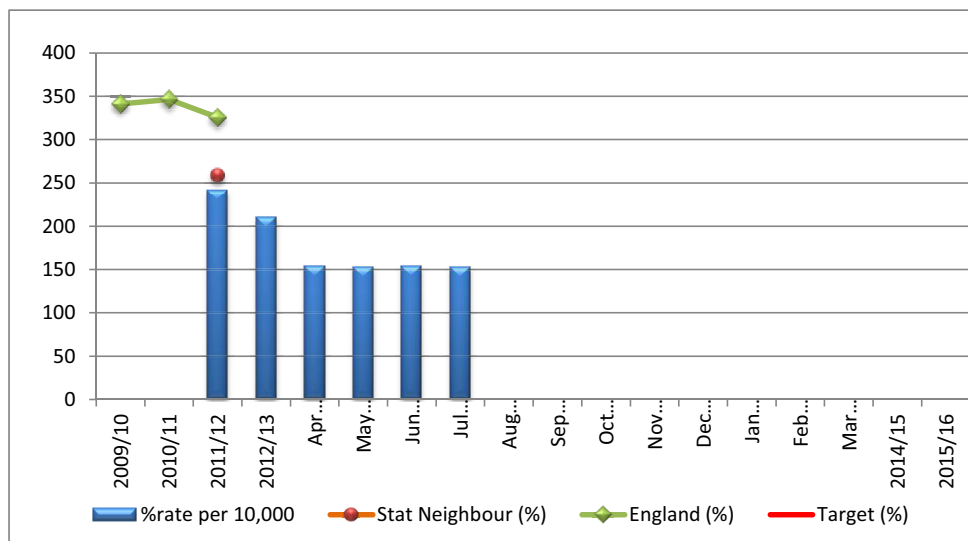
1.1b Number of children in need at point in time per 10,000 population(NB excludes CP & LAC)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CIN			1807	1569	1148	1142	1145	1142										
Population			74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900		
%rate per 10,000			241.3	209.5	153.3	152.5	152.9	152.5	0.0	0.0	0.0	0.0	0.0	0.0	#VALUE!	#VALUE!		
Stat Neighbour (%)			258.9															
NW Ave (%)			336.3															
England (%)	341.3	346.2	325.7															
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

This has been calculated using the number completed divided by the 0-17 population which is 74900 x 10,000

NB the stat neighbour, NW and England figures are taken from the CIN census so will include CP and Cared 4 Children

The story behind the data (commentary from the practice)

The number of Children In Need per month excludes CP and Cared 4 Children, 16+ records and those with a disability that purely have a direct payment.

It reflects the number of children flagged as CIN and open to the following teams
CAT, CIN/CP Macclesfield and Crewe, Care Planning Crewe and Care Planning Macclesfield and the disability team.

The SN figures ranged from 849 - 6312 therefore this skews the SN average. Our closest statistical neighbours eg CWAC have a similar numbers, however we would expect the number to reduce as CIN practice becomes more robust

Improvement Board Performance Book

1.2a Number of Children subject to a CP Plan

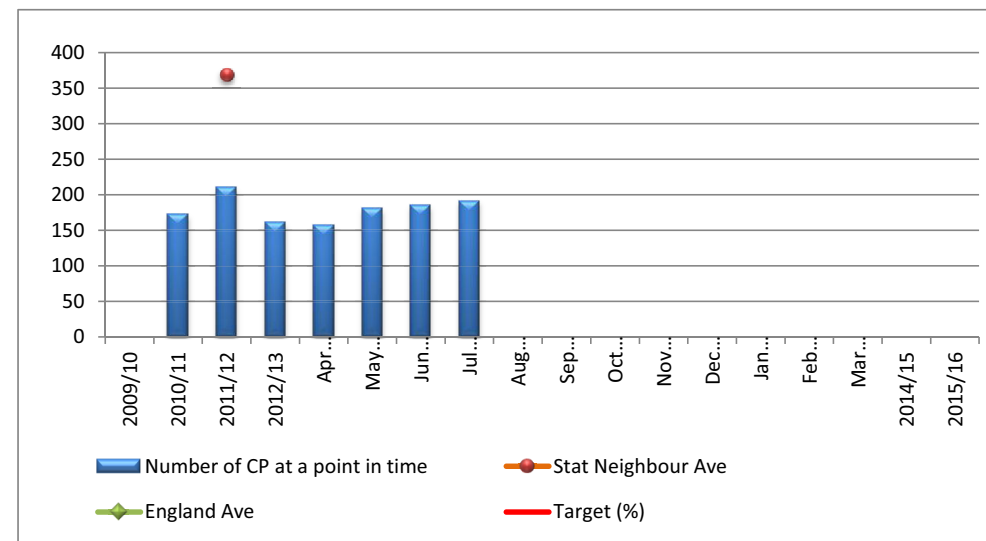
	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CP at a point in time		171	209	160	157	180	185	191										
Stat Neighbour Ave			369															
NW Ave																		
England Ave																		
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored



Notes about the data (e.g. definition, source and statistical significance)

Number of Children with CP Plans registered on the electronic social care system at the month end. With regards to the SN average the numbers ranged from 78 in one LA to 795 in another. We sit at the the lower end of this group with 4 LA's between 200-250

The story behind the data (commentary from the practice)

In July 20 new children were made subject to a plan with 2 for a second time

Whilst the numbers subject to a plan have risen over the last quarter it is felt that this is more reflective of the expected level with reference to the Cheshire East demographic.

It is important to consider these figures alongside CSE figures.

There is an expectation again that as our CIN practice becomes more robust we will identify more

Improvement Board Performance Book

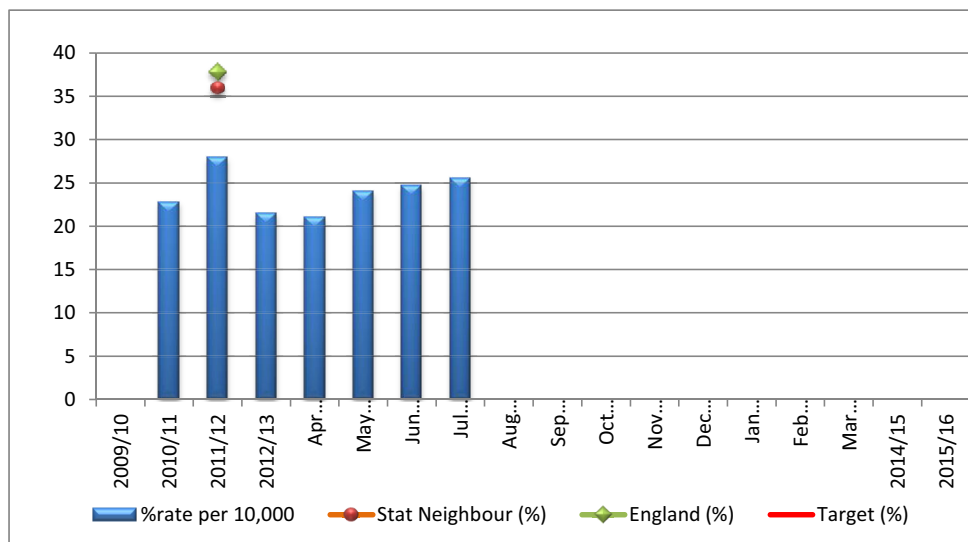
1.2b Number of Children subject to a CP Plan at a point in time per 10,000 population

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CP Plans		171	209	160	157	180	185	191										
Population		74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900		
%rate per 10,000		22.8	27.9	21.4	21.0	24.0	24.7	25.5										
Stat Neighbour (%)			36.0															
NW Ave (%)			42.6															
England (%)			37.8															
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

This has been calculated using the number completed divided by the 0-17 population which is 74900 x 10,000

The rate per 10,000 SN in 2011/12 ranged from 21.1 - 47.8

The story behind the data (commentary from the practice)

Whilst the numbers subject to a plan have risen over the last quarter it is felt that this is more reflective of the expected level with reference to the Cheshire East demographic.

We still remain fairly low within our comparator group in terms of rate of children but this not a cause for concern.

It is important to consider these figures alongside CSE figures.

There is an expectation again that as our CIN practice becomes more robust we will identify more children in need of a CP plan

Improvement Board Performance Book

1.3 Number of Initial CP Conferences

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of ICP in a month (by family)			119	117	14	14	10	12										
Number of children involved			252	267	36	37	24	23										
Stat Neighbour Ave			495															
NW Ave																		
England Ave																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored

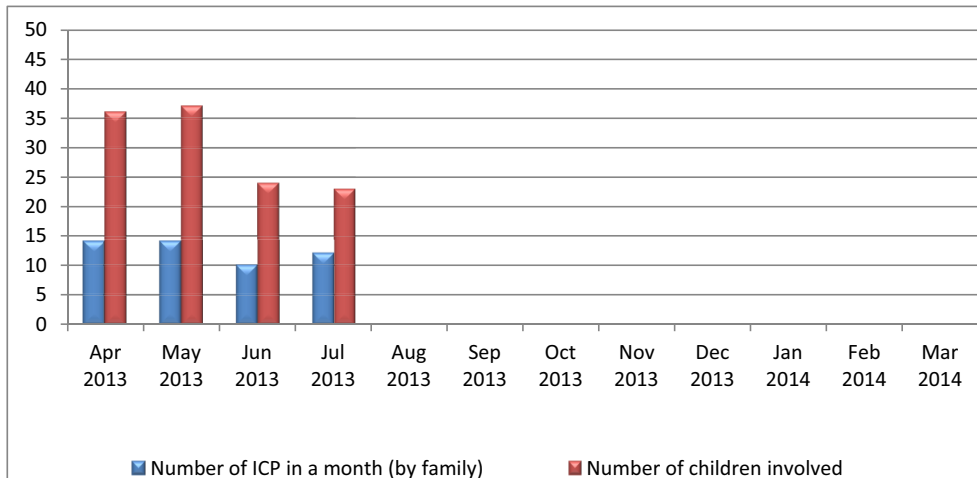
Notes about the data (e.g. definition, source and statistical significance)

Data from other authorities is only available per individual not by family, but still helps to form a picture around whether volumes are consistent with our SN

The story behind the data (commentary from the practice)

Whilst the number of conferences is fairly consistent, large families can make a big difference to the number of children involved.

Domestic violence remains a primary factor in a large % of the cases brought to conference, together with adults that pose a risk.



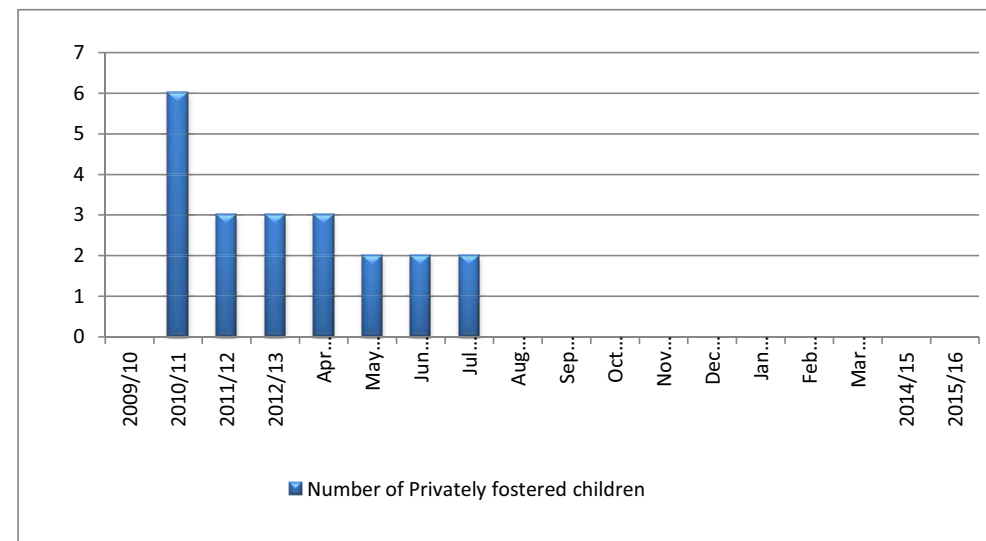
Improvement Board Performance Book

1.4 Number of privately fostered children

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of Privately fostered children		6	3	3	3	2	2	2										
Stat Neighbour Ave																		
NW		180	170															
England		1650	1780															
Target (%)																		

Polarity

In line or better than SN
av



Reporting frequency and date of latest available data

Monthly data will be monitored

Notes about the data (e.g. definition, source and statistical significance)

Number of Children subject to a private fostering arrangement registered on the electronic social care system at the month end.

Due to the very small numbers any published data is either withheld or rounded making SN comparators very difficult.

The story behind the data (commentary from the practice)

The number of privately fostered children is low and they are often difficult to identify. A Private fostering multiagency working group has been established and an action plan has been developed to improve private fostering arrangements. A communication and marketing plan is underway to promote awareness. 4 Hand books for children, parents, private fostercarers and professionals have been revised and published on the website. CE have rewritten the statement of purpose for private fostering which has been published on the website. Private Fostering is now referenced in LSCB training and Health Training delivered by the designated nurse e.g. to health visitors and GPs. Policies and procedures have been reviewed and amended and launched in April. The auditing and independent review of CIN has the potential to identify children living in Private Fostering Arrangements and more robust scrutiny at the point of contact in ChECS.

Improvement Board Performance Book

1.5 Number of children on CSE plan

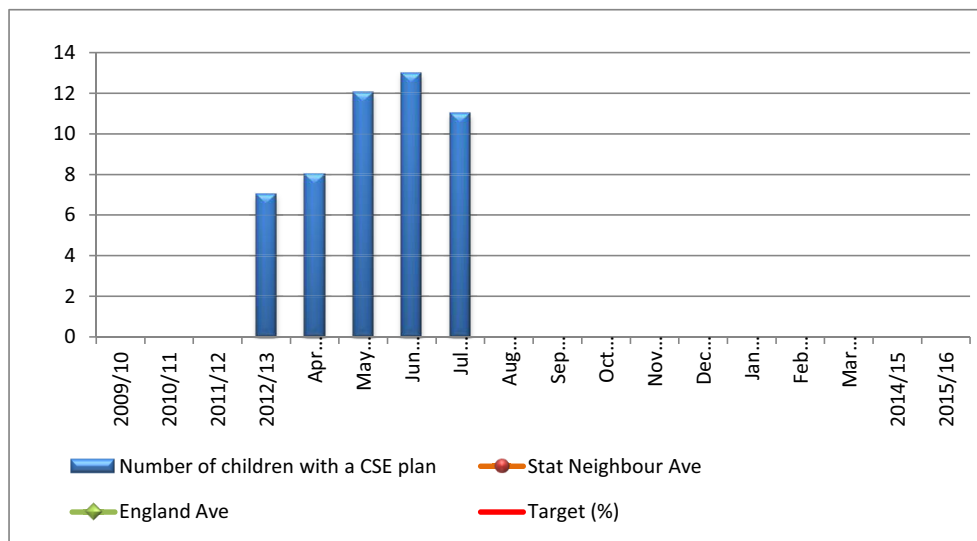
	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of children with a CSE plan				7	8	12	13	11										
Stat Neighbour Ave																		
NW Ave																		
England Ave																		
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored



Notes about the data (e.g. definition, source and statistical significance)

Number of Children with a CSE plan registered on the electronic social care system at the month end

The story behind the data (commentary from the practice)

As the awareness around child sex exploitation develops we are seeing an increase in referrals where exploitation is the primary concern. This work is closely linked with the children who go missing to identify patterns and risks.

The reduction in July is due to two cases coming off a CSE plan following successful intervention

Improvement Board Performance Book

1.6 Number of Cared for Children

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of cared 4 children		447	439	376	370	371	363	369										
Stat Neighbour Ave																		
NW Ave																		
England Ave																		
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored

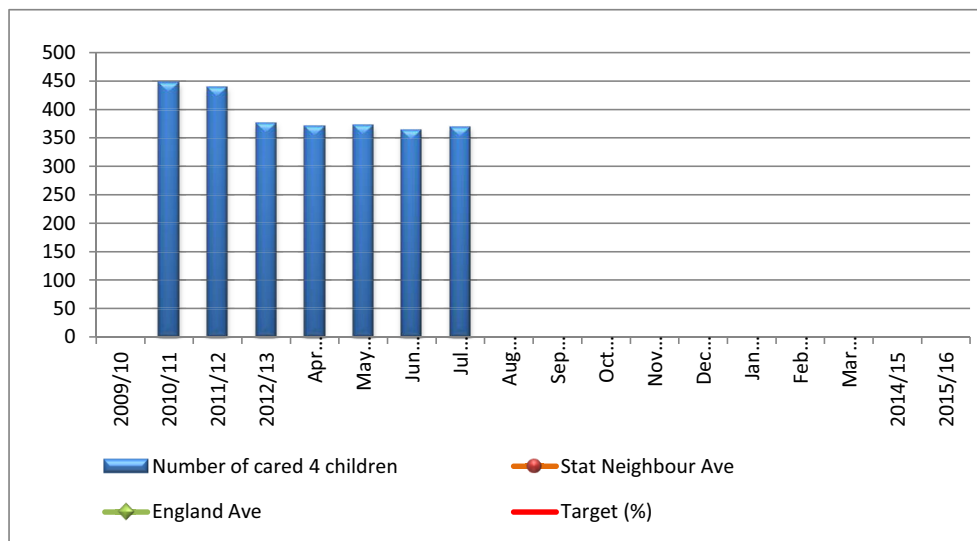
Notes about the data (e.g. definition, source and statistical significance)

Number of Cared for Children registered on the electronic social care system at the month end

The story behind the data (commentary from the practice)

Significant progress has been made in ensuring we have the right children in care. Whilst the admission rate has increased (on average between 10-12 per month). The number of exits have been maintained via:-

Increasing special guardianship orders
Adoption orders
Residence orders
A reduction in S20.
This is an increasingly positive picture



Improvement Board Performance Book

1.7 Number of Children starting to be cared for

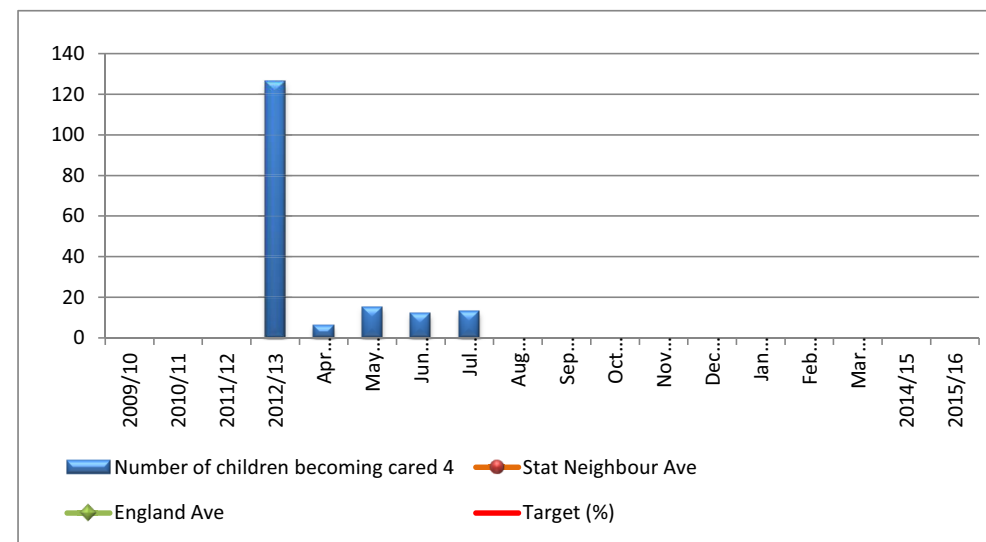
	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of children becoming cared 4				126	6	15	12	13										
Stat Neighbour Ave																		
NW Ave																		
England Ave																		
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored



Notes about the data (e.g. definition, source and statistical significance)

Number of new entrants to the Cared for Children registered on the electronic social care system during the month

The story behind the data (commentary from the practice)

Significant progress has been made in ensuring we have the right children in care. Whilst the admission rate has increased, the exit rate has remained stable. Annualised the figure is 138 which is slightly higher than desired but remains stable.

Improvement Board Performance Book

2.1a % initial assessments completed within 10 days

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No IA's within 10 days	1131	1344	959	1076	65	40	21											
Total No completed	1632	2191	1562	2160	167	117	81											
% with 10 days (ytd)	69.3	61.3	61.4	49.8	38.9	37.0	34.5											
Stat Neighbour (%)		67.4	79.1															
NW Ave (%)		84.2	83.6															
England (%)	75.5	77.2	77.4															
Target (%)																		

Polarity

High is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

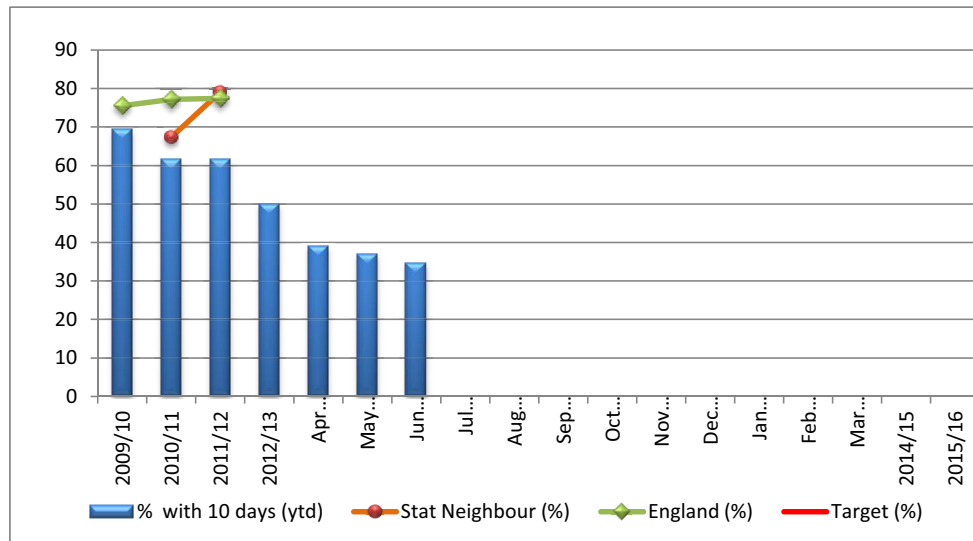
Numerator is the number signed off by manager within 10 days
Previous years also based on % completed within 10 days

Please note the % year to date is an accumulative position

The story behind the data (commentary from the practice)

From July 1st all new assessments are combined assessments .

