

Cabinet

Agenda

Date: Tuesday, 9th December, 2014
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. **Declarations of Interest**

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

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

In accordance with Procedure Rules Nos.11 and 35 a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the meeting. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

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

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

4. **Questions to Cabinet Members**

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

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

5. **Minutes of Previous Meeting** (Pages 1 - 14)

To approve the minutes of the meeting held on 11th November 2014.

6. **Disposal of Assets for Economic Benefit - 1**

Report to follow.

7. **Disposal of Assets for Economic Benefit - Redsands**

Report to follow.

8. **Notice of Motion - Work Experience for Young People** (Pages 15 - 18)

To consider and respond to the motion.

9. **Notice of Motion - Reunification of Cheshire** (Pages 19 - 20)

To consider and respond to the motion.

10. **Notice of Motion - Risk Assessment before Changes to Current Respite/Short Term Break Arrangements** (Pages 21 - 24)

To consider and respond to the motion.

11. **Moving to Local and Personalised Carer Respite** (Pages 25 - 82)

To consider a proposal to provide residential respite support for older people, people living with dementia and other long term conditions in the independent sector.

12. **Macclesfield Heritage and Culture Strategy (Ref CE 14/15-35)** (Pages 83 - 110)

To consider the adoption of a Heritage and Culture Strategy for Macclesfield town centre

13. **Putting our Residents First by Tackling Problem Gambling** (Pages 111 - 116)

To consider a report on tackling problem gambling.

14. **Vulnerable and Older Persons Handyperson Service (Ref CE 14/15-34)**
(Pages 117 - 122)

To consider a report seeking authority to transfer the existing Vulnerable and Older Persons' Handyperson Service and enter into contractual arrangements with Orbitas.

15. **Procurement of Security Contract at Crewe Business Park (Ref CE 14/15-32)**
(Pages 123 - 130)

To consider a report on the requirement to re-tender and award a 3 year security contract, including the granting of a 3 year lease for the security office, at Crewe Business Park, Crewe.

16. **Council Tax Base 2015/16** (Pages 131 - 136)

To consider a report on the Council Tax Base for the year 2015/16.

THERE ARE NO PART 2 ITEMS

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 11th November, 2014 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor M Jones (Chairman)
Councillor D Brown (Vice-Chairman)

Councillors Rachel Bailey, J Clowes, J P Findlow, L Gilbert, P Raynes,
D Stockton and D Topping

Members in Attendance

Councillors L Brown, S Corcoran, R Fletcher, D Flude, S Gardiner,
M Grant, P Groves, P Hoyland, O Hunter, B Livesley, P Mason, R Menlove,
A Moran, B Murphy, D Newton and R West

Officers in Attendance

Mike Suarez, Peter Bates, Lorraine Butcher, Anita Bradley, Caroline
Simpson, Heather Grimbaldeston, Brenda Smith, Steph Cordon and Paul
Mountford

Apologies

Councillor B Moran

74 DECLARATIONS OF INTEREST

There were no declarations of interest.

75 PUBLIC SPEAKING TIME/OPEN SESSION

Mr David Reeves of D&G Buses and Coaches Ltd expressed concerns about poor communication from the Highways Service and the implications this had for the bus company; the need to provide adequate notice of the alternative routes for buses during the proposed reconstruction works for the Sydney Road Bridge in Crewe; and the implications of proposed financial savings as referred to in the Transport Service Solutions report for the company which had made an investment of around £2M in Crewe over the last two years.

The Leader responded that he would talk to the Council's Highways Contractors about the issue of communications; he undertook to consult the company on the proposed alternative route for the Sydney Road Bridge; and, whilst stressing the need for the Council to achieve value for its residents, he offered to meet Mr Reeves with Councillor Topping and officers to discuss the issues raised regarding financial savings.

Mr Bob Mynett referred to certain assurances that had been asked for by the Council with regard to the proposed peace pole for Scotch Common, Sandbach, which had led to a ceremony being cancelled on 13th December. He felt that the responsibility for insuring the peace pole should rest with Cheshire East Council as owner of the land and expressed disappointment at the lack of progress.

The Leader responded by offering to meet Mr Mynett with the Chief Executive to discuss the matter with the aim of reaching a speedy resolution.

76 QUESTIONS TO CABINET MEMBERS

Councillor S Corcoran referred to the lease with Alderley Edge Parish Council for the allotment sites at Alderley Edge and sought an assurance that the Council would prevent any variation of the lease to allow for alternative uses. The Leader responded that the Secretary of State had the power to vary the terms of a lease of an allotment site if such a variation were sought.

Councillor D Flude asked if the Council would take steps to persuade Network Rail to make repairs to the Manchester Bridge in Crewe, particularly given the likelihood of greater usage by traffic during the Sydney Road Bridge works. The Leader responded that all such Bridges in the area were under design and impact review.

Councillor Flude also asked the Portfolio Holder for Care and Health in the Community, Councillor J Clowes, to give an assurance that the Better Care Fund was going forward as planned. Councillor Clowes confirmed that the Better Care Fund would be going forward in April.

Councillor L Brown referred to the proposed Macclesfield Housing Strategy and asked that the Strategy take into account the likely impact of the night time economy on people living in town centre accommodation. She also asked if local ward members could be consulted on any housing proposals. The Leader responded that the officers would take both matters on board.