Work is ongoing to complete all outstanding Initial assessments and a final position of performance will be reported on at the end of September



Improvement Board Performance Book

2.1b Since April 2013 % IA's commenced and completed within 10 working days of referrals

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No IA's within 10 days	1131	1344	959	1076	55	45	20											
Total No completed	1632	2191	1562	2160	153	111	49											
% with 10 days (ytd)	69.3	61.3	61.4	49.8	36.0	38.0	38.0											
Stat Neighbour (%)		67.4	79															
NW Ave (%)		84.2	84															
England (%)	75.5	77.2	77															
Target (%)																		

Polarity

High is good

Reporting frequency and date of latest available data

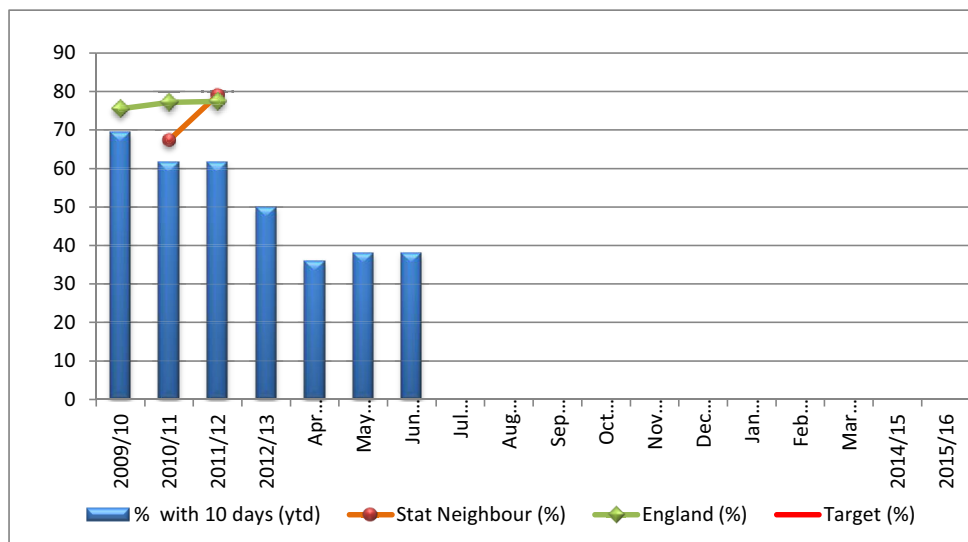
Notes about the data (e.g. definition, source and statistical significance)

Numerator is the number signed off by manager within 10 days
Previous years also based on % completed within 10 days

The story behind the data (commentary from the practice)

From July 1st all new assessments are combined assessments .

Work is ongoing to complete all outstanding Initial assessments and a final position of performance will be reported on at the end of September



Improvement Board Performance Book

2.2a % core assessments completed within 35 days

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No CA's within 35 days	582	798	834	732	49	84	53											
Total No completed	853	1259	1341	1499	124	158	132											
% with 35 days (ytd)	68.2	63.4	62.2	48.8	39.5	47.2	44.9											
Stat Neighbour (%)	64	78.2	77															
NW Ave (%)	-	77.7	76															
England (%)	78	75.0	76															
Target (%)																		

Polarity

High is good

Reporting frequency and date of latest available data

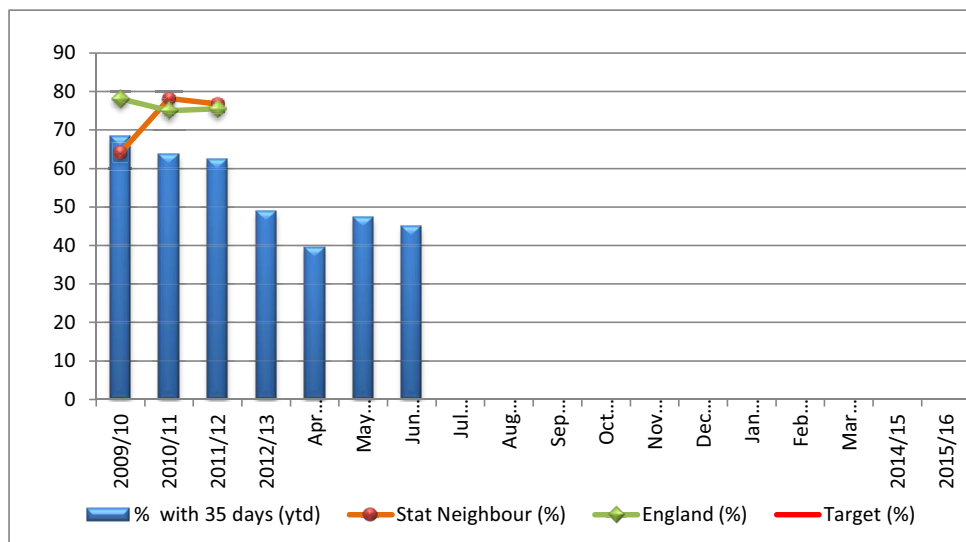
Notes about the data (e.g. definition, source and statistical significance)

Number of completed assessment signed off by manager within 35 days time frame

The story behind the data (commentary from the practice)

From July 1st all new assessments are combined assessments .

Work is ongoing to complete all outstanding core assessments and a final position of performance will be reported on at the end of September



Improvement Board Performance Book

2.2b Since April 2013 % core assessments completed within 35 days

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No CA's within 35 days	582	798	834	732	63	17												
Total No completed	853	1259	1341	1499	81	20												
% with 35 days (ytd)	68.2	63.4	62.2	48.8	77.8	79.2												
Stat Neighbour (%)	64.1	78.2	77															
NW Ave (%)	-	77.7	76															
England (%)	78	75.0	76															
Target (%)																		

Polarity

High is good

Reporting frequency and date of latest available data

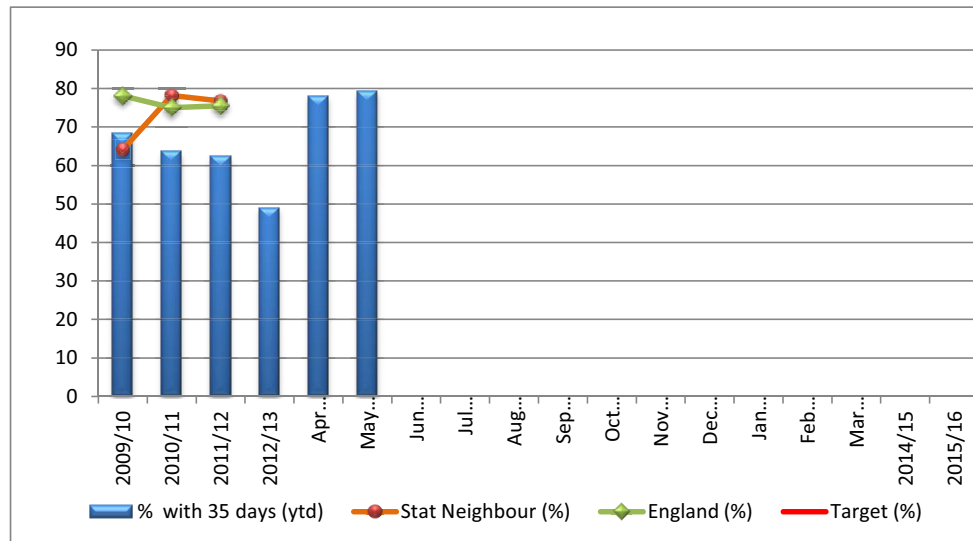
Notes about the data (e.g. definition, source and statistical significance)

Number of completed assessment signed off by manager within 35 days time frame

The story behind the data (commentary from the practice)

From July 1st all new assessments are combined assessments .

Work is ongoing to complete all outstanding core assessments and a final position of performance will be reported on at the end of September



Improvement Board Performance Book

2.3 From 1st July % children seen within 10 days of start of combined assessment

					This year (by month)												Plan	
					Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Child seen within 10 days								63										
No completed								66										
% (ytd)								95%										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)								90	90	90	90	90	90	90	90	90		

Polarity

High is good

Reporting frequency and date of latest available data

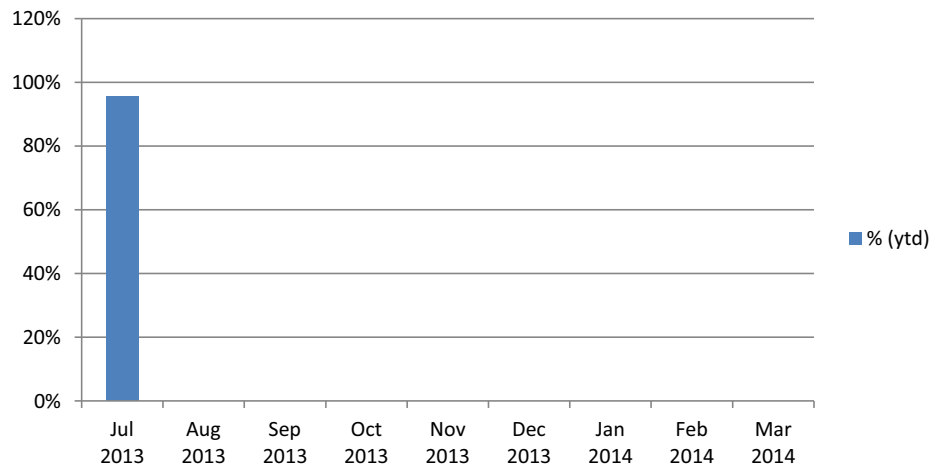
Notes about the data (e.g. definition, source and statistical significance)

This calculated from the start date of the assessment and the date the child was seen loaded in the body of the assessment.

The story behind the data (commentary from the practice)

This pertains to completed combined assessments linked to referrals dated from 1st July 2013 - 8th August 2013.

% children seen within 10 days



Improvement Board Performance Book

2.4 From 1st July % cases taking 35 days or less from of start of combined assessment

					This year (by month)												Plan	
					Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No within 35 days								66										
No completed								66										
% (ytd)								100.0										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)								75	75	75	75	75	75	75	75	75		

Polarity

High is good

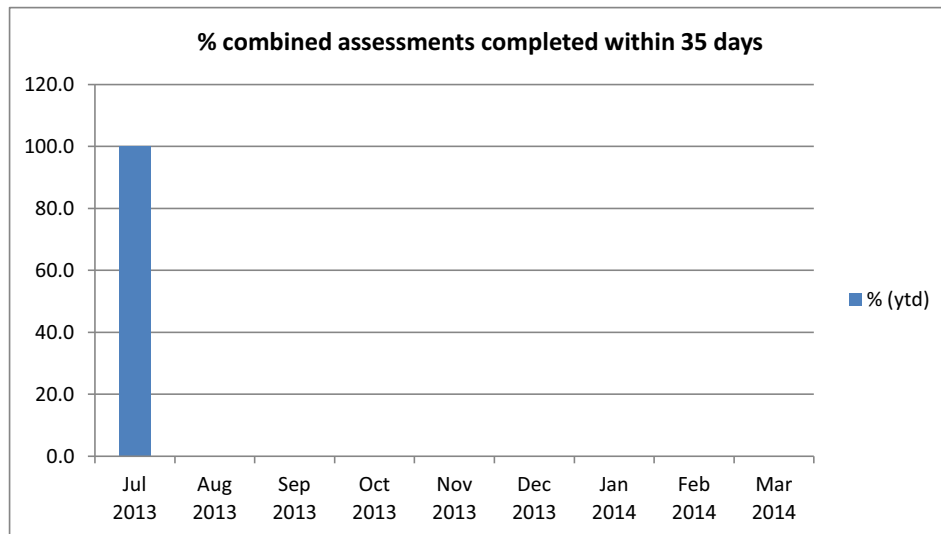
Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

This is calculated from start date to manager sign off date on the combined assessment

The story behind the data (commentary from the practice)

This pertains to completed combined assessments linked to referrals dated from 1st July 2013 - 8th August 2013.



Improvement Board Performance Book

2.5 Number of CP plans open more than 15 months (local indicator)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CP over 15mth old				28	19	14	11	9										
Target No					20	20	20	20	20	20	20	20	20	20	20	20		

Polarity

Low is good

Reporting frequency and date of latest available data

Monthly data will be monitored

Notes about the data (e.g. definition, source and statistical significance)

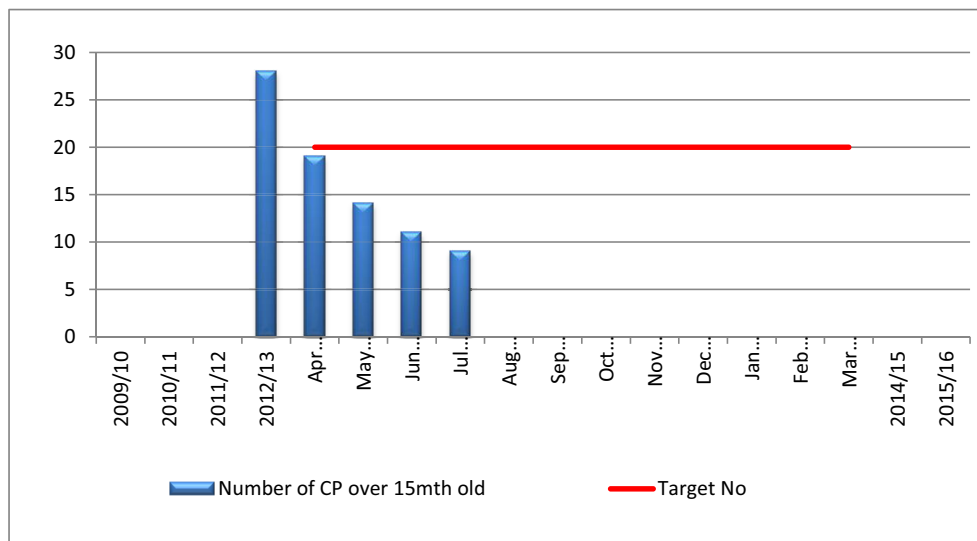
Number of Children with CP Plans registered and open for 450 days or more on the electronic social care system at the month end

This is a local indicator linked to the CP review timescales.

The story behind the data (commentary from the practice)

The challenge for cases open over 15mths is to ensure that the plan remains appropriate and is achieving its aim.

A low number is positive as it indicates the effectiveness of a CP plan.



Improvement Board Performance Book

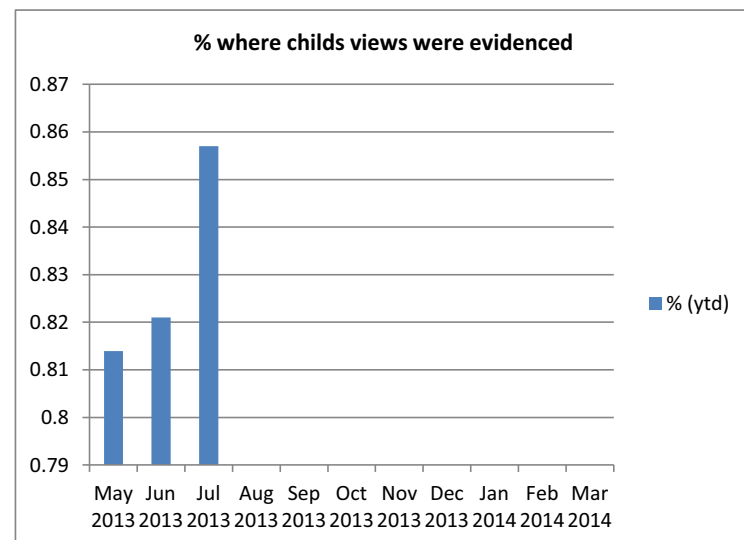
2.6 % C&YP participating in CP Plan

	This year (by month)												Plan	
	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No with C&YP participation recorded		35	29	38										
No CP Plans		43	35	41										
% (ytd)		81.4%	82.1%	85.7%										
Stat Neighbour (%)														
NW Ave (%)														
England (%)														
Target (%)														

Polarity

High is good

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

A manual review of all initial and review conferences held in a month and whether the child's view has been captured either by:-

Attendance and involvement in conference

Wishes expressed in the conference minutes

Views clearly expressed at CP statutory visits and recorded on ESC system

The story behind the data (commentary from the practice)

An exercise has been completed to review all initial and review conferences held in May, June and July by the IRO's

This information will be captured on a month on month basis. We will look for examples of good recording to be highlighted at the performance workshops as best practice ideas

Improvement Board Performance Book

2.7 % CIN cases reviewed with no CIN Plan

	This year (by month)												Plan	
	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number reviewed with no plan														
No CIN Cases reviewed														
% (ytd)														
Stat Neighbour (%)														
NW Ave (%)														
England (%)														
Target (%)														

Polarity

Low is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The story behind the data (commentary from the practice)

Figures will be drawn from reviews commencing in September

Improvement Board Performance Book

2.8 % CIN Plans independently reviewed

	This year (by month)												Plan	
	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number reviewed with no plan														
No CIN Cases reviewed														
% (ytd)														
Stat Neighbour (%)														
NW Ave (%)														
England (%)														
Target (%)														

Polarity

Low is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The story behind the data (commentary from the practice)

Figures will be drawn from reviews commencing in September

Improvement Board Performance Book

2.9 % unfilled social worker posts (vacancies) (ChECS, CAT,CIN,CP)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
no vacancies				0	1	2	0	0										
no of posts				65	70	70	70	70										
% vacancy rate				0.0	1.4	2.8	0.0	0.0										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)					2	2	2	2	2	2	2	2	2	2	2	2		

Polarity

Low is good

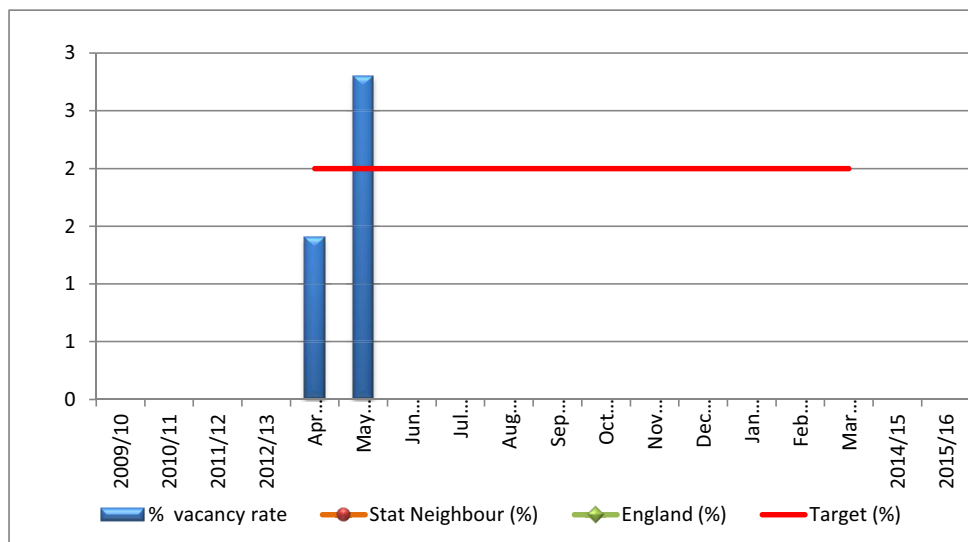
Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The vacancies include all grade up to group manager

The story behind the data (commentary from the practice)

This data relates to Social Worker, Practice Consultant and Group Manager posts that remain unfilled by either permanent or agency staff



Improvement Board Performance Book

2.10 % agency social workers (ChECS, CAT,CIN,CP)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
no agency staff				16	15	16	14	17										
total staff				65	70	70	70	70										
% covered by agency				24.6	21.4	22.9	20.0	24.3										
No agency																		
NW Ave (%)																		
England (%)																		
Target (%)																		

Polarity

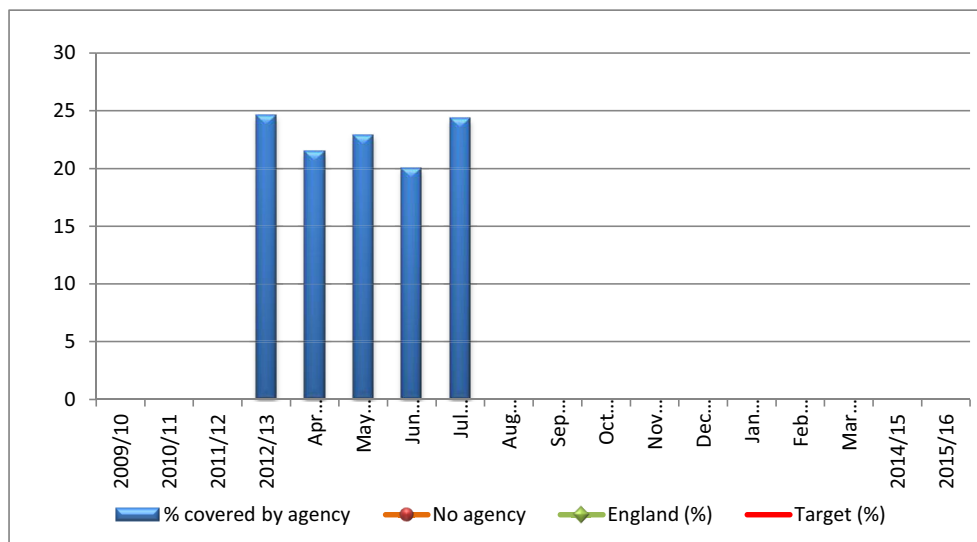
Low is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The story behind the data (commentary from the practice)

The recruitment and retention strategy aims to reduce, in the long term, the number of agency staff to 5%.
Five rounds of recruitment have been completed so far this year, with a total of 7 SW's and 3GMs recruited



Improvement Board Performance Book

2.11 % of permanent, experienced sws (ChECS, CAT,CIN,CP)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No permanent experienced				19	19	22	23	26										
Total permanent staff				35	43	43	38	40										
% experienced				54	44	51	61	65										
No permanent experienced				19	19	22	23	26										
Total staff inc agency				48	56	56	50	53										
% permanent experienced				40	34	39	46	49										
Target (%)					70	70	70	70	70	70	70	70	70	70	70	70		

Polarity

High is good

Reporting frequency and date of latest available data

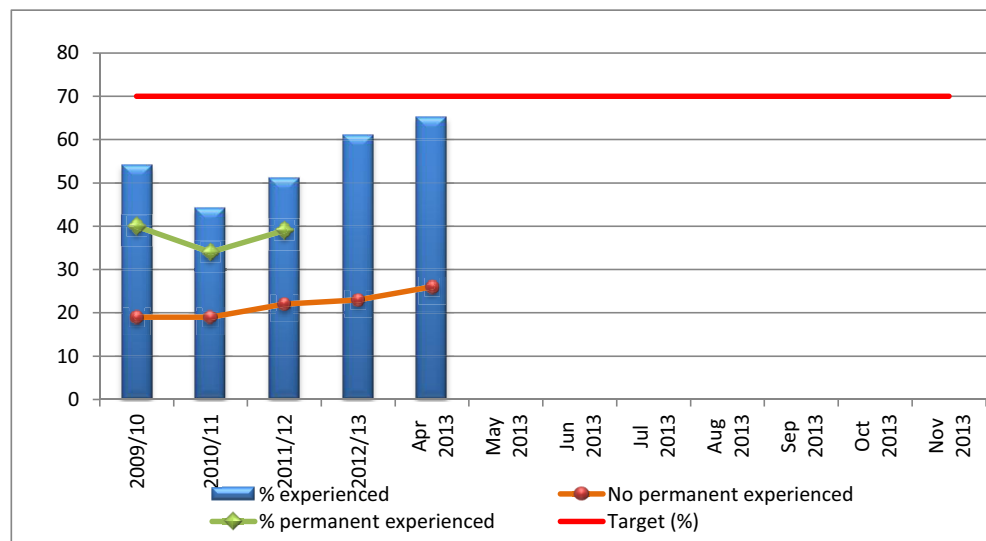
Notes about the data (e.g. definition, source and statistical significance)

Permanent experienced is purely grade 9& 10 social workers within the team.
Excluded are grade 8 NQSW/ ASYE and PaCP 2nd years.

The story behind the data (commentary from the practice)

We have shown the two figures to show the experienced permanent staff as a % of the cohort of permanent staff and also the experienced staff as a% of the staff cohort including agency staff. There is a recruitment drive focused on permanent experienced staff.

The recruitment and retention strategy is being successful in recruiting experienced Social Workers as can be evidenced by the improving picture seen



Improvement Board Performance Book

2.12 Max Single SW caseload (ChECS, CAT,CIN,CP)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	yr end 12/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Max case load				46	45	48	48	39										
Stat Neighbour Ave																		
NW Ave																		
England Ave																		
Target max case load					30	30	30	30	30	30	30	30	30	30	30	30		

Polarity

Low is good

Reporting frequency and date of latest available data

Monthly data will be monitored

Notes about the data (e.g. definition, source and statistical significance)

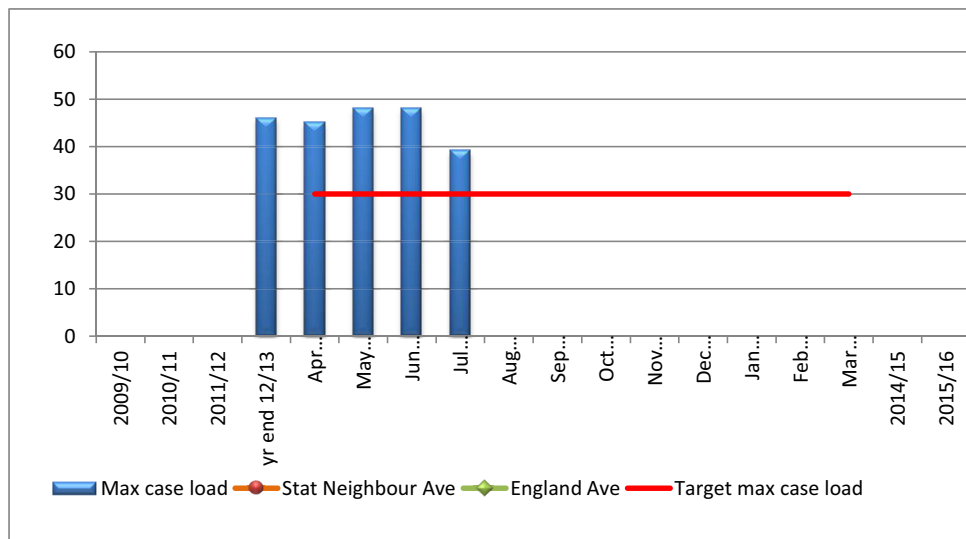
Figure is the maximum single caseload based on the individuals open and allocated to a SW on the electronic social care system

The story behind the data (commentary from the practice)

July 13 - there has been a significant reduction in the highest case load which is held in the CAT team, and is due to an increase in capacity being made available.

The average case load in CAT has reduced from 34 to 27 which is now in line with the target figure.

The average case load in CIN/CP teams is 21.4 and remains static.



Improvement Board Performance Book

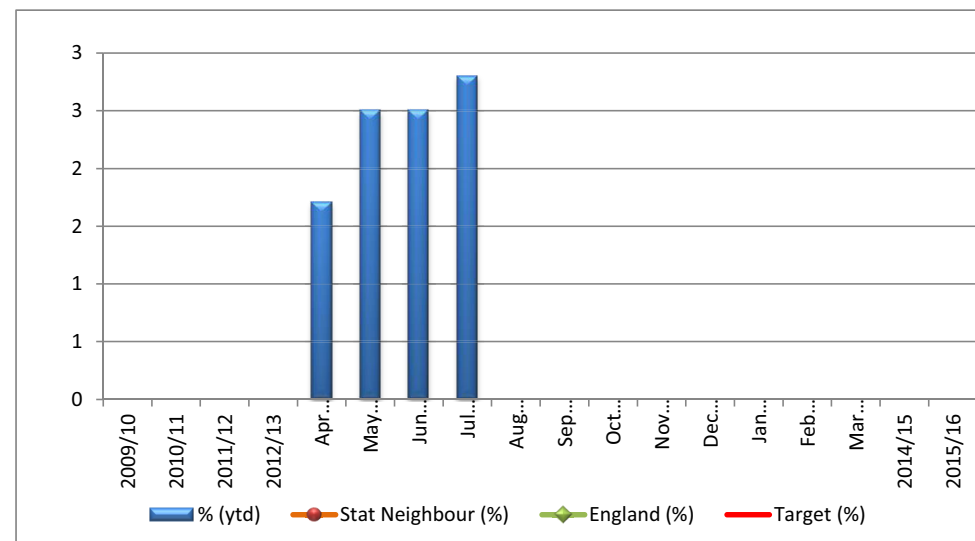
2.13 Sickness absence of social workers (SPIF N25)

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No sick days					22	41	31	50										
Total days available					1273	1273	1273	1349										
% (ytd)					1.7	2.5	2.5	2.8										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)																		

Polarity

Low is good

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

The % has been calculated using the following rational

Numerator = no of days absence

Denominator = [365 (days in year) - 104 (weekends) - 8 (Bk hols) - 25 (minimum hols entitlement) divided by 12 to get monthly days] x number of staff

The denominator equates to 19 x number of staff

The story behind the data (commentary from the practice)

July's figure is based on 68 staff plus an additional 3 agent staff now in the assessment team

Improvement Board Performance Book

2.14 Number of children referred/using advocacy services

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No of children accessing advocacy services			70	102			40											
Number of new referrals to service			101	95			17											
Target (%)																		

Polarity

LA

Reporting frequency and date of latest available data

Monthly data will be monitored

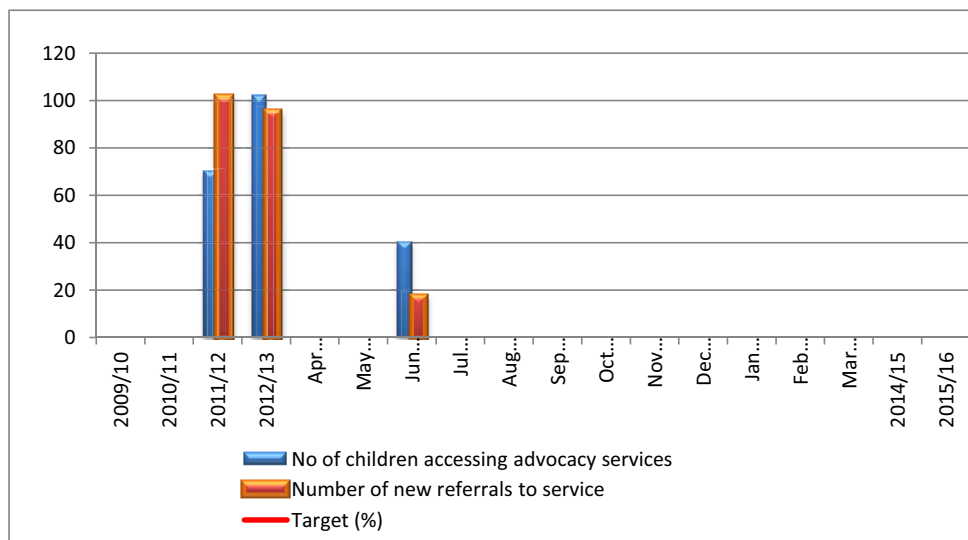
Notes about the data (e.g. definition, source and statistical significance)

Banardo's are currently contracted to provide the advocacy service for Cheshire East with the contract up for renewal in Dec 2012. There is currently a tender process underway. Data is extracted from the quarterly report provided for contract monitoring meetings.

The story behind the data (commentary from the practice)

In 2012-13 of 102 individuals referred 24 had a disability with 40 referrals relating to placement choice or placement difficulty.

In the first quarter of 2013-14 there were 23 ongoing cases from 2012-13 and a further 17 new referrals. The quarterly contract meeting is scheduled for 18/7/13 and the first quarter monitoring report will be discussed then.



Improvement Board Performance Book

3.1a Number of referrals received by Children's Assessment Team (CAT) in the period

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of referrals			3018.0	2885	173	214	215	190										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored

Notes about the data (e.g. definition, source and statistical significance)

Number of information and referral records opened in the CAT Team

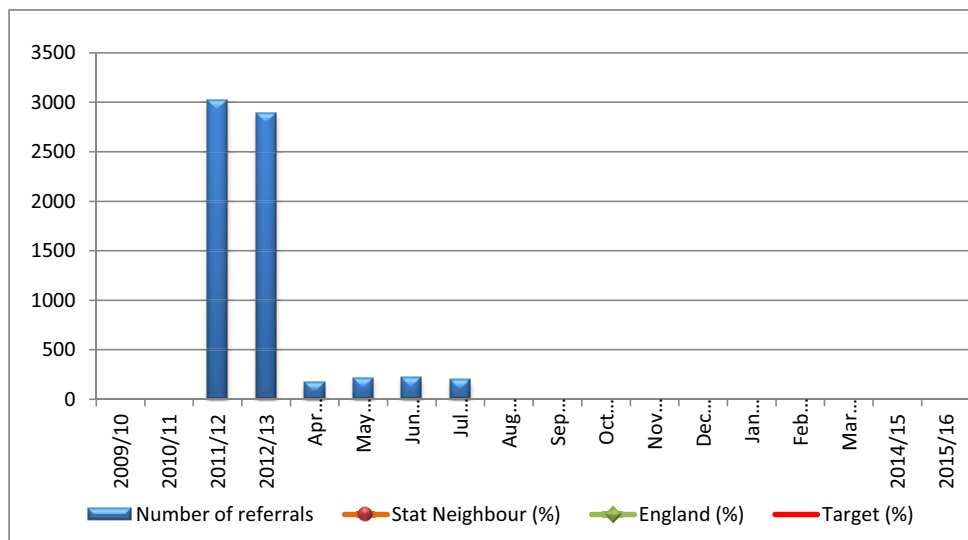
The story behind the data (commentary from the practice)

Since CHECS went live there has been a 50% increase in referrals overall with a 100% increase in June compared to the same period last year.

It is envisaged that these will level off as the service settles.

We have audited a number of referrals during this period which has confirmed that they are appropriate.

July is slightly reduced however it is too early to assess whether this is impacted by seasonal factors or a more accurate reflection of need.



Improvement Board Performance Book

3.1b Rate of referrals to Childrens Assessment Team (CAT) per 10,000

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of referrals			3018	2885	173	214	215	190										
Population			74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900		
%rate per 10,000			402.9	385.2	23.1	28.6	28.7	25.6										
Stat Neighbour (%)			441.6															
NW Ave (%)			597.8															
England (%)			533.5															
Target (%)																		

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

This has been calculated using the number of referrals divided by the 0-17 population which is 74900 x 10,000

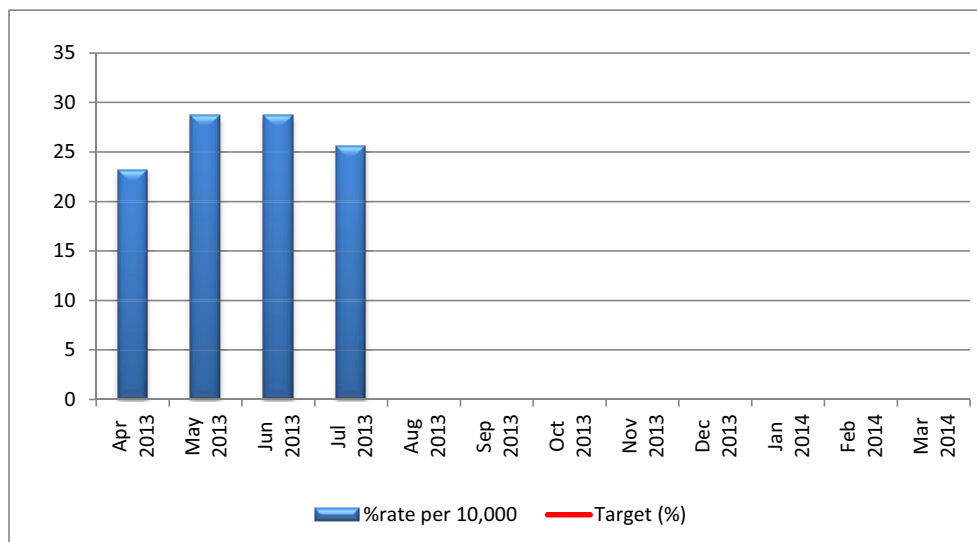
The story behind the data (commentary from the practice)

Since CHECS went live there has been a 50% increase in referrals overall with a 100% increase in June compared to the same period last year.

It is envisaged that these will level off as the service settles.

We have audited a number of referrals during this period which has confirmed that they are appropriate.

July is slightly reduced however it is too early to assess whether this is impacted by seasonal factors or a more accurate reflection of need



Improvement Board Performance Book

3.2 % of referrals which are repeat referrals

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
repeat referrals			742	287														
total no referrals			3018	2885	173	214	215	190										
% (ytd)			24.6	10.0	10.0	10.0	10.0	10.0										
Stat Neighbour (%)			24.9															
NW Ave (%)			26.4															
England (%)			26.1															
Target (%)					10	10	10	10	10	10	10	10	10	10	10	10		

Polarity

Low is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

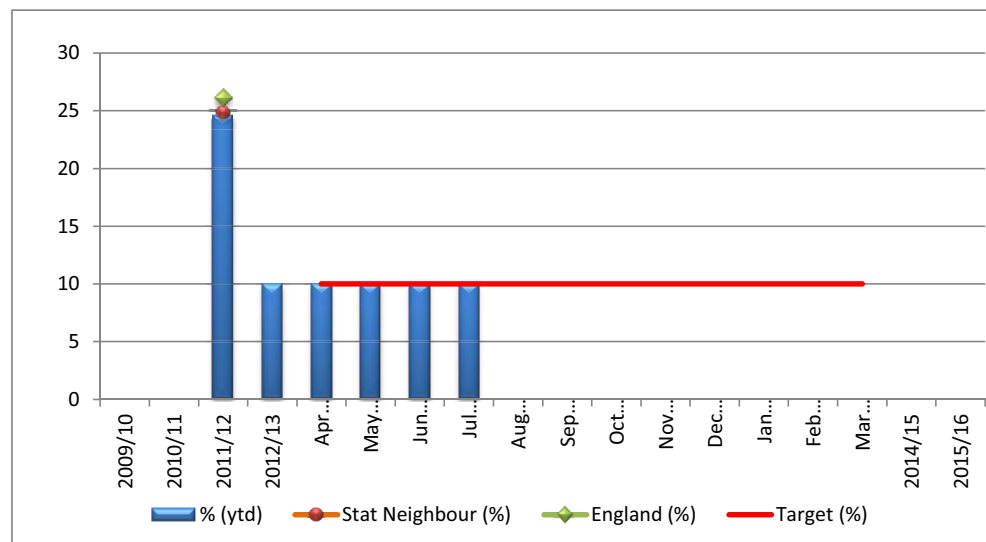
Figure is the CIN 12-13 outturn

Within our SN group we have a lower rate of referrals than the average in a group that range from 14.1% - 31.2%

The story behind the data (commentary from the practice)

Due to complexities in the Electronic Social Care Records system and the way referrals have been historically defined and recorded we use the number of cases that have more than 1 initial assesment recorded in a rolling 12mth period as a proxy month on month.

As we have now implemented the combined assessment the previous proxy is no longer fit for purpose and we continue to work on extracting information that will provide a robust proxy measure for this indicator.



Improvement Board Performance Book

3.3 % agency consultation to ChECS by telephone

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No of contacts by phone					0	0	0	0	0	0	0	0	0	0				
Total no contacts																		
% (ytd)					0.0	61.0	63.0	67.0	0.0	0.0	0.0	0.0	0.0	0.0				
Target (%)						80	80	80	80	80	80	80	80	80	80	80		

Polarity

high is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The total number of consultations received by phone as a proportion of the total number received.

The story behind the data (commentary from the practice)

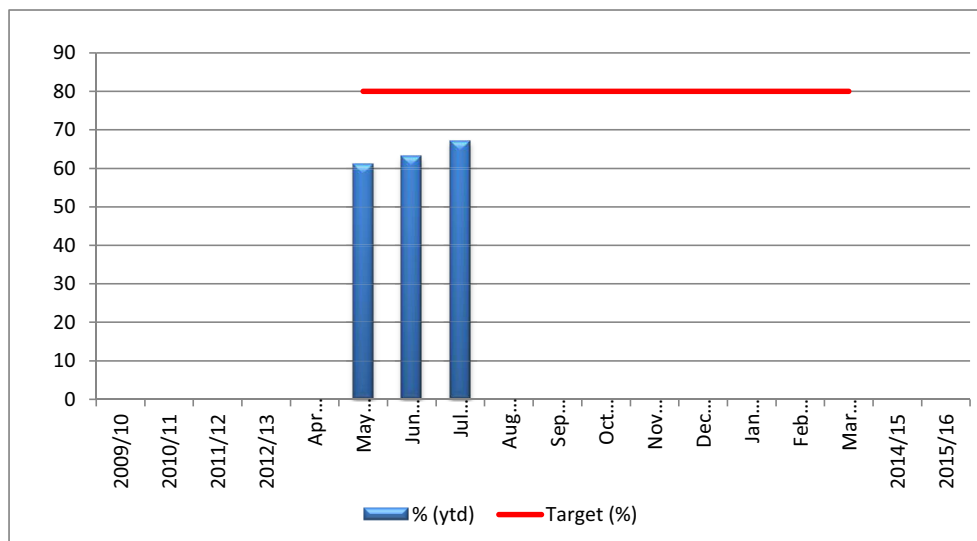
This is a significant turn round as prior to ChECS being established, consultations to the authority by phone were in the minority.

In total from 22 April to 31 July 2013:

Total Consultations – 1919

Total consultations by phone – 1286

In July the % received by phone was 76% which is encouraging and evidence that the new way of working is embedding



Improvement Board Performance Book

3.4 Total consultations by ChECS

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No consultations					126	577	570	557										

Polarity

Reporting frequency and date of latest available data

Monthly data will be monitored

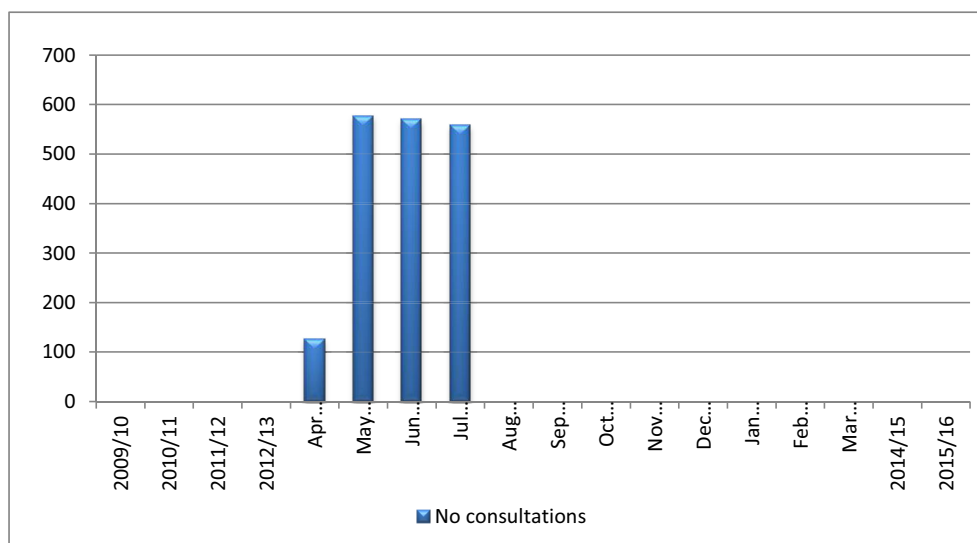
Notes about the data (e.g. definition, source and statistical significance)

Number of information and referral records opened in the CAT Team

The story behind the data (commentary from the practice)

The Increase in consultations since the start of the ChECS team was expected and in part, is a measure of the success of ChECS.

It is envisaged that these will level off as partner agencies become more accustomed to new processes and expectations.



Improvement Board Performance Book

3.5 % referrals to CAT which do not result in an IA

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
referrals with no IA			1153	77	6	9	17											
total no referrals			3018	2885	173	214	215											
% (ytd)			38.2	2.7	3.5	4.2	7.9											
Stat Neighbour (%)			12.4															
NW Ave (%)			16.0															
England (%)			15.6															
Target (%)																		

Polarity

Low is good

Reporting frequency and date of latest available data

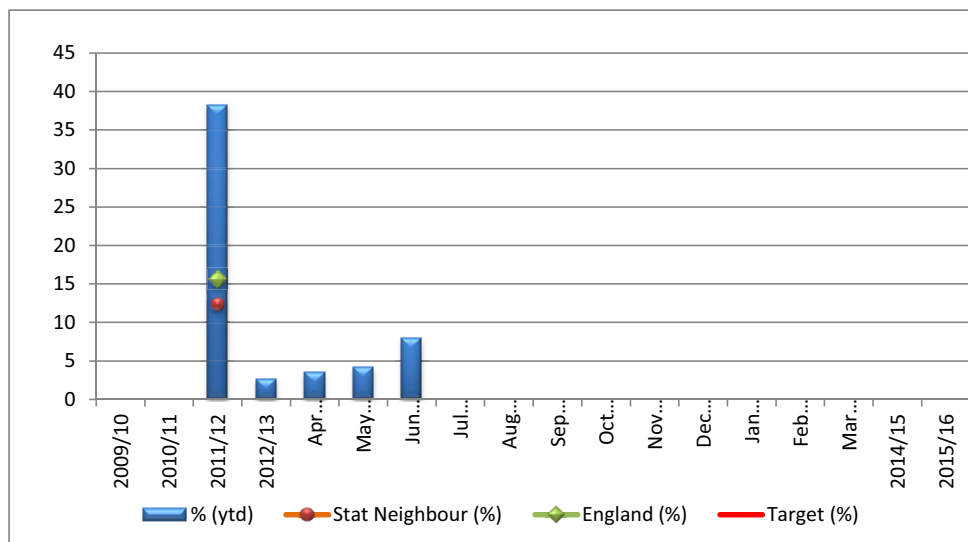
Notes about the data (e.g. definition, source and statistical significance)

Historically there has been an issue with the way referrals have been captured. this is not uncommon within our SN group with referrals resulting in NFA ranging from 0% to 31.2%

The story behind the data (commentary from the practice)

As expected the conversion rate from referral to IA is very high, pointing to an efficient triage in the CHECS service.

From the first of July we have moved to a combined assessment. From the end of August we will start reporting on referrals to CAT that result in no combined assessment



Improvement Board Performance Book

3.6 % of IAs resulting in NFA

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
IA's with NFA					51	40	45											
total no IA's			1562	2160	167	117	81											
% (ytd)			0.0		30.5	32.0	37.3											
Stat Neighbour (%)			18.7															
NW Ave (%)			18.3															
England (%)			19.1															
Target (%)																		

Polarity

Low is good

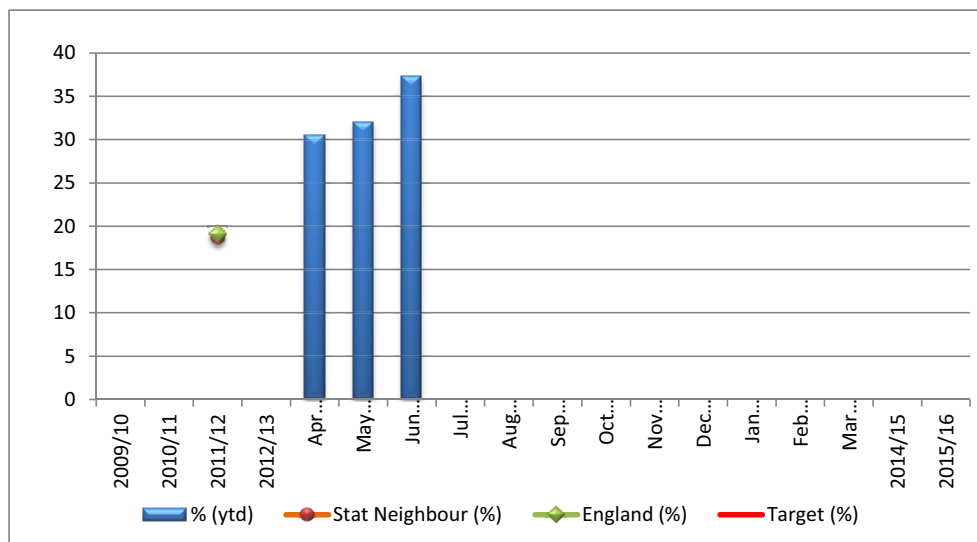
Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

2011-12 comparisons based on table C2 from the CIN return which looks at the number of referrals that went on to an IA and of those the ones that resulted in NFA. In our SN group the figures ranged from 0% (excluding CE) to 41% - this casts issues on the validity of the figures.

The story behind the data (commentary from the practice)

This measurement is a proxy for the effectiveness of the referral taking process. It is too early to determine whether the new arrangements will result in a significant reduction in IA's resulting in NFA. From the first of July we have moved to a combined assessment. From the end of August we will start reporting on the number of combined assessments that result in NFA



Improvement Board Performance Book

3.7 % children subject of a child protection plan for a second or subsequent time

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No 2nd time	10	30	30	36	6	5	0	2										
No opened in mth	163	229	230	238	23	37	23	20										
% (ytd)	6.1	13.1	13.0	15.1	30.0	18.0	13.0	12.6										
Stat Neighbour (%)	12.8	13.3	13.8															
NW Ave (%)	-	13.4	15.3															
England (%)	13.4	13.3	13.8															
Target (%)		14.0	14.0	14.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0		

Polarity

Low is good

Reporting frequency and date of latest available data

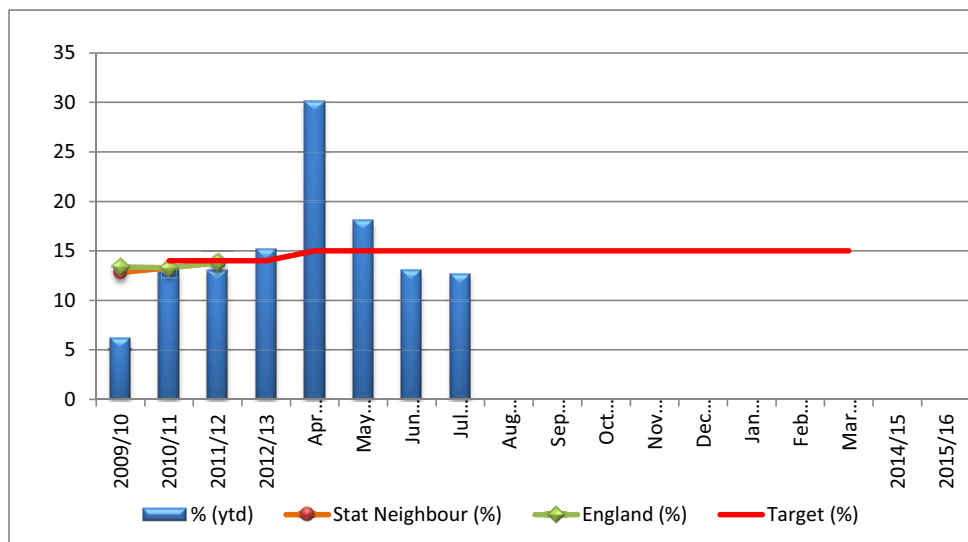
Notes about the data (e.g. definition, source and statistical significance)

definition is as per the previous national indicator.

Source is data from ECS system

The story behind the data (commentary from the practice)

Performance is reassurance that where family circumstances change children are being identified as in need of a child protection plan.



Improvement Board Performance Book

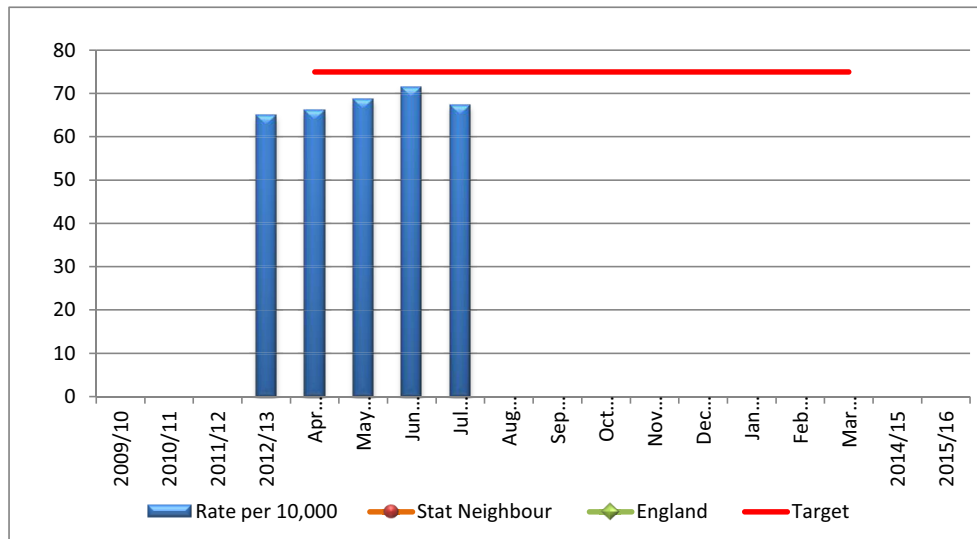
4.1 Rate of open CAFs per 10,000 0-17 population

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CAFs				485	494	514	534	503										
population				74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900	74900		
Rate per 10,000				64.8	66.0	68.6	71.3	67.2										
Stat Neighbour																		
NW Ave																		
England																		
Target					75	75	75	75	75	75	75	75	75	75	75	75		

Polarity

High is good

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

This has been calculated using the number completed divided by the 0-17 population which is 74900 x 10,000

The story behind the data (commentary from the practice)

The increase in rate of CAF's is evidence that more children are being identified for early help. Reporting arrangements allow checks to ensure CAFs are live

Improvement Board Performance Book

4.2 Number of new CAFs opened

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Number of CAFs opened			672	618	32	43	41	44										
Cummulative position					32	75	116	160										
Stat Neighbour (%)																		
NW Ave (%)																		
England (%)																		
Target (%)			700	700														

Polarity

In line or better than SN
av

Reporting frequency and date of latest available data

Monthly data will be monitored

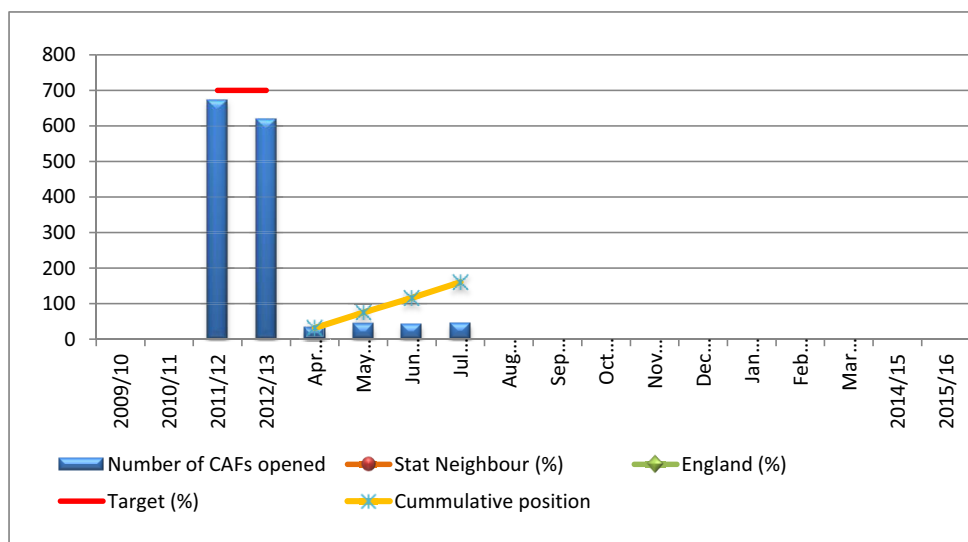
Notes about the data (e.g. definition, source and statistical significance)

Number of CAFs recorded as opened in a month on the CAF database

The story behind the data (commentary from the practice)

This has slightly dipped from last year but expect to see a rise as ChECS becomes established. 43% of the CAF received were led by the Cheshire East Family Service (CEFS), with 37% being led by schools. Of these 19% were led by Primary schools and 17% by Secondary schools and 1% by a special school from outside of the authority. Health led 16% of the new CAFs – all of these were from East Cheshire Trust (ECT).

There is a slight reduction in the overall numvers of CAFs open and although consistent a slightly lower than desired number of new CAF's being opened. Possible causes are a reduction in CAF's, a reduction in inappropriate CAF's since the introduction of the CHECS service and/ or changes in the way CAF's are inputted into the CAF database recording system since the implementation of the CHECS service.



Improvement Board Performance Book

4.3 % of CAFs with a lead professional other than LA

	Historical (Full year to 31 Mar)				This year (by month)												Plan	
	2009/10	2010/11	2011/12	2012/13	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No with lead prof other than LA				342	321	329	341	331										
Total number				621	494	514	534	503										
% (ytd)				55	65	64	64	66										
Target (%)																		

Polarity

high is good

Reporting frequency and date of latest available data

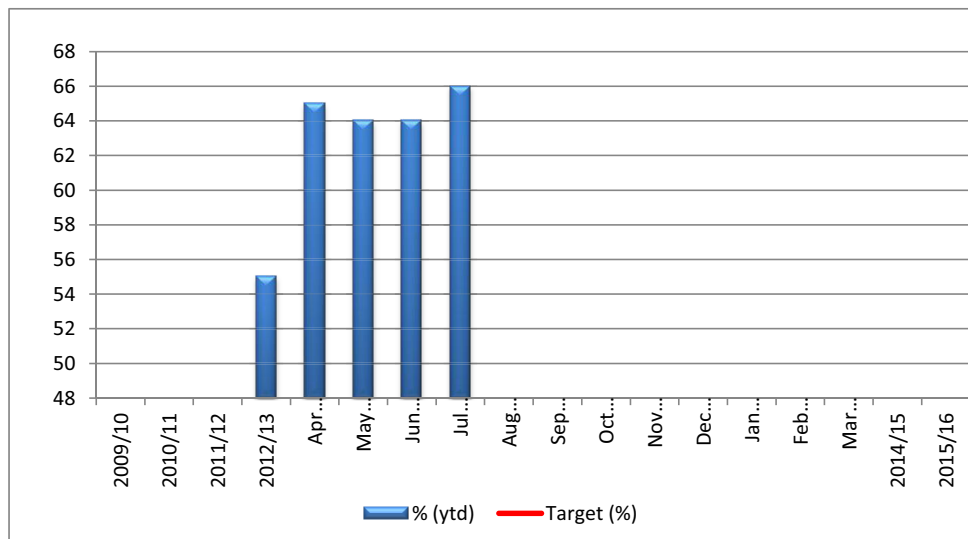
Notes about the data (e.g. definition, source and statistical significance)

Data is taken from the CAF database maintained by the LA and reflects all CAF's advised to us.

The story behind the data (commentary from the practice)

A high % being led by other agencies than the LA is indicative of a well embedded practice and strong multiagency partnerships

In July there were 201 CAF meetings held, at which 120 were led by an agency other than Cheshire East family service. this equated to 60%



Improvement Board Performance Book

4.4 % referrals with previous CAF (local indicator)

	This year (by month)												Plan	
	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
Referral with CAF recorded	28	40	22	45										
Total no referrals	173	214	215	190										
% (ytd)	16.2	17.6	15.0	23.7										
Target (%)														

Polarity

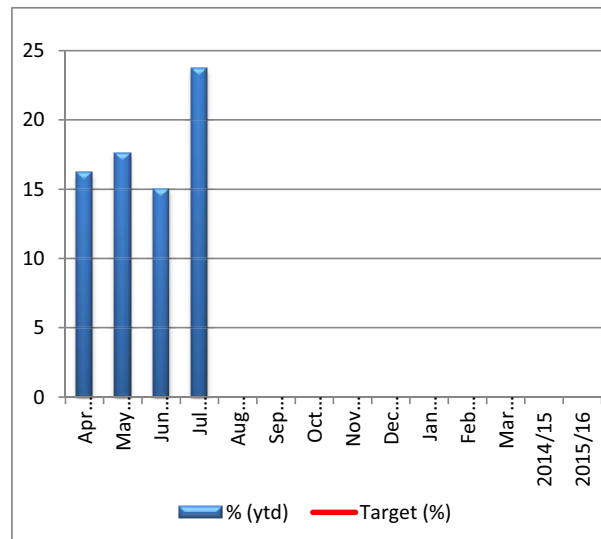
high is good

Reporting frequency and date of latest available data

Notes about the data (e.g. definition, source and statistical significance)

The story behind the data (commentary from the practice)

The multi-agency CAF reference group to explore (by Sept 2013) the story behind the data in respect of the quality of CAFs and associated support and referrals to CAT after a CAF is closed



Improvement Board Performance Book

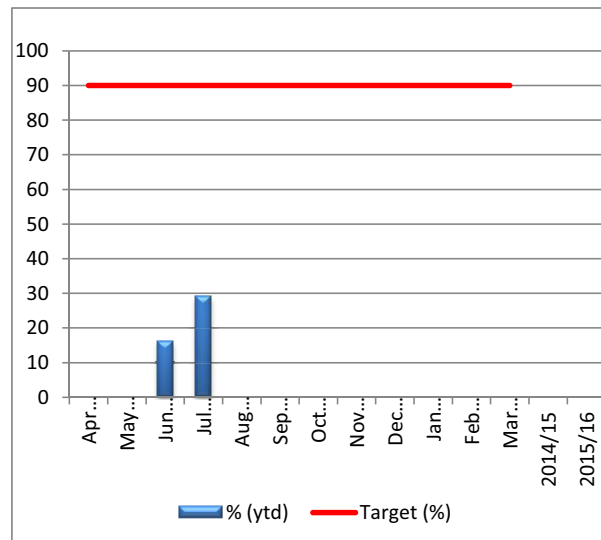
4.5 % of elected members training in safeguarding

	This year (by month)												Plan	
	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014/15	2015/16
No trained	0	0	13	24										
Total no members	82	82	82	82	82	82	82	82	82	82	82	82		
% (ytd)			16	29										
Target (%)	90	90	90	90	90	90	90	90	90	90	90	90		

Polarity

high is good

Reporting frequency and date of latest available data



Notes about the data (e.g. definition, source and statistical significance)

The story behind the data (commentary from the practice)

Cycle of training commenced in June 2013 and two sessions have been completed to date. Further sessions are planned for Aug and Sept

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Owner	Work Stream	Ofsted recomm.	Ref	Action	Date	Lead	Progress	RAG date
Nigel Moorhouse	QUALITY OF PRACTICE	Clear management decisions	A2.1	2 PCs in ChECs	April 2013	VB		April 2013
			A2.2	New Group Manager post	April 2013	VB		April 2013
			A2.3	Process changed - allocation	April 2013	VB		April 2013
			A2.4	Supervision Policy	May 2013	NM		May 2013
			A2.5	Quarterly meetings with PCs	June 2013	NM		June 2013
			A2.6	Monthly meetings with GMs	April 2013	NM		April 2013
			A2.7	Performance management	June 2013	NM		June 2013
		Investigate CP in CIN cases	A3.1	CIN Independent Reviews policy	June 2013	KR		June 2013
			A3.2	Supervision policy	May 2013	NM		May 2013
			A3.3	Change to PARIS system	June 2013	NM		June 2013
			A3.4	Compliance - practice standards	Sept 2013	VB		
			A3.5	Tracking tool - investigations	July 2013	BH		July 2013
			A3.6	Section 47 refresher training	Aug 2013	NM		
		Managers challenge and monitor	A4.1	Performance information	June 2013	NM		June 2013
			A4.2	Practice & perf workshops	May 2013	NM		May 2013
			A4.3	Consult on tracking tool	June 2013	NM		June 2013
			A4.4	Develop practice standards	July 2013	BH		July 2013
			A4.5	Practice standards launched	July 2013	NM		July 2013
			A4.6	Compliance - practice standards	July 2013	NM		July 2013
			A4.7	Produce tracking tool	Sept 2013	VB		
			A4.8	ISU updates to Heads of Service	June 2013	KR		June 2013
		Changes in Social Worker	B3.1	Service realignment	Oct 2013	NM		
			B3.2	Reduce transfer points	Oct 2013	NM		
			B3.3	Recruitment & retention roll out	Ongoing	NM		
		Children's wishes and feelings in assessments	B4.1	Advocacy & participation contract	Oct 2013	AE		
			B4.2	Practice standards	Sept 2013	VB		
			B4.3	All staff consult children	Ongoing	VB		
			B4.4	Revise complaints process	July 2013	JG		July 2013
		Electronic social care system	B5.3	Let contract	Sept 2013	AJ		
			B5.6	Establish forum - frontline	July 2013	SK		
			B5.7	Data quality & cleansing	July 2013	NA		
			B5.4	Communication – key message	Sept 2013	AJ		July 2013
			B5.9	Data Migration Phase 1	Feb 2014	SK		
			B5.8	Training & support plan	Mar 2014	SK		
			B5.12	Phase 1 Go live	Feb 2014	SK		
		Improve CIN planning	C3.1	Policies and procedures	Aug 2013	VB		
			C3.2	Practice standards	July 2013	VB		
			C3.3	Training Independent Reviews	Sept 2013	KR		July 2013
			C3.4	Launch reviews	Sept 2013	KR		
			C3.5	Tracker for compliance	July 2013	BH		July 2013
			C3.6	Review workflow	Sept 2013	VB		
		Feedback from children	C4.1	Advocacy & participation contract	Oct 2013	AE		
			C4.2	Report quarterly to LSCB	July 2013	All		July 2013
			C4.3	Identify existing engagement	Sept 2013	All		

Updated August 2013

Owner	Work stream	Ofsted recomm.	Ref	Action	Date	Lead	Progress	RAG date
Vicky Buchanan	EFFECTIVE FRONT DOOR	Contacts and referrals with CP concerns	A1.1	Manager attend CSE training	April 2013	VB		April 2013
			A1.2	Disseminate training	April 2013	VB		April 2013
			A1.3	Experienced staff on ChECS	May 2013	LH		May 2013
			A1.4	Management oversight	June 2013	LH		June 2013
			A1.5	Dip sampling of ChECS cases	July 2013	LH		July 2013
			A1.6	ISU identify drift	May 2013	KR		May 2013
			A1.7	Report of CSE activity	July 2013	KR		July 2013
			A1.8	Identify need for CSE training	July 2013	LB		July 2013
		New assessment service implemented	B1.1	New policies and procedures	April 2013	VB		April 2013
			B1.2	Communicate launch	April 2013	VB		April 2013
			B1.3	Notify outcomes of referrals	April 2013	VB		April 2013
			B1.4	Robust data analysis	April 2013	VB		April 2013
			B1.5	Performance framework	From July	VB		July 2013
			B1.6	Agency system for monitoring	Sept 2013	All		
			B1.7	Set up Early Help Panel	Aug 2013	VB		July 2013
		Information sharing with MARAC	B2.1	Policies and procedures	April 2013	VB		April 2013
			B2.2	ChECS PC attends MARAC	April 2013	VB		April 2013
			B2.3	IDVA	July 2013	VB		July 2013

Ian Rush/Tony Crane	PARTNERSHIP, CHALLENGE AND SCRUTINY	Elected member understanding	B6.1	Member training programme	May 2013	LB		May 2013
			B6.2	Schedule visits to frontline	Sept 2013	VB		
			B6.3	LSCB Annual Report	Sept2013	KR		
			B6.4	Evaluate Members	Dec 2013	LB		
		Partners involved in CAF	C2.1	Single agency reports	Oct 2013	TN		
			C2.2	Performance monitoring	Aug 2013	All		
			C2.3	Targeted locality working	May 2013	VK/LC		May 2013
			C2.4	Explore story behind data	Sept2013	JP		
			C2.5	Quarterly reports	July 2013	TC		July 2013
			C2.6	Data quality of CAFs	Sept 2013	LT		
		LSCB	C6.1	Appoint new LSCB Chair	Sept 2013	KR		July 2013
			C6.2	Performance scorecard	Sept 2013	IR		July 2013
			C6.5	LSCB Self evaluation	Aug 3013	IR		
			C6.7	Learning framework	Sept 2013	IR		
		Quality	C5.1	Develop strategy	Sept 2013	TC		
			C5.2	Implement strategy	Oct 2013	TC		
			C5.3	Evaluate strategy	Mar 2014	TC		

Cross-cutting	n/a	Training programme	July 2013	VB		July 2013
Cross-cutting	n/a	New IT equipment	July 2013	AJ		July 2013
Cross-cutting	n/a	Transforming practice group	May 2013	NM		May 2013
Cross-cutting	n/a	Social work charter	May 2013	VB		
Cross-cutting	n/a	Major audit	Oct 2013	VB		
Cross-cutting	n/a	Supervision file audit	Oct 2013	SA		
Cross-cutting	n/a	Peer challenge	Sept 2013	TC		
Cross-cutting	n/a	Safeguarding peer review	Feb 2014	TC		

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CHESHIRE EAST COUNCIL

Corporate Scrutiny Committee

Date of Meeting:	10 th September 2013
Report of:	Miss K Evans – Licensing Team Leader
Subject/Title:	Statement of Licensing Policy Review
Portfolio Holder:	Cllr Les Gilbert - Communities and Regulatory Services Portfolio Holder

1.0 Report Summary

- 1.1 The Licensing Act 2003 requires that Licensing Authorities prepare and publish a statement of policy that they propose to apply when exercising their functions under the Act during the five year period to which the statement applies.
- 1.2 The Council is required to review its existing statement of principles and publish the revised version by no later than 31st January 2014. In preparing a revised statement the Council must undertake a consultation exercise with those stakeholders identified by the legislation.

2.0 Decision Requested

- 2.1 That the Committee considers the content of the draft revised policy set out at appendix 1.

3.0 Reasons for Recommendations

- 3.1 To comply with the provisions of the Licensing Act 2003, to enable the proper discharge of the Council's responsibilities for the regulation of alcohol sales, regulated entertainment and late night refreshment.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 None identified

7.0 Financial Implications

- 7.1 The Licensing Authority was required to consult on the revised policy and this required a number of letters being sent to license holders and other consultees.

8.0 Legal Implications

- 8.1 In accordance with Section 5 of the Licensing Act 2003 the Licensing Authority is required to determine and publish a Statement of Licensing Policy.
- 8.2 The statement of policy forms part of the Council's Policy Framework. As such, the final decision to approve a statement of principles or a revision of the statement rests with full Council. In addition, in developing a revised statement of policy, the authority must comply with its Budget and Policy Framework Procedure Rules (as set out within the Constitution).
- 8.3 In order to comply with statutory requirements, the following agencies must be consulted:
- Cheshire Constabulary
 - North West Fire and Rescue Service
 - Planning Services
 - Trading Standards (Weights and Measures Inspector)
 - Environmental Health
 - Local Safe Guarding Children Board
 - Health and Safety
 - Representatives of the local licensing trade
 - Representatives of local businesses and residents

9.0 Risk Management

- 9.1 Should the Council not adopt a reviewed Statement of Licensing Policy within the required timeframe, all decisions made may be open to challenge.
- 9.2 Giving appropriate weight and consideration to any consultation responses received will mitigate the risk of a successful challenge of the final policy.

10.0 Background and Options

- 10.1 The first Statement of Licensing Policy approved by this Council came into effect in January 2009.
- 10.2 When exercising the functions of the Licensing Act 2003 the Licensing Authority must promote the statutory licensing objectives:

- The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance
 - The protection of children from harm
- 10.3 The Statement of Licensing Policy establishes a local framework for decision-making when considering applications for relevant permissions, or variations to existing terms and conditions. The Policy is of significant importance as the Licensing Committee and Sub-Committee are required to have due regard to it when determining an opposed application. It is therefore paramount that the policy sets out how the objectives will be promoted. Any matters not relevant to the promotion of the licensing objectives must be disregarded.
- 10.4 In addition to having regard to the Statement of Licensing Policy, the Licensing Authority must also have regard to the statutory guidance issued by the Home Office under section 182 of the Licensing Act 2003.
- 10.5 In accordance with the statutory timescales the revised policy must be in place to take effect from January 2014. When the Statement of Licensing Policy has been confirmed and published, subject to any further reviews and necessary consultation, it shall remain in force for a further period of five years (i.e. to January 2019).
- 10.6 It is proposed that the following timescales be applied to allow for the proper consideration of the draft statement of policy:
- Approved for consultation by relevant Cabinet Member
 - Period for consultation – 6 weeks
 - Licensing Committee – 16th July 2013
 - Corporate Scrutiny – 10th September 2013
 - **End of Consultation**
 - Licensing Committee – 4th October 2013
 - Confirmed by Cabinet – 11th November 2013
 - To be adopted by Council – 12th December 2013
 - Publication of Policy in January 2014
 - Policy effective from January 2014
- 10.7 Members should note that the consultation period has commenced following a decision of the Communities and Regulatory Services Portfolio Holder on the 15th July 2013. Consequently, a letter has been sent to the consultees and the Policy placed in the consultation pages on the Council's website.
- 10.8 The content of the Policy was also considered by the Members of the Council's Licensing Committee on the 16th July 2013.
- 10.9 The changes made to the currently policy include:

- i. Providing updated and additional information on how the Licensing Authority will promote the Licensing Objectives
- ii. Taking into consideration recent changes in legislation. Such as the Live Music Act 2012, Late Night Levy, and Early Morning Restriction Orders.

10.10 The Council's Policy for the period January 2009 to January 2014 is attached at appendix 2 for information.

10.11 The outcome of the consultation exercise and any proposals to amend the content of the Policy will follow the path laid out in 10.6.

11.0 Access to Information

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

Name: Kim Evans

Designation: Licensing Team Leader

Tel No: 0300 123 5015

Email: kim.evans@cheshireeast.gov.uk



CHESHIRE EAST COUNCIL
STATEMENT OF LICENSING POLICY
(LICENSING ACT 2003)
POLICY DATED JANUARY 2014 TO JANUARY 2019

Contents

1. Introduction
2. The aim of the Policy and Statutory Licensing Objectives
3. Matters within the control of the Licence Holder
4. Planning and need for Licensed Premises
5. Integrating Strategies
6. Anti-Social Behaviour
7. Prevention of Crime and Disorder
8. Public Safety
9. Prevention of Public Nuisance
10. Protection of Children from Harm
11. Cumulative Impact
12. Applications for New Grants and Variation of Existing Terms and Conditions
13. Temporary Events
14. Operating Schedule
15. Hours of Operation
16. Conditions
17. Enforcement and Review
18. Early Morning Alcohol Restriction Orders (EMRO's)
19. Late Night Levy
20. The Licensing Process
21. Delegation and Decision Making
22. Exclusions
23. Consultation
24. Changes to Legislation

Appendix 1 – Table of Delegations of Licensing Functions

Appendix 2 – Procedure at Hearings

1. Introduction

- 1.1 Cheshire East Council (**the Council**) is the Licensing Authority for the area of Cheshire East under the provisions of the Licensing Act 2003 (**the Act**).
- 1.2 The Council's current Statement of Licensing Policy was published on 24th February 2009. A review of that policy is due by January 2014. This Statement of Licensing Policy (**the Policy**) is the result of the review and is published by the Council in accordance with section 5 of the Act. The Policy provides information and guidance to applicants and persons who are likely to be affected by an application (e.g residents and businesses) and Responsible Authorities or anyone interested in these matters. It will clarify the manner in which the Council will approach matters relating to licensing. Whilst the policy provides framework guidance regarding the considerations it will take into account when determining any licence application, the Council, as the Licensing Authority, will ultimately determine each individual application on its own merits.
- 1.3 Cheshire East's mission is for 'Cheshire East to be a great place to live, work, visit and enjoy'. The mission statement complements the aims of this Policy. There are a number of Corporate Objectives some of which link with this Policy. They include:
 - To grow and develop a sustainable Cheshire East
 - To improve life opportunities and health for everybody in Cheshire East
- 1.4 The Policy takes into account the guidance issued under section 182 of the Act. The latest guidance was published by the Home Office on 31st October 2012. A copy of the guidance may be accessed via the Home Office website www.homeoffice.gov.uk
- 1.5 In accordance with section 4 of the Act, the Licensing Authority shall have regard to the Policy in the exercise of its functions in respect of Licensable Activities and qualifying Licensable Activities in accordance with Section 1 and Schedules 1 and 2 of the Act. The following is a summary of what comprises Licensable Activities:
 - The sale by retail of alcohol
 - The supply of alcohol by or on behalf of a club to, or to the order of a member of the club
 - The provision of regulated entertainment:
 - performance of a play

- exhibition of a film
- indoor sporting event
- boxing or wrestling entertainment
- performance of live music
- playing of recorded music
- performance of dance
- entertainment of a similar description to the above

There are certain exemptions to this definition, which relate to incidental live and recorded music, and spontaneous music, singing and dancing, which are set out in full in the Act.

- The provision of late night refreshment (supply of hot food or drink from a premises between 23:00 and 05:00 hours)

1.6 In formulating the Policy, the Licensing Authority has consulted all Responsible Authorities, holders of licences under the Act and the public within Cheshire East.

1.7 This policy will be for a 5 year period and a review will take place in accordance with statutory procedures and will take into full account of any relevant information received by way of consultation or otherwise.

2. The Aim of the Policy and Statutory Licensing Objectives

2.1 The aim of the Policy is to secure the safety and amenity of communities within the Cheshire East area, whilst facilitating a sustainable entertainment industry. The Council recognises the need of residents for a safe and desirable environment in which to work and live and the importance of well-run licensed premises in a vibrant and diverse local economy. The Council will promote the safety of residents and visitors whilst out at night and on their journey home.

2.2 In accordance with the guidance issued by the Secretary of State, the Council recognises the need to encourage and promote a broad range of entertainment, particularly live music, dancing and theatre for the wider cultural benefits of our communities. A natural concern to prevent disturbance in the neighbourhood will always be balanced with the wider cultural benefits of our communities

- 2.4 The Council has a duty to protect the amenity of its residents. This extends to the business community, who can expect the Council to ensure that the environment is attractive and sustainable for the conduct of their business.
- 2.5 It is the Council's duty to exercise its licensing functions with a view to promoting **with equal importance** the four Licensing Objectives set out in section 4 of the Act:
- **The prevention of crime and disorder**
 - **Public safety**
 - **The prevention of public nuisance**
 - **The protection of children from harm**
- 2.6 This policy does not prejudice the requirement for the Licensing Authority to consider each application on its own merits.
- 2.7 The Licensing Authority will have proper regard to amongst other issues:
- Location and environmental impact of the proposed activity
 - Suitability of the applicant
 - Suitability of the premises to the application
 - Operation and management of the premises
 - Monitoring, review and enforcement
- 2.8 Nothing in the policy will
- Undermine the rights of any individual to apply under the terms of the Act for a variety of permissions and have the application considered on its individual merits; or
 - Override the right of a person or a body or a Responsible Authority (as defined in the Act) to make representations on an application or to seek a review of a licence or certificate in accordance with the provisions of the Act.
- 2.9 Following Relevant Representations the Licensing Authority will only depart from this Policy if the applicant provides satisfactory evidence/information that the Licensing Objectives will be met in full. In cases where a departure occurs, the Licensing Authority shall provide reasons for the departure.
- 2.10 If an application for a licence or certificate has been made lawfully and there have been no Relevant Representations from Responsible Authorities or

other persons, the Licensing Authority will grant the application, subject only to conditions consistent with the operating schedule and any relevant mandatory conditions.

- 2.11 To achieve its aims the Council is committed to working in partnership with Cheshire Constabulary, Cheshire Fire and Rescue Service, local businesses, residents and others towards ensuring the continued success of this Policy in achieving the statutory objectives of the Act. In considering these issues the Council will focus on the four statutory Licensing Objectives.

3. Matters within the Control of the Premises Licence Holder

- 3.1 The Licensing Authority recognises that licensing law is not the primary mechanism for the general control of individuals once they are away from a licensed premises, and therefore away from the direct control of the premises licence holder. Accordingly, in exercising its licensing functions the Licensing Authority will focus on matters which are within the control of the individual licensee and others who are granted relevant permissions. Nevertheless licensees should take reasonable steps to prevent the occurrence of crime and disorder and public nuisance immediately outside their premises, e.g. on the pavement, in a beer garden or in a smoking shelter, where and to the extent these matters are within their control.
- 3.2 The Licensing Authority will expect applicants to consider and make appropriate provisions to ensure that harm is not caused to the Licensing Objectives as a result of activity in, or in the vicinity of, the licensed premises.
- 3.6 It will normally be the responsibility of the premises licence holder to ensure that the managers, designated premises supervisor and door supervisors are competent and appropriately trained.

4. Planning and need for Licensed Premises

- 4.1 When exercising its licensing functions the Licensing Authority will not be influenced by questions of need. The issue of whether or not there is a need for a particular premises is a commercial matter, which is not relevant to the Licensing Authority's considerations.
- 4.2 The Planning Regulation and Licensing Regulation functions are separate statutory regimes. The Licensing Authority recognises that there should be a clear separation of the planning, building control and licensing regimes in order to avoid duplication. The Licensing Authority when exercising its licensing functions will not consider whether there has been any alleged breach of planning conditions. Planning Permission will usually be required prior to the use of premises for Licensable Activities.

- 4.3 The Licensing Authority is not bound by decisions made by the Planning Authority and vice versa.
- 4.4 There may be circumstances when, as a condition of planning permission, a terminal hour has been set for the use of premises for commercial purposes. Where these hours are different to the licensed hours, the earlier closing time must be observed. Premises operating in breach of their planning permission would be liable to enforcement action under planning law.
- 4.5 It should be noted that Building Regulations govern a variety of issues, which directly contribute to the Licensing Objectives, including means of escape, structural integrity, accessibility and public safety. Building Regulation Approval and Completion Certificates may be required prior to the use of the premises for licensable activities.

5. Integrating Strategies

- 5.1 The Licensing Authority will consider the Local Authority's approved strategies and policies where they are relevant to the exercise of its function as the Licensing Authority.
- 5.2 The Council recognises that Licensed Premises are a major contributor to the local economy. Any licence application will be considered by taking certain factors into account. These include:
- Employment opportunities
 - The enhancement the proposal might have on the attractiveness of the wider area
 - The general impact in attracting visitors to the area
- 5.3 In undertaking its statutory licensing function the Licensing Authority may have regard to:
- Section 17 of the Crime and Disorder Act 1998 and requirement that the local authority do all that it reasonably can to prevent crime and disorder in its locality
 - The European Convention on Human Rights (which is given effect by the Human Rights Act 1998), which places a duty on public authorities to protect the rights of individuals in a variety of circumstances
 - Any other relevant legislation drawn to its attention
- 5.4 The Licensing Authority will seek to discharge its responsibilities identified by other Government Strategies, so far as they impact on the objectives of the Licensing Act. Examples of these strategies are:

- In accordance with Guidance the Licensing Authority will seek to establish a Safe Scheme so that proper liaison and partnership working with all relevant stakeholders will ensure that appropriate Action Plans for Tackling Alcohol Related Crime, Disorder and Nuisance are in place
- Safer Clubbing
- Local Authorities Coordinators of Regulatory Services and Trading Standards Institute Code of Best Practice on Test Purchasing
- Alcohol Harm and Reduction Strategy
- Crime and Disorder Reduction Strategy
- Enforcement Concordat, under which the Council has developed an Enforcement Strategy

6. Anti-Social Behaviour

- 6.1 The Licensing Authority recognises that in addition to the requirements for it to promote the Licensing Objectives, the Local Authority has a duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder within its area.
- 6.2 The objective of the licensing process is to allow the retail sale of alcohol and the provision of other Licensable Activities in a manner that ensures the public's safety and which is neither to the detriment of residents, nor gives rise to loss of amenity. It is the Licensing Authority's aim to facilitate well run and managed premises with premises licence holders displaying sensitivity to the impact of their premises on local residents.
- 6.3 In accordance with Guidance, the Licensing Authority does not regard this policy as a mechanism for the general control of anti-social behaviour by individuals once they have left the immediate vicinity of the licensed premises.
- 6.4 Recurring problems of alcohol-related anti-social behaviour, crime and disorder or serious public nuisance can occur in an area, which are not directly attributable to specific premises. In such cases, particularly if supported by the Police, the Licensing Authority may consider whether an Early Morning Alcohol Restriction Order (EMROs) might address the problems. These Orders are considered later in this Policy.

7. Prevention of Crime and Disorder

- 7.1 The Licensing Authority will have regard to the Crime and Disorder Act 1998 (See Section 6.1 above). Any conditions attached to the premises licence

should reflect any local crime prevention strategy. Including, the Safer Cheshire East Partnership Plan or a subsequent replacement plan.

- 7.2 The Licensing Authority will consider whether the premises make or will make a significant contribution to levels of crime and disorder, and whether the Operating Schedule is based on an adequate risk assessment, undertaken by the applicant, of the likelihood of crime and disorder occurring as a result of the application.
- 7.3 In order to meet its duty to prevent and reduce crime this Policy will have regard to the likely impact of licensing on related crime and disorder in the area. The Licensing Authority will consider the location of the premises and the impact, operation and management of the Licensable Activities. In particular these issues may include:
- Whether the layout, lighting and fittings of the premises have been designed so as to minimise conflict and opportunities for crime and disorder
 - Whether the Operating Schedule includes appropriate management measures to prevent crime and disorder
 - Door supervision together with the maintenance of an incident book
 - Use of toughened glass or plastic glasses
 - Mechanisms for combating drug dealing and use
 - Use of CCTV cameras
 - Membership of any Pubwatch or similar scheme
 - Use of ID scan equipment
- 7.4 The Licensing Authority may impose conditions on licences or certificates. These may include the following conditions (although the list is not exhaustive). The decision to impose conditions and their extent will depend upon the risks of crime and disorder at the particular premises
- Appropriate ratio of tables to chairs to customers and for areas to be allocated for seated customers
 - A requirement for Security Industry Authority door supervisors to control numbers and to deny entry to individuals who appear drunk, disorderly or intent on crime
 - A requirement that drinking vessels do not form a sharp edge when broken

- Restrictions on drinking in areas within and outside the premises
- Procedures for checking the ages of young people who appear under the age of 21 or 25 to ensure alcohol is not sold to those under 18 and that those under 16 are accompanied in alcohol-led premises
- Appropriate 'early warning' communication systems with the Police and with other licensed premises
- The installation of CCTV
- Clear policies and measures to prevent illegal drugs being brought onto and used on the premises
- Searching of customers and staff

7.5 The Licensing Authority will carefully consider Police representations and other conditions relating to the deterrence and prevention of crime and disorder and initiatives to reduce crime will be drawn up in liaison with the police to deal with particular premises or types of premises where concerns may arise.

Safer Clubbing

7.6 The Licensing Authority wishes to promote the principles of 'Safer Clubbing'. The current Home Office Guidance on the subject is recommended to relevant Premises Licence and Club Premises Certificate holders. Following relevant representations appropriate licensing conditions may be imposed to control the environment at relevant premises in support of the 'Safer Clubbing' objectives.

Drugs

7.7 Following Relevant Representations, conditions may need to be imposed for certain types of venues to reduce the possibility of sale and consumption of drugs and to create a safer environment for those who may have taken them. These conditions will take into account the above-mentioned 'Safer Clubbing' advice issued by the Home Office. In all cases where conditions are to be imposed advice will be sought from the Drug and Alcohol Action Team and the Police.

7.8 The Licensing Authority, Police and Licence Holders need to be aware that power is available under the Anti-Social Behaviour Act 2003 that allows for the closure of a licensed premises by the Police where there is production, supply or use of Class A drugs and/or serious nuisance or crime and disorder. This provides an extra tool to the Police in enabling instant action with regards to premises where there is a Class A drug problem.

Door Supervisors

- 7.9 Following Relevant Representations the Licensing Authority may consider that certain premises require supervision for the purpose of promoting the reduction of crime and disorder, and to generally provide a safer operation of the premises. In such cases licensed door supervisors (registered by the SIA) must be employed at the premises either at all times or at such times as certain licensable activities are taking place, at a number and ratio to be determined by the Licensing Authority. (This excludes stewards/glass collectors who are not involved in the security of the premises and do not therefore require registration with the SIA).

CCTV

- 7.10 Licence holders may wish to install cameras for the protection of staff, customers and for the prevention of crime on or in the vicinity of the premises. In exercising its licensing functions, the Licensing Authority may for the purpose of promoting any of the Licensing Objectives, impose as a condition of the licence the installation of a CCTV system. It should be noted that in such cases the Licensing Authority may take into account the type and quality of recordings, the location of cameras, storage and the availability of recordings to the Licensing Authority and Police.

Cinema Exhibitions (see also under Protection of Children from Harm)

- 7.11 No film shall be exhibited at a licensed premises which is likely to:
- Lead to disorder
 - Incite hatred or violence towards any section of the public on grounds of colour, race or ethnic or national origin, disability, religious beliefs, sexual orientation or gender

8. Public Safety

- 8.1 The Licensing Authority wishes to promote high standards of public safety in relation to premises and activities within the scope of the Act.
- 8.2 The Licensing Authority recognises that the Public Safety Objective is concerned with the physical safety of the customers using the relevant premises and not with Public Health, which is dealt with by other legislation.
- 8.3 Where activities are organised by volunteers or a committee of a club or a society the Licensing Authority considers it good practice that the same level of Health and Safety protection is provided as if an employer/employee relationship existed, irrespective of whether there are strict legal duties applicable under Health and Safety legislation.

- 8.4 Following Relevant Representations, where the Licensing Authority considers that general health and safety duties do not adequately cover certain Licensable Activities, conditions may need to be attached to the licence to ensure public safety.
- 8.5 Organisers of temporary/large scale events will be encouraged to seek advice and information from the Council's Event Safety Advisory Group prior to submitting any application.

Fire Safety

- 8.6 The Licensing Authority will have due regard to the representations of Cheshire Fire and Rescue Service regarding licensing applications.
- 8.7 Following Relevant Representations, the Licensing Authority may impose appropriate conditions in relation to fire safety matters in consultation with Cheshire Fire and Rescue Service.
- 8.8 The Licensing Authority will only include an occupant capacity condition on a Premises Licence or a Club Premises Certificate where there is a genuine fear or a genuine problem with overcrowding and it is considered appropriate for public safety. This figure will be arrived at in consultation with Cheshire Fire and Rescue Service. If an occupant capacity is fixed in accordance with any risk assessment required by The Regulatory Reform (Fire Safety) Order 2005 that figure will be used.
- 8.19 Where the special provisions of Section 177 of the Act (dancing, amplified and unamplified music in premises with a capacity of no more than 200 persons) are utilised, the Licensing Authority reserves the right to confirm with Cheshire Fire and Rescue Service the safe capacity of the premises.

9. Prevention of Public Nuisance

- 9.1 If Relevant Representations are received the Licensing Authority, when making an objective judgment about what constitutes a nuisance in respect of an application or review of a premises licence or certificate, will take a broad common law meaning when considering matters such as:
- Noise from premises
 - Waste
 - Litter
 - Car parking
 - Light pollution

- Noxious odours

9.2 In considering the potential impact of licensed premises on the surrounding locality the Licensing Authority, when in receipt of any Relevant Representations will take into account the type of entertainment activity proposed hours of operation, the capacity of the premises, the character of the areas and the proximity to local residents. Consideration will be given to the potential steps which could be taken to reduce the risk of nuisance occurring. This will particularly apply in areas where there is residential accommodation in the proximity of the premises.

Noise and Vibration

9.3 In order to enforce the provisions of the Environmental Protection Act 1990 (which relate to noise nuisance) the Police, Environmental Health Officers and Licensing Officers will liaise to ensure that adequate control measures are properly used to protect the local environment. Any action taken will be conducted in accordance with relevant enforcement policies

9.4 Consideration will be given to whether the operating schedule contains adequate measures to prevent noise and vibration, generated from within the premises, outside it, or from an open site, that may cause disturbance. Stricter conditions will be considered on premises in areas that have denser residential accommodation or have residential accommodation close to them. The noise includes music, noise from ventilation equipment and human voices. Measures in the Operating Schedule may include installation of soundproofing, air conditioning, acoustic lobbies, sound limitation devices or locking doors at specified hours. If the proposed operating schedule fails to address noise nuisance issues, the Environmental Health Department may request that an independent acoustic report is conducted.

9.5 Applicants will be expected to have included measures in their Operating Schedules that make adequate provision to:

- Restrict the generation of noise within the premises and from activities associated with the premises in the vicinity, or from an open air site
- Limit the escape of noise from the premises or open air site
- Restrict noise emissions to below levels that could affect people in the vicinity going about their business, at work and when at home both while relaxing and while sleeping
- Minimise and control noise from customers arriving and departing from the premises

- 9.6 The Licensing Authority will not impose conditions on licensed premises that cannot be directly controlled, or on matters not related to the vicinity of the premises.
- 9.7 If it is considered that the noise emanating from within the curtilage of a licensed premises is causing a public nuisance, under the provisions of the Anti-Social Behaviour Act 2003, an Authorised Officer can require its immediate closure for a period of up to 24 hours. It should be noted that the 'test' is a lesser one than that required to determine a Statutory Noise Nuisance and the statutory defence of 'best practicable means' is not available.

Eating, Drinking and Smoking Outside Premises

- 9.8 The Licensing Authority will take the following into consideration:
- Whether people standing or sitting outside are likely to cause obstruction or other nuisance
 - Whether premises are under or near residential accommodation
 - The hours of sale of alcohol in open containers or food for consumption outside the premises
 - Measures to make sure that customers move away from outside premises when such sales cease
 - Measures to collect drinking vessels and crockery, cutlery and litter
 - The extent and location of areas proposed to be set aside for the consumption of food and alcoholic drink for smoking
 - Whether there is a need for door supervisors to prevent or to control customers congregating in outdoor areas to smoke, consume food or drink (whether supplied by the premises or not), between certain hours or at all times.

Other Environmental Impacts

- 9.9 Consideration will be given to whether Operating Schedules contain adequate measures to prevent:
- Litter, smells, fumes, dust, tobacco or other smoke, or other emissions
 - Street fouling
 - Light pollution
 - Congestion of the pavement or roadway, impeding reasonable access

arising from the proposed licensable activity that may cause nuisance to people in the vicinity.

9.10 If the sale of alcohol in open containers or food for consumption outside the premises has been proposed, the following considerations are relevant:

- Whether measures would be undertaken to prevent nuisance caused by the storage, handling and collection of refuse and recyclable materials
- Whether late night premises are likely to generate litter and whether the sale of take-away food is proposed and the measures planned to prevent littering in the vicinity and to clear up any litter that occurs
- The steps proposed to prevent queuing or, if some queuing is inevitable, to divert queues away from residential properties and entrances to neighbouring premises, and to manage the queue to prevent disturbance and obstruction
- The steps taken to prevent disturbance by patrons arriving at or leaving the premises
- The steps taken to ensure staff leave the premises quietly
- The arrangements made or proposed for parking by patrons and the effect of parking on local residents
- Whether taxis and private hire vehicles serving the premises are likely to disturb local residents
- Whether routes to and from the premises on foot or by car or service or delivery vehicles pass residential premises
- Whether other measures to prevent nuisance such as the use of CCTV or the employment of SIA registered door supervisors are necessary
- The measures proposed to prevent the consumption or supply of illegal drugs, including any search procedures
- The likelihood of any violence, public disorder or policing problem arising if a licence were to be granted
- If the applicant has previously held a licence within the Cheshire East area, the details of any enforcement action arising from that premises
- Whether the premises would result in increased refuse storage or disposal problems, or additional litter in the vicinity of the premises.

10. Protection of Children from Harm

10.1 Protection of Children from harm includes the protection of children from moral, psychological and physical harm. This includes protection from premature exposure to strong language and sexual expletives. The Act does not prevent children having free access to premises selling alcohol for consumption on those premises, although the Licensing Authority when in receipt of Relevant Representations may impose conditions necessary for the prevention of harm to children. Where there are matters that give rise to serious concerns and the restriction of access may not ensure adequate protection of children from harm, children should be excluded. Examples of what may give rise to these concerns include:

- Where there have been convictions for serving alcohol to minors or where the premises has a reputation/evidence for underage drinking (to include any action undertaken regarding test purchases in relation to the supply of alcohol)
- There is a known association with drug taking or dealing
- There is a strong element of gambling on the premises
- Entertainment of an adult or sexual nature is provided

Note: The Act makes it an offence to permit children under the age of 16 who are not accompanied by an adult to be present on premises used exclusively or primarily for the supply of alcohol for consumption on the premises.

10.2 Matters which the Licensing Authority will take into consideration include:

- Whether there are effective measures to check the age of those young people who appear under 25, to ensure alcohol is not sold to those under 18 and those under 16 are accompanied in alcohol led premises
- Whether the supply of alcohol for consumption on the premises is the exclusive or primary purpose
- The hour to which accompanied children under 16 are proposed to be on the premises where the exclusive or primary purpose of the services provided at the premises is the supply of alcohol for consumption on the premises
- The likelihood of children being attracted to the premises e.g. by the nature of activities or facilities provided, whether or not these are licensed

- Whether there is evidence of heavy, binge or underage drinking on the premises
- 10.3 Where Relevant Representations have been received and it is considered necessary that the access of children should be restricted to protect them from harm then conditions may be attached to the licence. These may include:
- Limitation on the hours when children may be present
 - Restrictions to the age of persons on a premises (e.g. to over 18's only)
 - Restrictions on access to certain parts of the premises
 - Limitations or exclusions when certain activities may take place
 - Require an accompanying adult to be present at all times
- 10.4 Where large numbers of children are likely to be present on any licensed premises, for example, a children's show or pantomime, then the Licensing Authority may require the presence of an appropriate number of adult staff (who will have provided who will have provided a satisfactory Disclosure and Barring Service check) to ensure their safety and protection from harm. The exact ratio is to be assessed in respect of each individual application and is dependent on the type and size of the premises and the control measures in place as outlined within the operating schedule, and importantly the particular group of children likely to visit the premises in question.

Cinema Exhibitions (see also under Prevention of Crime and Disorder)

- 10.5 Where the exhibition of films is permitted the Licensing Authority will expect age restrictions to be complied with in accordance with the British Board of Film Classifications (BBFC) recommendations. Where a film has not been classified by the BBFC the Licensing Authority will consider whether it is appropriate to provide a local classification. When setting a local classification the Licensing Authority will have regard to the BBFC's guidelines.
- 10.6 In considering applications, the Licensing Authority will take into account any evidence that age restrictions for cinema exhibitions have not been adhered to.

11. Cumulative Impact

- 11.1 The Licensing Authority does not consider that there are areas where Cumulative Impact occurs presently nor is there a need at this time for the

Licensing Authority to adopt a special policy relative to designating 'Stress Areas'.

- 11.2 Where there is a concentration of licensed premises this can lead to serious problems of nuisance and disorder arising in the area itself and even some distance away from the premises. In such circumstances the impact of those premises when taken as a whole can be far greater than that arising from individual premises and it may not be possible to distinguish individual premises as being the sole cause or even a major contributing factor, of a particular problem. It is the **Cumulative Impact** of all the premises which causes problems for the wider area.
- 11.3 It is clear however, that the vicinity within which licensed premises are or may be located is a major consideration in determining whether a licence should be granted and what conditions should be attached to it should representation be received. Due consideration will be given to the direct impact of the operation of the premises on members of the public living, working or engaged in normal activity in the vicinity of the premises.
- 11.4 It should be noted that 'Cumulative Impact' should not be confused with the issue of 'need', which relates to commercial demand for licensed premises. 'Need' is not a matter to be taken into account by the Licensing Authority.
- 11.5 Where a particular area becomes saturated with licensed premises making it a focal point for large groups of people to congregate, this might create exceptional problems of disorder, noise and other nuisance and in such circumstances the grant of further Premises Licenses or Club Premises Certificates may undermine the Licensing Objectives.
- 11.6 Notwithstanding these concerns each application has to be considered on its own individual merits. Where an objector is seeking to establish that the grant of a licence or certificate would result in a cumulative impact which undermines one or more Licensing Objectives, the following shall apply:

Objections on the grounds of Cumulative Impact

- 11.7 In cases where objectors seek to establish that an application should be refused on the grounds that it would result in or further contribute to cumulative impact which would undermine one or more of the Licensing Objectives the objector shall:
- Identify the boundaries of the area from which it is alleged problems are arising
 - Provide full details and evidence as to the seriousness of the nuisance and disorder caused in the area

- Identify the licensing objective(s) which it is alleged will be undermined with specific regard to:
 - The occupancy figure for the proposed premises
 - The nature of the licensed activity to be carried on at the premises and its patrons.

Identifying Stress Areas

11.8 Where as a result of an objection under paragraph 11.7 above and the Licensing Authority is satisfied that there is a serious or chronic concern about nuisance and disorder in a particular area and has refused an application on the grounds of Cumulative Impact the area shall be declared as a 'Stress Area'. In doing so the Licensing Authority shall:

- Follow the statutory procedure s outlined in the Home Office Guidance issued under Section 182 of the Act
- Identify the boundaries of the area
- Identify the licensable activities causing the nuisance and/or disorder
- Monitor and review the 'Stress Area'

Applications for a New Premises Licence in a Stress Area

11.9 New premises licenses will not be granted for the activities identified as causing nuisance and/or disturbance in Stress Areas except where:

- No objections are received to the application, or
- The grant of the licence will not undermine the Licensing Objectives

11.10 In considering such applications the Licensing Authority will have particular regard to:

- The occupancy figure for the proposed premises
- The proximity of the premises to others in the Area licensed for similar activities and the occupancy figures for those other premises
- Whether the proposed premises will act as a replacement for others in the Area that no longer has a licence
- The proposed methods of management outlined in the applicants' operational plan
- The proposed hours of operation

- Transport provision for the Area

Existing Premises Licenses in Stress Areas

11.11 The above factors cannot be used as a justification for removing an existing licence. If representations are received about existing licensed premises relating to matters other than cumulative impact and which undermine the Licensing Objectives then appropriate action may be taken.

Applications for variations to existing Premises Licenses in Stress Areas

11.12 Applications for variations to existing Premises Licenses in Stress Areas will not be granted unless those modifications directly affect the issue of Cumulative Impact in the Stress Area or otherwise undermine the Licensing Objectives. An example of where a modification may directly affect the issue of cumulative impact would be where an application was received to extend premises and significantly increase the occupancy level of the premises.

12. Applications for New Grants and Variation of Existing Terms and Conditions

12.1 In the absence of any Relevant Representations in respect of any application made to the Licensing Authority, it is the duty of the Authority to grant the licence or certificate subject only to conditions that are consistent with the Operating Schedule and any Mandatory Conditions prescribed in the Act. This will also apply to any applications made in respect of premises within an identified Stress Area.

12.2 The EU Services Directive (Directive 2006/123/EC) and the Provision of Services Regulations 2009 require the Authority to enable an electronic application facility. This is available through www.GOV.uk for Premises Licence applications, renewals and variations and for Club Premises Certificates, renewals and variations. An automatic grant is not available for these applications since visits to premises are required in order to ensure the Licensing Objectives would be promoted. In addition the consideration of a licence needs to take into account the management of the premises.

12.3 The Licensing Authority will consider the same issues in respect of a variation and a renewal as they do in respect of an application for a new grant.

12.4 The Licensing Authority may take into account any non-compliance of other statutory requirements brought to its attention. Particularly where these undermine the Licensing Objectives, as non-compliance with other statutory requirements may demonstrate that the premises are unsuitable for the activities proposed or that the management of the premises is not adequate to protect the public from harm or nuisance.

- 12.5 The Licensing Authority will consider whether appropriate measures have been put into effect by the applicant to mitigate any adverse impact.

13. Temporary Events

- 13.1 Arrangements are made under Part 5 of the Act for the temporary carrying on of licensable activities which are not authorised by a premises licence or a club premises certificate.
- 13.2 The Licensing Authority will provide advice about, amongst other things, public safety. Organisers of temporary/large scale events will be encouraged to seek advice and information from the Council's Event Safety Advisory Group prior to submitting any application.
- 13.3 Legislation states that a minimum of ten working days notice should be given to the Licensing Authority of temporary events (or five working days in respect of a late temporary event). In accordance with the Act, 'Working Day' excludes Saturday, Sunday and Bank Holidays. The Licensing Authority cannot and will not accept notification of a Temporary Event Notice or a late Temporary Event Notice outside the statutory time limit.
- 13.4 The Licensing Authority acknowledges that in exceptional circumstances, some Temporary Events may and do have an impact upon crime and disorder. Therefore, in cases of large scale events, organisers should consider providing as much notice as possible. The Licensing Authority considers two months notice to be advisable in relation to such events.
- 13.5 The Licensing Authority expects organisers to give due consideration to the four licensing objectives and to consider local residents and those attending events, in areas such as:
- Health and Safety
 - Noise Pollution
 - Use of Temporary Structures
 - Road Closures
 - Use of Pyrotechnics or Fireworks
 - Controlling Anti-Social Behaviour
- 13.6 The Licensing Authority may advise applicants to consult with Cheshire Fire and Rescue Service and North West Ambulance Service for guidance with regards to assessing possible risks.

- 13.7 Applicants will also be reminded that giving a Temporary Event Notice does not relieve the premises user from planning law and any requirement to obtain the appropriate planning permission where it is required.

14. Operating Schedule

- 14.1 It is recommended that that applicants contact Responsible Authorities when preparing their operating schedules. This is likely to reduce subsequent objections.
- 14.2 This Statement of Licensing Policy sets out criteria and considerations, which relate to the Licensing Objectives, which applicants should have in mind when drawing up their Operating Schedule.

15. Hours of Operation

- 15.1 The Licensing Authority will determine licensing hours based on the individual merits of each application.
- 15.2 The Licensing Authority recognises that in some circumstances, flexible licensing hours for the sale of alcohol can help to ensure that the concentrations of patrons leaving premises simultaneously are avoided. It is acknowledged that this can help reduce the friction at late night fast food outlets, clubs, taxi ranks and bus stops, which can lead to disorder and disturbance. The Licensing Authority will aim by means of longer licensing hours to achieve a gradual dispersal of people leaving licensed premises.
- 15.3 The Licensing Authority recommends that applicant's indicate within the operating schedule that consideration has been given to the impact the licensing hours applied for will impact on local residents and the surrounding area.
- 15.4 The Licensing Authority will consider licensing shops, stores and supermarkets to sell alcohol for consumption off the premises at any time when the retail outlet is open for shopping unless there are good reasons, based on the licensing objectives, for restricting the hours. Consideration may be given to restricting the licensing hours of individual shops in circumstances where representations received indicate that the premises is a focus of disorder and disturbance.

16. Conditions

- 16.1 The Licensing Authority may, when considering the content of the Operating Schedule, select appropriate conditions from the Home Office Guidance, pool of Conditions, where it is deemed appropriate to ensure that the Operating Schedule reflects the four Licensing Objectives.

- 16.2 Where appropriate, following receipt of Relevant Representations, the Licensing Authority, may attach conditions to the grant of a licence which seeks to regulate the behaviour of persons as they leave licensed premises.
- 16.3 Where existing law already places statutory obligations on applicants the Licensing Authority will not usually impose the same or similar duties by way of condition.

17. Enforcement and Review

- 17.1 It is the intention of the Licensing Authority to work proactively with the Cheshire Police and other enforcement agencies. Proportionate targeting of agreed problem and high-risk licensed activities needing greater attention will be applied. A corresponding lighter touch for well run, lower risk premises will also be applied.
- 17.2 The Review of licences or certificates provides a key protection for the community where the Licensing Objectives are being undermined. The Review system should allow the Licensing Authority to apply a light touch bureaucracy to the grant or variation of a licence or certificate. The Licensing Authority may then take a more robust approach when problems relating to the Licensing Objectives arise later in respect of any premises.
- 17.3 At any stage following the grant of a premises licence or a club premises certificate, a Responsible Authority or any other person, may ask the Licensing Authority to review the licence or certificate because of a matter arising at the premises in connection with any of the four licensing objectives. The Licensing Authority shall refer to Guidance when assessing whether any Relevant Representations are irrelevant, vexatious, frivolous or repetitious.
- 17.4 Although the Act does not require premises inspections to be undertaken, they will take place at the discretion of the Licensing Officers charged with this role and will take place as judged necessary. This will ensure that the Licensing Authority manages resources efficiently and that 'effective enforcement' is directed at 'problem premises'.
- 17.5 Where any conditions have been applied to a Premises Licence or Club Premises Certificate and Authorised Officer of the Council may inspect the premises at any reasonable time for the purpose of checking that the conditions are being complied with.

Door Supervisors

- 17.6 The Security Industry Authority (SIA) plays an important role in preventing crime and disorder by ensuring that door supervisors are properly trained and licensed. Specific enquiries or premises visits may occur in order to ascertain

that SIA Licenses are being executed in the correct manner and not as a tool for crime and disorder such as fronts for serious and organised criminal activity. Intelligence led operations by the SIA, Licensing Authority and/or Police will be conducted without notice

18. Early Morning Alcohol Restriction Orders (EMROS)

- 18.1 Under Section 172 A to E of the Act, the Licensing Authority has the power to make an EMRO prohibiting the sale of alcohol for a specified period between the hours of 24:00 and 06:00. They are designed to address recurring problems with licensed premises, serious public nuisance and other instances of alcohol-related anti-social behaviour which is not directly attributable to specific premises.
- 18.2 The Licensing Authority will consider evidence that such a decision is appropriate for the promotion of the Licensing Objectives. Consideration will be given to evidence provided by partners, Responsible Authorities and the Local Community Safety Partnership as well as evidence the Licensing Authority has gathered to determine whether an EMRO would be appropriate for the promotion of the licensing objectives. The Licensing Authority will consider the problems that have been identified. A range of evidence may be considered, including local crime and disorder statistics, statistics on anti-social behaviour offences, health related statistics (e.g. alcohol related emergency attendances and hospital admissions, environmental health complaints, complaints recorded by the local authority, residents' questionnaires, evidence from local councillors and evidence obtained through local consultation).
- 18.3 It is acknowledged by the Licensing Authority that an EMRO is restrictive, whilst also being a powerful tool to address recurring problems of alcohol-related crime and disorder, serious public nuisance and alcohol-related anti-social behaviour. Prior to making an EMRO the Licensing Authority will consider whether any other measures (implemented by themselves or with partners) may address the problems that have been identified in particular other measures might include:
 - Development of a Cumulative Impact Policy
 - Reviewing the licenses of specific problem premises
 - Encouraging the creation of business-led practice schemes
 - Use of powers of the Local Authority to designate an area where alcohol may not be consumed publicly (Designated Public Places Order)

- The confiscation of alcohol in designated areas
- Police enforcement of the general law concerning disorder and anti-social behaviour
- Prosecution for the offence of selling (or allowing such a sale) alcohol to a person who is drunk
- Use of Police powers to close down any licensed premises instantly for up to 24 hours in respect of which a TEN has effect

18.4 In taking any decision to make an EMRO, the Licensing Authority will follow the statutory process and will invite representations.

19. Late Night Levy

19.1 Under Section 125 of the Police Reform and Social Responsibility Act 2011 the Council can adopt a Late Night Levy, following a consultation process, outlined by the Home Office. It allows the Council to charge an additional fee to any licensed premises that has a licence for the sale of alcohol (on and off sales) after 12 midnight and up to 06:00 in order to cover the additional costs associated with late night alcohol trading. Legislation allows this to start from midnight but it is up to the Council to decide when they wish to apply it.

19.2 Any income raised by the Levy must be split with the local Police force; the Police would receive a minimum of 70% of funds raised and the Council's 30% must be used to fund services which make the late night economy a more welcoming place.

19.3 The Council will consider implementing a Late Night Levy if appropriate.

20. The Licensing Process

20.1 Applications can be made on the prescribed forms that can be found on the Home Office website.

20.2 Applications can also be made via the government website www.gov.uk. In order to fulfil its obligations under the Provision of Services Regulations 2009 (and the EU Services Directive) the Council will continue to enable the application process and payment online. Tacit consent is however not applicable for applications under the Licensing Act 2003 since the suitability of an applicant and the suitability of premises are under consideration.

21. Delegation and Decision Making

- 21.1 One of the major principles underlying the Licensing Act 2003 is that the licensing functions contained within the Act should be delegated at an appropriate level to ensure an efficient and cost effective service.
- 21.2 The Licensing Authority is committed to the principle of delegating its powers to ensure that these objectives are met and has arranged for its licensing functions to be discharged in accordance with the Home Office Guidance. The table at Appendix 1 sets out the agreed delegation of decisions and functions to the Licensing Committee, Sub-Committees and Officers
- 21.3 The Act itself creates a presumption that applications will be granted unless a Relevant Representation (objection) is raised. Where a function is delegated to an officer, that officer will be responsible for liaising between the applicants, objectors and Responsible Authorities to ensure that any licence granted is subject to any appropriately agreed conditions and relevant mandatory conditions
- 21.4 Where objections are made, an officer of the Licensing Authority may liaise with the Applicant, objectors and the Responsible Authorities to see if a 'settlement' is possible to overcome any objections, without the need for the matter to go before the Committee or Sub-Committee. Only where objections are raised which cannot be reconciled will matters be referred to either the Sub-Committee of the Full Committee for determination.
- 21.5 Contested Licensing Applications and Review Hearings are administrative in nature and the (Sub) Committee will ensure that any meetings are conducted as informally as possible. However, some degree of formality is needed to ensure that all parties receive a fair hearing. Procedural requirements will be established to ensure that all parties are able to express their views openly and fairly. The (Sub) Committee procedure is inquisitorial rather than adversarial and, whilst applicants, objectors and Responsible Authorities are entitled to bring legal representation with them if they wish, this is by no means a requirement or a necessity.
- 21.6 Whilst the (Sub) Committee usually meets in public, it does have the power to hear certain applications in private. The Committee, however, will always reach its decision in private. A public announcement of the decision is normally made at the end of the Hearing together with an outline of the reasons for that decision. However on occasion this may not be possible, due to time constraints and/or the complexity of the issues under consideration, in which case a written decision will be issued as soon as possible after the Hearing.

- 21.7 The procedure which will generally be used by the (Sub) Committee, unless the Chairman of the (Sub) Committee takes the view that natural justice and fairness require a change to be made to the process, is set out at Appendix 2.

22. Exclusions

- 22.1 In formulating this Statement of Licensing Policy in accordance with Guidance and recognising the need to treat each application on its individual merits the Licensing Authority makes specific exclusions, which are detailed below.

Commercial Demand

- 22.2 The commercial demand for additional premises licenses (as distinct from cumulative impact) will not be a matter for the Licensing Authority, such matters being a specific consideration for the Planning Authority.

Zoning and licensing hours

- 22.3 Fixed predetermined closing times for particular areas will not form part of the Policy and restriction on trading hours will be considered only where appropriate to meet Licensing Objectives.
- 22.4 All persons have equal rights to make representations concerning applications for premises licenses (and hours of trading) and to receive appropriate consideration to their representations. Irrelevant, frivolous and vexatious representations will be disregarded.

Children

- 22.5 Nothing in this Statement of Policy shall limit or require access of children to premises unless there is an overriding necessity to prevent harm to children. Areas that will give rise to particular concern are highlighted elsewhere in this Policy.

Standardised conditions

- 22.6 The Policy does not provide for 'standard conditions' to be imposed so as to avoid the imposition of disproportionate and burdensome requirements. Conditions attached to licenses or certificates if deemed appropriate in particular circumstances will be tailored to reflect the individual operation of the premises in question. Conditions will not be imposed which are beyond the responsibility or control of the premises licence holder.

23. Consultation

23.1 In reviewing this Policy the Licensing Authority has consulted widely to ascertain an appropriate licensing framework for its area. Various bodies have been consulted including:

- Cheshire Constabulary
- Cheshire Fire and Rescue Service
- Current licence holders
- Representatives of the local licensing trade
- Representatives of local businesses and residents
- Community Safety Partnership and Event Safety Advisory Group
- Borough Councillors
- Parish and Town Councils
- Crewe and Macclesfield Charter Trustees
- Council Officers

24. Changes to Legislation

24.1 This Statement of Licensing Principles reflects the law in force in June 2013. The following are some of the main changes which are currently proposed:

- An authorisation for an indoor sporting event or a performance of a play or dance may be required only when the audience exceeds a specified number (1000 for an indoor sporting event and 500 for the performance of a play or dance) or the entertainment does not take place between 8am and 11 pm on any day
- It is intended that it will be made clear that a contest exhibition or display which combines boxing or wrestling with one or more martial arts (a 'combined fighting sport') is licensable under the Act as a boxing or wrestling entertainment rather than an indoor sporting event

24.1 As changes to legislation occur the Council will implement them using the principles stated in this Statement.

Table of delegations of licensing functions

Functions under the Licensing Act will be dealt with as follows:

Matter to be Dealt with	Full Committee	Sub-Committee	Officers
Application for Personal Licence		If a police objection	If no objections made
Application for Personal Licence with unspent convictions		All Cases	
Application for premises Licence/Club Premises Certificate		If a relevant representation made	If no relevant representation made
Application for provisional statement		If a relevant representation is made	If no relevant representation is made
Application to vary Premises Licence/Club Premises Certificate		If a relevant representation made	If no relevant representation made
Application to vary designated Personal Licence holder		If a police objection	All other cases
Request to be removed as designated Personal Licence Holder			All cases
Application of transfer of Premises Licence.		If a police objection	All other cases
Application for Interim Authorities		If a police objection	All other cases
Application to review Premises Licence/Club Premises Certificate		All cases	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc			All cases
Decision to object when Local		All cases	

Matter to be Dealt with	Full Committee	Sub-Committee	Officers
Authority is a consultee and not a lead authority			
Determination of a police objection to a Temporary Event Notice		All cases	
Power to issue a Counter Notice in respect of a Temporary Event			All cases
Determination of a minor variation			All cases
Decision to exercise the Licensing Authority's powers as a Responsible Authority			All cases

CHESHIRE EAST COUNCIL

Procedure for Hearings – Licensing Act 2003**The Licensing Committee**

The full Licensing Committee consists of fifteen elected Members of the Council. From this full Committee will be drawn sub-committees of three members to deal with licensing functions under the Licensing Act 2003. The Chairman and Vice Chairman of the Licensing Committee shall have the discretion to refer a matter up to a hearing of the full Licensing Committee.

Officers at Hearings

- **The Committee Officer** introduces all parties and records the proceedings
- **The Legal Adviser** provides independent advice to the Members on legal matters and procedure.
- **The Licensing Officer** will introduce the matter and outline the application; the officer will also answer any questions Members may have.

PROCEDURE

NOTE: If the Sub-Committee has not already elected a Chairman, that will be the first item of business.

1	Chairman	The Chairman will: (i) call the matter to be considered (ii) call for any declarations of interest (iii) ask all parties to introduce themselves (iv) summarise the procedure to be followed at the hearing (v) will consider any request made by a party for another person to appear at the hearing (v) will advise the parties of any maximum period of time in which it has to present its case (if a maximum is imposed this shall be equal for all parties)
2	Licensing Officer	Will introduce and summarise the application, highlighting areas of contention or dispute.
3	Committee Members	May ask questions of the Licensing Officer
4	Applicant	Will present his/her case, calling witnesses, as appropriate. <i>(If necessary, applicant will produce any notices required by law. Legal Adviser will draw attention to this if required.)</i>

5	Responsible Authorities (who have made representations)	Each in turn may ask <u>questions</u> of the applicant, by way of clarification.
6	Other Persons (who have made representations)	To be invited to ask <u>questions</u> of the applicant, by way of clarification. <i>It is normal practice for a spokesperson only to speak on behalf of a group of residents.</i>
7	Committee Members	Each in turn may ask <u>questions</u> of the applicant.
8	Applicant	May make a <u>statement</u> or ask his witnesses to clarify any matters which he feels are unclear, or may have been misunderstood.
9	Responsible Authorities	Will make their representations.
10	Applicant	Or his representative or witnesses to ask <u>questions</u> of Responsible Authorities represented at the meeting, by way of clarification.
11	Other Persons (who have made representations)	May ask <u>questions</u> of the Responsible Authorities represented at the meeting, by way of clarification. (Note: This is not the point at which they should be stating their objections.)
12	Committee Members	May ask <u>questions</u> of the Responsible Authorities represented at the meeting
13	Other Persons (who have made representations)	The local residents who are objecting to the application will be invited <u>to make observations on the application</u> and present the bases of their objections.
15	Applicant	Or his representative or witnesses may ask <u>questions</u> of the Local Residents, by way of clarification.
16	Committee Members	May ask <u>questions</u> of the Local Residents.
17	Chairman	To invite both Responsible Authorities and Local Residents to make their closing addresses.
18	Applicant	Or his representative will <u>briefly summarise the application</u> and comment on the observations and any suggested

		conditions.
19	Committee	<u>Will retire</u> to consider the application. The Committee may request the Legal Advisor to advise on legal issues.
20	Committee	<p>Will return to <u>give its decision</u>, with reasons, which will be announced by the Chairman and subsequently confirmed in writing to the applicant and to all the parties that made representations.</p> <p>In cases where a decision cannot be given at the end of the hearing, parties will be advised of the decision within five working days.</p>

Notes

1. The hearing shall normally be held in public. There may be occasions on which the Committee find it necessary to exclude members of the press and public; any such decision will be taken on the basis that the public interest in doing so outweighs the public interest in the hearing, or that part of the hearing taking place in public.
2. The Chairman may require any person behaving in a disruptive manner to leave the hearing and may (a) refuse to permit that person to return, or (b) permit him/her to return only on such conditions as the authority may specify, but any such person may submit in writing any information which they would have been entitled to provide orally if they had not been required to leave.
3. Prior to the hearing each party shall have given notification and served documentation (eg statements of witnesses or reports of experts) as required. Late representations and evidence will only be considered with the agreement of all parties.
4. Anyone entitled to be heard may be represented by any person, whether or not that person is legally qualified.
5. Hearsay will be permitted but the Sub-Committee will be reminded to give it appropriate weight.
6. Due note shall be taken of the provisions of the Hearings Regulations 2005.
7. The Chair may, in the interests of expediency or convenience of the parties, vary the procedure from time to time, provided notice is given to the parties and the rules of natural justice are observed.

Summary of Procedure

1. Chairman appointed (if this has not been done previously).
2. Chairman to call for declarations of interest and request that all parties introduce themselves.
3. Chairman summarises the procedure for the hearing
4. The Licensing Officer summarises the application
5. Applicant to present his/her case.
6. Applicant to be questioned by all parties (to clarify points only) following which, he/she can clarify any other matters which he/she feels may have been misunderstood when the application was presented.
7. Applicant to be questioned by the Committee.
8. Responsible Authorities to make their representations following which they can be questioned by all parties by way of clarification.
9. Other Persons will be invited to present the bases of their objections, following which they can be questioned by all parties by way of clarification.
10. The applicant will be invited to sum up his/her case
11. Committee/Sub-Committee withdraws to make its decision
12. Committee/Sub-Committee returns to announce its decision to all present.

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CHESHIRE EAST COUNCIL

STATEMENT OF LICENSING POLICY (LICENSING ACT 2003)

FOREWORD

Cheshire East has a population of 358,900 and covers an area of 116,638 hectares. Cheshire East's administrative area contains the industrial town of Crewe, the old mill towns of Macclesfield, Bollington and Congleton, the market towns of Nantwich, Knutsford and Sandbach, the salt town of Middlewich, the town of Wilmslow as well as the smaller settlements of Holmes Chapel, Alsager and Poynton.

Each of the former district Councils within Cheshire East first produced and published licensing policy statements in January 2005 following the commencement of the Licensing Act 2003.

This Statement of Licensing Policy draws on the original policies of each of the districts and sets down a policy on how Cheshire East Council will deal with applications in order to achieve the four licensing objectives, namely;

- the prevention of crime and disorder;
- public safety;
- the prevention of public nuisance; and
- the protection of children from harm.

It is intended that this policy will be a guide for both applicants and those other parties who have an interest in these matters. Whilst the policy provides framework guidance, the Council, as the Licensing Authority, will ultimately determine each individual application on its own merits.

24th February 2009



CHESHIRE EAST COUNCIL

STATEMENT OF LICENSING POLICY (LICENSING ACT 2003)

1. INTRODUCTION

- 1.1 This Statement of Licensing Policy ('the Policy') is published by Cheshire East Council ('the Council') as the licensing authority ('the Licensing Authority') in accordance with section 5 of the Licensing Act 2003 ('the Act').
- 1.2 The Policy takes into account the guidance issued under section 182 of the Act by the Department of Culture Media and Sport. The latest guidance was published by the DCMS on 28th June 2007; a copy of the guidance may be accessed via the DCMS website, www.culture.gov.uk
- 1.3 In accordance with section 4 of the Act, the Licensing Authority shall have regard to the Policy in the exercise of its functions in respect of licensable activities and qualifying licensable activities.

'Licensable activities' means:

- The sale by retail of alcohol;
- The provision of regulated entertainment; and
- The provision of late night refreshment

'Qualifying licensable activities' means:

- The supply of alcohol by or on behalf of a club to, or to the order of, a member of a club;
- The sale by retail of alcohol by or on behalf of a club to a guest or member of the club for consumption on the premises where the sale takes place; and
- The provision of regulated entertainment where that provision is made on behalf of a club for members of the club or members of the club on behalf of their guests,

in accordance with section 1 of the Act and Schedules 1 and 2 to the Act.

The full list of licensable activities is set out at Appendix 1.

- 1.4 In formulating the Policy, the Licensing Authority has consulted interested bodies including the Chief Officer of Police, the Fire Authority, representatives of holders of premises licences, representatives of holders of club premises certificates and representatives of businesses and residents within the Council's administrative area.

- 1.5 In determining the Policy, the Licensing Authority has given due weight to the views expressed by those who responded to the consultation exercise.

2. OBJECTIVES

- 2.1 The Licensing Authority will exercise its licensing functions with a view to promoting the four licensing objectives set out within section 4 of the Act, namely:
- **The prevention of crime and disorder;**
 - **Public safety;**
 - **The prevention of public nuisance; and**
 - **The protection of children from harm**

3. POLICY CONSIDERATIONS

- 3.1 This policy does not prejudice the requirement for the Licensing Authority to consider each application upon its own individual merits.
- 3.2 Nothing in the Policy will:
- 3.2.1 Undermine the rights of any individual to apply under the terms of the Act for a variety of permissions and have the application considered on its individual merits; and
- 3.2.2 Override the right of a person or a body who is an interested party or responsible authority (as defined within the Act) to make representations on an application or to seek a review of a licence or certificate in accordance with the provisions of the Act.
- 3.3 Matters within the control of the licence holder
- 3.3.1 The Licensing Authority recognises that licensing law is not the primary mechanism for the general control of individuals once they are away from a licensed premises and therefore the direct control of the licence (or certificate) holder. Accordingly, in exercising its licensing functions the Licensing Authority will focus upon matters, which are within the control of the individual applicant or licence holder. However, licensees and certificate holders should take reasonable steps to prevent the occurrence of crime and disorder and public nuisance immediately outside their premises, for example on the pavement, in a beer garden or in a smoking shelter, where and to the extent that these matters are within their control.
- 3.3.2 The Licensing Authority will expect applicants to consider and make necessary provision to ensure that harm is not caused to the licensing objectives as a result of activity in, or in the vicinity of, the licensed premises.
- 3.3.3 Where appropriate, following receipt of relevant representations, the Licensing Authority may attach conditions to the grant of a licence or certificate which seeks to regulate the behaviour of persons as they leave licensed premises.

3.4 Need for licensed premises

- 3.4.1 When exercising its licensing functions the Licensing Authority will not be influenced by questions of need. The issue of whether or not there is a need for any particular premises is a commercial matter, which is not relevant to the Licensing Authority's considerations.

3.5 Anti-social behaviour

- 3.5.1 The Licensing Authority recognises that in addition to the requirements for it to promote the licensing objectives, the Local Authority has a duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder within its administrative area.

- 3.5.2 The Licensing Authority recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of anti-social behaviour including:

- Planning controls;
- Measures (including closed circuit TV) to create a safer and cleaner environment in partnership with businesses and other agencies;
- 'Alcohol designation orders' also known as "Designated No Drinking Zones" made under the Criminal Justice and Police Act 2001 under which the Police have the power to confiscate alcohol
- The use by Police of powers such as the issue of fixed penalty notices and prosecution for sales to underage drinkers;
- The power of the Police to close down a premises for twenty-four hours on the grounds of disorder, the likelihood of disorder or excessive noise emanating from the premises;
- Powers under sections 40 and 41 of the Anti-Social Behaviour Act 2003 which provides authorised Environmental Health Officers the power to issue a closure order effective for up to 24 hours in situations where the noise from a licensed premises is causing a public nuisance;
- The powers available to local authorities and the Police contained within the Violent Crime Reduction Act 2006;
- The power available to local authorities to issue fixed penalty notices to licensed premises emitting noise which exceeds the permitted level between 11pm and 7am within the Clean Neighbourhoods and Environment Act 2005;
- The normal enforcement work carried out by the Police; and
- The ability for the Police, or other responsible authority or local residents/businesses to seek a review of a licence or certificate.

4. INTEGRATING STRATEGIES AND AVOIDING DUPLICATION

- 4.1 The Licensing Authority will consider the Local Authority's approved strategies and policies where they are relevant to the exercise of its function as the licensing authority.
- 4.2 The Licensing Authority will provide information in relation to Premises Licences and Club Premises Certificates granted to the Planning Department and the

relevant transport agencies in order that the provision of late night transport from entertainment venues may be considered.

- 4.3 The Licensing Authority recognises the need to avoid, so far as possible, duplication of existing legislation and other regulatory regimes.
- 4.4 The Licensing Authority recognises that there should be a clear separation of the planning, building control and licensing regimes in order to avoid duplication. Whilst there may be some factors affecting the planning decision, which may also affect the decision of the Licensing Committee, licensing applications will not be a re-run of planning applications.
- 4.5 The Licensing Authority is not bound by decisions made by the Planning Committee and vice versa.
- 4.6 The Licensing Authority recognises that as part of implementing local authority cultural strategies, proper account should be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing and theatre, including the performance of a wide range of traditional and historic plays for the wider cultural benefit of communities. The Licensing Authority recognises the need for a balance the cultural needs with the necessity of promoting the licensing objectives.

5. STEPS TO PROMOTE THE LICENSING OBJECTIVES

Operating schedules

- 5.1 Applications for Premises Licences and Club Premises Certificates must be accompanied by an operating schedule, which is a written description of how the premises and proposed activities will be operated and managed. The operating schedule should address how the applicant proposed to meet the four licensing objectives.
- 5.2 The Licensing Authority takes the view that the applicants should discuss their operating schedules in draft form with the appropriate Responsible Authorities (as set out within Appendix 2) particularly the Police, the Fire and Rescue Service and the Local Authority's Environmental Health Department prior to formal submission of the application. Applicants will thereby have access to expert advice on the steps that may be necessary to promote the licensing objectives.
- 5.3 The Licensing Authority recognises that the number of issues which need to be addressed within an operating schedule will depend on the size of the premises and the type of licensable activity provided. Whilst the following lists are not exhaustive, the Licensing Authority expects applicants to consider the following issues:
 - 5.4.1 Prevention of Crime and Disorder

The means by which crime and disorder will be prevented by the effective management and operation of the licensed activities. The issues may include:

- Crime prevention design, including appropriate lighting of exterior areas;
- Door supervision together with the maintenance of an incident book;

- Use of toughened or plastic glasses;
- Mechanisms for combating drug dealing and abuse;
- The use of CCTV cameras;
- Use of 'Pubwatch' radio system or other means of communication;
- Use of ID scan equipment

5.4.2 Prevention of public nuisance

The means by which nuisances will be prevented by the effective management and operation of the licensed activities. The issues may include:

- Measures to deal with noise emanating from the premises including external areas such as beer gardens;
- Noise and disturbance caused by people leaving the premises;
- Whether there will be a 'drinking up' time
- Whether doors and windows will be kept closed or other methods of noise control operated;

5.4.3 Public safety

The means by which public safety will be promoted by the effective management and operation of the licensed activities. The issues may include:

- Fire/emergency procedures and the training of staff in such procedures;
- Door supervision together with the maintenance of an incident book;
- Assessments in relation to the safety of performers in addition to audience and staff

5.4.4 Protection of children from harm

The means by which children will be protected from harm (including any damaging, detrimental or injurious effects) by the effective management and operation of the licensable activities. The issues may include:

- Restrictions on access by children either to the whole or any part of the premises;
- Provision of adult supervision;
- Use of recognised proof of age schemes

- 5.5 Every supply of alcohol under a Premises Licence must be made or authorised by the holder of a Personal Licence. The Licensing Authority recommends that in appropriate circumstances, particularly in relation to large premises, a minimum of one member of staff in addition to the Designated Premises Supervisor should hold a Personal Licence.

Large scale events of a temporary nature

- 5.6 The Licensing Authority expects applications for Premises Licences for temporary events (where the event is too large in scale to be authorised by way of a Temporary Event Notice) to submit their draft operating schedules to the Responsible Authorities (in particular the Police, Environmental Health and Health and Safety) well in advance, and no later than six months before the date of the

event, in order that proper consultation and discussion can take place between the Responsible Authorities and the applicant.

5.7 The Licensing Authority recognises that such events can give rise to special considerations in respect of public safety and therefore expects operating schedules to show an awareness of these matters. Applicants are referred to the following documentation:

- The Event Safety Guide – A guide to health, safety and welfare at music and similar events (HSE 1999);
- Managing Crowds Safety (HSE 2000)
- Five steps to risk assessment: Case Studies (HSE 1998)
- The Guide to Safety at Sports Grounds (The Stationary Office, 1997) etc

**Small scale events of a temporary nature – Temporary Event Notices
(i.e. events where up to 499 people are in attendance)**

5.8 Whilst the provisions of the Act require ten working days notice to be given of temporary events (which fulfil the requirements of Part V of the Act), the Licensing Authority strongly recommends that notices should be submitted sufficiently early to enable proper consultation to take place between the Police and the premises user.

5.9 However, it is also recognised that notice should not be given so far in advance of a proposed event that it is difficult for the Police to make a sensible assessment in relation to the proposals. It is suggested that service of a Temporary Event Notice six months before a proposed event is the maximum period which is appropriate.

6. CONDITIONS

6.1 If no relevant representations are received by the Licensing Authority in relation to an application for a licence or certificate, the Licensing Authority will grant the licence/certificate subject only to the applicable mandatory conditions (as set out within the Act) and such conditions as are consistent with the proposals set out within the applicant's operating schedule.

6.2 The Licensing Authority may only impose conditions on a licence/certificate where its discretion has been engaged following the receipt of relevant representations and where it is satisfied of the necessity to impose conditions due to the representations received.

6.3 Any conditions imposed by the Licensing Authority will be necessary in order to promote the licensing objectives and proportionate to the premises and/or the events to be licensed.

6.4 The Licensing Authority will not attach conditions, which, if imposed, would have the effect of duplicating other existing legislative requirements. Conditions, which impose requirements over and above, that contained within other existing legislation may be imposed if relevant representations are received.

6.5 The Licensing Authority recognises that the Regulatory Reform (Fire Safety) Order 2005 places the onus on applicants and licensees to demonstrate that they have

undertaken and recorded a fire safety risk assessment which takes into account risks from fire, measures necessary to control the risks and the identification of safe occupancy levels. It is also recognised that a capacity limit should not be imposed by way of condition on the basis of fire safety grounds as under article 43 of the Fire Safety Order 'safe capacity' will only be imposed where necessary for the promotion of public safety or the prevention of crime and disorder and will not be imposed if a capacity has been introduced through other legislation.

- 6.6 Where appropriate, the Licensing Authority will make use of the pool of conditions in Annex D of the guidance published by the Department of Culture Media and Sport (DCMS) in accordance with section 182 of the Act. (The current guidance, issued on 28th June 2008, may be viewed on the DCMS website, www.culture.gov.uk)

7. CUMULATIVE IMPACT

- 7.1 It is recognised that an unusual number, type and density of premises selling alcohol for consumption on the premises within a concentrated area may have a cumulative impact on the promotion of the licensing objectives.
- 7.2 The cumulative effect of the premises may stem from the saturation of the area with such premises making it a focal point for large groups of people to gather and create serious problems of disorder and nuisance.
- 7.3 The nuisance and disorder may be characterised as the cumulative effect of all the premises taken together where the impact on the surrounding areas of the behaviour of the customers from those premises when taken together is greater than the usual impact from customers of individual premises.
- 7.4 At the present time there is no evidence to suggest that a special policy in relation to cumulative impact is appropriate in respect of any area within Cheshire East, However should evidence become available, then this decision will be reviewed.

8. LICENSING HOURS

- 8.1 The Licensing Authority will determine licensing hours based on the individual merits of each application.
- 8.2 The Licensing Authority recognises that in some circumstances, flexible licensing hours for the sale of alcohol can help to ensure that the concentrations of customers leaving premises simultaneously are avoided. It is noted that this can help to reduce the friction at late night fast food outlets, taxi ranks and other sources of transport, which lead to disorder and disturbance.
- 8.3 The Licensing Authority further recognises the Government's view that licensing hours should not inhibit the development of thriving and safe evening and night-time local economies which are important for investment and employment locally and attractive to domestic and international tourists. Whilst providing consumers with greater choice and flexibility is an important consideration, the Licensing Authority takes the view this should always be carefully balanced against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.

- 8.4 The Licensing Authority will not seek to impose uniform closure times in relation to alcohol licensed premises and will consider each application on its merits. However, where premises are situated in sensitive areas, in circumstances where the Licensing Authority's discretion has been engaged through the receipt of relevant representations, consideration will be given to the imposition of conditions aimed at limiting the impact of noise and disturbance on residents. Such conditions may, for example, include the use of door supervisors, or measures to prevent the escape of sound from within the premises. Licensees and certificate holders are reminded that they should take reasonable steps to prevent the occurrence of crime and disorder and public nuisance in outside areas such as beer gardens or smoking shelters and in areas such as pavements immediately outside their premises, where and to the extent that these matters are within their control.
- 8.5 The Licensing Authority recommends that applicant's indicate within the operating schedule that consideration has been given to the impact the licensing hours applied for will impact on local residents and the surrounding area.
- 8.6 The Licensing Authority will consider licensing shops, stores and supermarkets to sell alcohol for consumption off the premises at any time when the retail outlet is open for shopping unless there are good reasons, based on the licensing objectives, for restricting the hours. Consideration may be given to restricting the licensing hours of individual shops in circumstances where representations received indicate that the premises is a focus of disorder and disturbance.

9. CHILDREN

Access to Licensed Premises

- 9.1 Whilst each application will be considered on its merits, where the Licensing Authority's discretion has been engaged following the receipt of relevant representations, conditions in relation to the admission of persons under the age of eighteen may be imposed if there is evidence to suggest that this is necessary and proportionate in order to prevent physical, moral or psychological harm to them.
- 9.2 Circumstances in which concerns about access of children may lead to such the imposition of such conditions include premises:
- where entertainment or services of an adult or sexual nature are commonly provided;
 - where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking;
 - with a known association with drug taking or dealing;
 - where there is a strong element of gambling on the premises (but not, for instance, the simple presence of a small number of cash prize gaming machines); and
 - where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- 9.3 Where appropriate to limit access to a licensed premises to children due in order to promote the prevention of harm to children, the Licensing Authority may consider the imposition of the following:

- limitations on the hours when children may be present;
- limitations excluding the presence of children under certain ages when particular specified activities are taking place;
- limitations on the parts of premises to which children might be given access;
- age limitations (below 18);
- requirements for accompanying adults (including for example, a combination of requirements which provide that children under a particular age must be accompanied by an adult);
- full exclusion of all those people under 18 from the premises when any licensable activities are taking place.

- 9.4 The Licensing Authority will not impose a condition on any licence or certificate requiring the admission of children to any premises.
- 9.5 Where a large number of children are likely to be present at an event involving regulated entertainment, the Licensing Authority will expect operating schedules to indicate that consideration has been given to the safety of children. In addition, in such circumstances, where its discretion has been engaged following receipt of relevant representations, the Licensing Authority may impose conditions requiring an appropriate number of adult staff to ensure their safety.
- 9.6 The Licensing Authority recommends that in order to prevent illegal sales to underage persons, licence holders employ a recognised 'proof of age' scheme, for example the 'Challenge 21' scheme.

Children and cinemas

- 9.7 In the case of premises giving film exhibitions, the Licensing Authority will expect licensees or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified by according to the recommendations of the British Board of Film Classification or the Licensing Authority.

Responsible Authority and Children

- 9.8 The Licensing Authority recognises the Local Safeguarding Children Board as the responsible authority for the purposes of notification upon matters relating to the protection of children.

10. ENFORCEMENT

- 10.1 Once licensed, it is essential that premises are maintained and operated so as to ensure the continued promotion of the licensing objectives and compliance with the specific requirements of the Act.
- 10.2 The Licensing Authority will establish a protocol for enforcement with Cheshire Constabulary to provide for the efficient discharge of this function in conjunction with the enforcement officers of the Licensing Authority, Environmental Health officers, Trading Standards officers, and other agencies as appropriate.

- 10.3 Resources will be deployed in accordance with an assessment of which premises and events manifest the greatest risk to the promotion of the licensing objectives.
- 10.4 The Licensing Authority recognises the importance of co-operation between licence holders, Authorised Persons (as set out within Appendix 2), Responsible Authorities and Interested Parties in order to promote the licensing objectives. The Licensing Authority therefore commends the practice whereby a Responsible Authority or Authorised Person who has concerns about any premises should draw these concerns to the attention of the licence/certificate holder at an early stage with a warning that remedial action should be undertaken.
- 10.5 The Licensing Authority will therefore expect to see evidence from the Responsible Authorities of warnings, and of failure on the part of the licence holder to respond to such warnings, where an application is made to it to conduct a formal review of a licence.

11. ADMINISTRATIONS AND EXERCISE OF FUNCTIONS

- 11.1 The Licensing Authority has delegated certain decisions and functions under the Licensing Act 2003 to its Licensing Committee and, in recognition of the need to provide a speedy, efficient and cost-effective service, where possible to Licensing Sub-Committees and officers.
- 11.2 The table at Appendix 2 sets out the agreed delegation of decisions and functions to the Licensing Committee, Sub-Committees and officers.

12. PERIOD IN FORCE

- 12.1 This Statement of Licensing Policy was approved by Cheshire East Council on 24th February 2009 and will take effect until such time as it is reviewed; a reviewed policy will be published no later than 7 January 2014.

APPENDIX 1: Licensable Activities

The following are 'licensable activities for the purposes of the Licensing Act 2003:

- Retail sale of alcohol
- Supply of alcohol to club members
- Provision of 'regulated entertainment' - to the public, to club members or with a view to profit, which includes:
 - Performance of a play
 - Exhibition of a film
 - Indoor sporting events
 - Boxing or wrestling entertainment
 - Performance of live music
 - Playing of recorded music
 - Performance of dance
 - Provision of facilities for making music
 - Provision of facilities for dancing
 - Entertainment of a similar description to the performance of live music, the playing of recorded music or a performance of dance
- Supply of hot food and/or drink from any premises between 11pm and 5am

The Act provides that the following are not to be regarded as regulated entertainment:

- (a) film exhibitions for the purposes of demonstration of a product, advertisement of any goods or services or the provision of information, education or instruction;
- (b) film exhibitions which consist or form part of an exhibit put on show for any purposes of a museum or art gallery;
- (c) the performance of live music or the playing of recorded music that is incidental to some other activity which is not itself regulated entertainment;
- (d) the simultaneous reception and playing of a programme included in a programme service within the meaning of the Broadcasting Act 1990
- (e) the provision of any entertainment or entertainment facilities (a) for the purposes of or for purposes incidental to, a religious meeting or service, or (b) at a place of public religious worship
- (f) the provision of entertainment or entertainment facilities at a garden fete or a function or event of a similar character provided the event concerned is not promoted for purposes of private gain
- (g) a performance of morris dancing or any dancing of a similar nature or a performance of unamplified live music as an integral part of such a performance or facilities enabling persons to take part in such entertainment
- (h) the provision of any entertainment or entertainment facilities (i) on premises consisting or forming part of a vehicle, and (ii) at a time when the vehicle is not permanently or temporarily parked

The Act states that an activity is not a licensable activity if it is carried on: -

- (a) aboard an aircraft, hovercraft or railway vehicle engaged on a journey;
- (b) aboard a vessel engaged on an international journey;
- (c) at an approved wharf at a designated port or hoverport;

- (d) at an examination station at a designated airport;
- (e) at a royal palace;
- (f) at premises which at the time when the activity is carried on are permanently or temporarily occupied for the purposes of the armed forces of the Crown;
- (g) at premises in respect of which a certificate issued under section 174 (exemption for national security) has effect or
- (h) at such other place as may be prescribed by the Government in regulations

APPENDIX 2: Authorised Persons, Responsible Authorities and Interested Parties

Authorised Persons

This group is entitled to carry out inspection and enforcement roles and include officers of the Local Authority, Fire Authority inspectors, Health and Safety at Work inspections and Environmental Health Officers.

In addition, the Police have the power to close premises on the grounds of disorder or nuisance caused by noise coming from the premises.

Responsible Authorities

This group must be notified of all applications for a premises licence. They are entitled to make representations to the Licensing Authority and include: -

- The Police
- The Fire Authority
- Health and Safety Authority
- The Environmental Health Department (Cheshire East Council)
- The Local Planning Authority (Cheshire East Council)
- The Local Safeguarding Children Board
- Trading Standards (Cheshire East Council)

In relation to a vessel, but no other premises, responsible authorities also include the navigation authorities that have statutory functions in relation to the waters where the vessel is usually moored or berthed or any waters where it is proposed to be navigated at a time when it is used for licensable activities. These include: the Environment Agency, the British Waterways Board, and the Secretary of State for Transport, who in practice acts through the Maritime and Coastguard Agency.

Interested Parties

This group may make representations to the Licensing Authority on applications for the grant, variation or review of premises licences and includes: -

- A person living in the vicinity of the premises in question
- A body representing persons who live in that vicinity e.g. a residents association
- A person involved in a business in the vicinity of the premises
- A body representing persons involved in such businesses e.g. a trade association.

Any of these persons can have their view represented by for example, a solicitor, MP, friend or a local ward councillor.

APPENDIX 3: Table of delegations of licensing functions

Functions under the Licensing Act will be dealt with as follows:

Matter to be Dealt with	Full Committee	Sub-Committee	Officers
Application for Personal Licence		If a police objection	If no objections made
Application for Personal Licence with unspent convictions		All Cases.	
Application for premises Licence/Club Premises Certificate		If a relevant representation made.	If no relevant representation made.
Application for provisional statement		If a relevant representation is made.	If no relevant representation is made
Application to vary Premises Licence/Club Premises Certificate		If a relevant representation made.	If no relevant representation made.
Application to vary designated Personal Licence holder		If a police objection.	All other cases.
Request to be removed as designated Personal Licence Holder.			All cases.
Application of transfer of Premises Licence.		If a police objection.	All other cases.
Application for Interim Authorities		If a police objection	All other cases.
Application to review Premises Licence/Club Premises Certificate.		All cases.	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc.			All cases.
Decision to object when Local Authority is a consultee and not a lead authority.		All cases.	
Determination of a police objection to a Temporary Event Notice.		All cases.	

CHESHIRE EAST COUNCIL

**REPORT TO: Corporate Leadership Board 4/9/13
Corporate Scrutiny Committee 10/9/13
Cabinet 15/10/13**

Date of Meeting:**Report of:**

Interim Chief Operating Officer

Subject/Title:

Budget Setting Engagement Process 2014/2017

Portfolio Holder:Councillor Raynes

1.0 Report Summary

- 1.1 This report builds on the Budget Setting Process agreed by Cabinet on 22nd July by providing further details on the Budget engagement plans and particularly the involvement of elected Members.

2.0 Recommendations

- 2.1 To note and comment on the Budget engagement plans for the 2014/2017 Budget.

3.0 Reasons for Recommendations

- 3.1 The Council has an agreed process to set a budget for 2014/2017. However, the Council needs to consider the approach to consultation and engagement to ensure a robust Budget is set that cannot be challenged as a result of failure to adequately consult.

4.0 Wards Affected

- 4.1 Not applicable.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 Not applicable

7.0 Financial Implications

- 7.1 Not applicable, although there may be small costs relating to arranging the events.

8.0 Legal Implications

- 8.1 The Council should have robust processes so that it can meet statutory requirements and fulfil its fiduciary duty.

9.0 Risk Management

- 9.1 Failure to adequately consult and engage on the Council's Budget could lead to legal challenge and potentially mean the proposal is delayed or cannot be delivered. This timetable will enable the Council to manage that risk.
- 9.2 The Budget Setting Process itself has been reviewed in terms of equality impact. The conclusion is that the process does not disadvantage any of the groups with protected characteristics. Setting and approving the Budget is a democratic process which involves all elected Members (representing all communities within Cheshire East). The Council also places information on its website to inform and engage with all service users.

10.0 Background and Options

- 10.1 Cabinet agreed the Budget Setting Process for 2014/2015 to 2016/2017 at its meeting on 22nd July 2013. This included a high level timetable which is attached at **Appendix A**. It is normal practice for the high level timetable to be developed into a more detailed version. This report provides that more detailed version for consideration at an early stage.
- 10.2 The aim is to schedule a series of meetings to cover:
- Member involvement through all Member briefings, Corporate Scrutiny Committee, Finance Policy Development Group, Cabinet, Council, and Party Group Meetings.
 - Staff through the Staffing Committee, Trades Unions Briefings, Team Talk and CEntranet.
 - Representatives from other stakeholder groups, (ie groups who are interested in changes to Council services) including the business community, schools forum, third sector and town and parish councils.
- 10.3 These will follow the established route of
- | | |
|-----------|--|
| November: | Consultation on budget process, forecast funding levels and key areas under review. Generally using existing meetings. |
| January | Consultation on draft Budget proposals using a mix of existing meetings, the website and a number of dedicated events. |
- 10.4 A detailed timetable is provided at **Appendix B** setting out the expected dates, any intended actions and issues to be covered.
- 10.5 Some of the outstanding issues include:

- Does the Council want to engage with town and parish councils using the conference in November and / or arranging a session in January ?
- Does the Council want to hold engagement meetings with the third sector / partners in November and / or January ?

(dedicated meetings for these groups have not been held recently)

Are there any other events or groups that should be included?

10.6 Corporate Scrutiny Committee are asked to comment on this timetable in advance of consideration by Cabinet.

11.0 Access to Information

11.1 The background papers relating to this report can be inspected by contacting the report writer:

Name:	Rachel Musson
Designation:	Interim Chief Operating Officer
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Appendix A ~ The Budget Setting Process ~ extract from Budget Setting Process Report to 22nd July 2013 Cabinet

	Set Parameters		Gather Evidence / Develop Proposals		Consult / Refine				Approve
Date	Central Finance Group	Business Planning Group	Portfolio Holders	CMT	Project Management Process	Finance Policy Development Group	Corporate Scrutiny Committee	Stakeholders	Council
July 2013	Financial Assumptions	Budget Setting Process	All Member Briefing (23/7)	Agree and launch process					
August / Oct			Review Programmes and budgets and develop additional savings proposals						
November / January				High level overview	Gate 1 challenge	Advice on funding policies	Review in year performance	Briefing on key themes Comment on proposals	
February 2014									Agree Budget

Appendix B ~ Detailed timetable of Member involvement in the Budget Setting Process

Date	Meeting title	To consider
September		
10	Corporate Scrutiny Committee	Detailed Budget Setting Timetable
12	Finance Policy Development Group	<ul style="list-style-type: none"> - Business Rates data - Charging and Trading Strategy - Credit Unions
Late	All Member Briefing Session	Update on <ul style="list-style-type: none"> - Budget Setting - Budget Book - Financial Resilience - Audit of accounts
October		
8	Corporate Scrutiny Committee	
14	Finance Policy Development Group	Capital Strategy
15	Cabinet	Detailed Budget Setting timetable
November		
4	Town and Parish Councils	Does the Council want to use part of this as an Engagement meeting and is a further session required in January ?
TBA	Third Sector / Partners	Does the Council want to hold an Engagement meeting with this group and is a further session required in January ?
11	Corporate Scrutiny Committee	Tax base and mid-year Review

Date	Meeting title	To consider
12	Cabinet	Tax base and mid-year Review
13	Corporate Trade Unions	Engagement meeting (1)
14	Finance Policy Development Group	Scenario issues
TBA	Business Representatives	Engagement meeting (1)
Mid	All Member Briefing Session	<ul style="list-style-type: none"> - Budget setting progress - Mid-year review
December		
4	Schools Forum	Engagement meeting (1)
10	Cabinet	Tax base Report (potential)
12	Council	Tax base Report
Mid/late	Provisional Finance Settlement Released	
January 2014		
W/c 6	Publish Pre-Budget Report	
8 and 9	All Member briefing Sessions – two repeat sessions (Probably Macc and Sandbach)	Briefing on Provisional settlement, Pre-Budget Report and Three Quarter Year Review. [To include briefing on options that did not go forward]
W/c 13	Corporate Scrutiny Committee	Review Pre-Budget Report – round 1
16	Staffing Committee	Engagement meeting (2)
TBA	Party Group Meetings	Engagement meeting (2) – this will be offered as part of the

Date	Meeting title	To consider
		process.
TBA	Corporate Trade Unions	Engagement meeting (2)
TBA	Meeting with Business Representatives	Engagement meeting (2) Potentially three meetings with local Chambers of Commerce.
TBA	Town and Parish Council	Is an Engagement meeting required ?
TBA	Third Sector / Partners	Is an Engagement meeting required ?
Late	Corporate Scrutiny Committee	Review Pre-Budget Report – round 2
30	Schools Forum	Engagement meeting (2)
Late	Final Settlement Released	
February		
3	Corporate Scrutiny Committee	Budget Report and Three Quarter Review
4	Cabinet	Budget and Three Quarter Review
27	Council	Budget Report

Notes

- 1) Engagement meeting based on general briefing on estimated funding levels and potential changes to services.
- 2) Engagement meeting based on updated financial position and Pre-Budget Report.

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.CHESHIRE EAST COUNCIL**REPORT TO: CORPORATE SCRUTINY COMMITTEE**

Date of Meeting: 10 September 2013
Report of: Interim Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2013/2014 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2013/2014 work programme be reviewed.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

**6.0 Policy Implications including - Carbon reduction
- Health**

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

- 9.1 There are no identifiable risks.

10.0 Background and Options

- 10.1 The schedule attached has been updated to reflect the decisions taken by the Committee at its previous meeting.
- 10.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

The following questions should be asked in respect of each potential work programme item:

- Does the issue fall within a corporate priority;
 - Is the issue of key interest to the public;
 - Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
 - Is there a pattern of budgetary overspends;
 - Is it a matter raised by external audit management letters and or audit reports?
 - Is there a high level of dissatisfaction with the service;
- 10.3 If during the assessment process any of the following emerge, then the topic should be rejected:
- The topic is already being addressed elsewhere
 - The matter is subjudice
 - Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

11 Access to Information

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

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Corporate Overview and Scrutiny Committee Work Programme 10 September 2013

Issue	Description/Comments	Suggested by	Portfolio Holder as at February 2013	Current Position R,A,G	Date for completion
Children and Adults Safeguarding issues	Standard agenda item to receive updates	The Committee	Children and Families and Health and Adult Social Care	Standard item to be introduced from April 2013	16 April 2013 and continuing
Ofsted Inspection	To review the findings of the Ofsted Inspection March 2013	The Committee	Children and Families	Further action required to co-ordinated with the Children and Families PDG.	TBA
Performance Management information	To be received at least quarterly	Handover from Previous Scrutiny	Performance	To be received quarterly.	2013
Budget Monitoring	To be undertaken at least quarterly	Handover from Previous Scrutiny	Finance	To be received quarterly.	2013

Annual Safeguarding Report		The Committee	Children and Families	Item on today's agenda	10 September 2013
Licensing Policy	To Comment on the Revised Licensing Policy	Consultation from Cabinet	Communities and Regulatory Services		10 September 2013
Regulation 33 update	To receive periodic reports on Section 33 visits to Children's establishments.	Handover from Previous Scrutiny	Children and Families	To be received quarterly	10 September 2013
Budget Consultation	To determine the Committees involvement in budget consultation arrangements in accordance with constitutional requirements, initially through a briefing paper with a view to being formally consulted on the budget in January 2014.	Handover from Previous Scrutiny	Finance	Further information to be provided by the Finance Portfolio Holder on specific consultation arrangements	September/ 2013
Section 106 Agreements	To receive progress reports on monies owing/spent	Handover from Previous Scrutiny	Strategic Communities	Item on today's agenda	8 October 2013
Residential Provision Task and Finish Review -update	Review actions of Cabinet in response to the scrutiny review	Handover from Previous Scrutiny	Children and families	Further information to be obtained about the	8 October 2013

				scheduling of this item	
Council Tax base	To consider a report on issues/options in relation to the Council tax base 2014/15	Fiance portfolio Holder	Fiance		11 November 2013
School Examination data 2012/13	To review the annual school examination data	Handover from Previous Scrutiny Handover from Previous Scrutiny	Children and Families		11 November 2013
Schools and the new Ofsted framework	To review the impact on schools of the new framework	The Committee	Children and Families	Update on the Council's experiences to be linked with the report on examination results	11 November 2013
Multi-agency inspection results		The Committee	Children and families		11 November 2013
New management Structure	To review the effectiveness of the new management structure approved in February 2013	The Committee	All Portfolios	The new structure is expected to be completed by the Autumn of 2013	April 2014
Libraries	6 month review - to review	Handover	Strategic	To be held in	TBA

Strategy	the success of the strategy following its implementation in August.	from Previous Scrutiny	Communities	abeyance until after the current review of the Libraries Strategy led by the Communities PDG	
Home to School Transport Task and Finish - update	Review actions of Cabinet in response to the scrutiny review	Handover from Previous Scrutiny	Children and Families	Further information to be obtained about the scheduling of this item	TBA
Business Generation Centres update	Review actions of Cabinet in response to the scrutiny review	Handover from Previous Scrutiny	Prosperity and Economic Regeneration	Further information to be obtained about the scheduling of this item	TBA
BeWilderwood	To review the financing arrangements of this scheme	The Committee	Prosperity		TBA

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