Councillor M Grant asked if the Council had contingency plans in place in the event that the Council's Local Plan was not rectified promptly. The Leader responded that there were contingency plans in place for all eventualities.

Councillor B Murphy asked what steps were being taken to counter what he called the emerging threat of devolution to Greater Manchester in order to protect the independence of Cheshire. The Leader welcomed the decision to devolve more powers to Greater Manchester and saw further opportunities for Cheshire East to work in co-operation with Manchester and others for mutual benefit whilst at the same time defending and preserving the unique identity of Cheshire as a separate place.

Councillor Murphy also referred to discussions with Arighi Bianchi over a land swap in Macclesfield and asked if there were plans for the Council to use the land to be acquired for housing development rather than parking. The Leader responded that he was not aware of any such proposal; he undertook to look into it further but indicated that he would not support the idea.

77 MINUTES OF PREVIOUS MEETING

RESOLVED

That

1. the minutes of the meeting held on 14th October 2014 be approved as a correct record; and
2. Cabinet reaffirms its support for the peace poles in Sandbach and Alsager on the basis set out in Minute 67 and the officers are asked to take immediate action to resolve any outstanding issues and expedite the matter.

78 MACCLESFIELD TOWN CENTRE HOUSING STRATEGY (REF CE 14/15-14)

Cabinet considered a report on the Macclesfield Town Centre Housing Strategy.

The Strategy was designed to support the Macclesfield Town Centre Vision and demonstrate the role which Housing would play in the regeneration of Macclesfield. The Strategy had been updated following public consultation.

RESOLVED

That the final version of the Macclesfield Town Centre Housing Strategy as appended to the report be approved.

79 POYNTON RELIEF ROAD, PREFERRED ROUTE ASSESSMENT AND NEXT STEPS (REF CE 14/15-7)

Cabinet considered a report recommending a preferred route for the proposed Poynton Relief Road.

The report highlighted the findings of a recent public consultation exercise, recommended a preferred route for the road and sought approval to undertake the further work necessary to submit a planning application for the scheme and further develop the scheme business case. The report also provided an update on recent funding successes through the Local

Growth fund and the need for the Council to support, in principle, meeting the remaining funding gap.

RESOLVED

That Cabinet

1. notes the findings of the Public Consultation report;
2. approves that the Green route be taken forward as the preferred route as set out in the Preferred Route Assessment Report;
3. approves that the necessary steps be taken to protect the preferred route shown in Annex A to the report from future development including introducing the necessary modifications into the Local Plan Core Strategy at the earliest opportunity;
4. requests Stockport Metropolitan Borough Council to make the necessary adjustments to its adopted development plan to protect the preferred route within SMBC;
5. acknowledges SMBC's concerns that appropriate mitigation is provided to ensure that the impact of the Green route on properties within Stockport is managed to a level similar to that for the existing (extant) protected route;
6. agrees to remove the extant route protection for the former route of the road from the Council's Local Plan policy once the new preferred route has been fully protected;
7. approves that the alignment of the preferred route be further developed to enable the submission of a planning application, reflecting where possible feedback received through consultation; that the business case for the scheme be developed to the next level and work be commissioned for the Phase 2 multi-modal study; and that the professional support required for these activities continue to be provided by Jacobs through the Highways Contract with Ringway Jacobs;
8. notes the findings of the A523 Route Management Feasibility Report and endorses the recommendations that local Improvements are further developed, after further local consultation ,at the following junctions independently from the main scheme.

- § A523 London Road / Bonis Hall Lane Junction
- § A523 London Road / Butley Town Junction
- § A523 Adlington Cross Roads

and that minor speed/safety measures are developed at the A523 at Issues Wood and at Prestbury Lane;

9. recommends that the capital budget (highlighted in Section 7 of the report) to progress the next stage of work for PRR and the complementary measures be made available, subject to the usual budget-setting process;
10. approves that officers immediately commence detailed discussions with affected landowners, local residents, businesses, parish councils and recognised community groups to refine the design details (including access arrangements and traffic management measures) and that supplementary formal consultation be undertaken to inform planning submission material;
11. approves that a 'pre-planning application' consultation be held and that the details and arrangements be delegated to the Head of Strategic Infrastructure in consultation with the Portfolio Holder;
12. notes the anticipated programme for the next stage of work;
13. following the outcome of the public consultation, confirms the objectives of the scheme as:
 - § To support the economic, physical and social regeneration of Poynton and the North of the Borough, in particular Macclesfield.
 - § To relieve existing Village centre traffic congestion and Heavy Goods Vehicles (HGVs) and reduce traffic on less desirable roads on the wider network.
 - § To deliver a range of measures on the A523 corridor to Macclesfield that addresses road safety, congestion and mitigates the wider environmental impact of traffic.
 - § Boost business integration and productivity: improve the efficiency and reliability of the highway network, reduce the conflict between local and strategic traffic, and provide an improved route for freight and business travel.
 - § To allow improvements to the highway network for walking, cycling and public transport.
14. to approve that a Section 8 Agreement be entered into with SMBC in order to:
 - § Allow CEC to take the lead and responsibility for managing the scheme within SMBC
 - § Be responsible for delivery of any necessary improvements within SMBC

- § Accept liability for compensation aspects of the scheme within SMBC

and that the details and arrangements be delegated to the Head of Strategic Infrastructure in consultation with the Portfolio Holder;

15. to note the Council's success in securing £16.4m of funding for the scheme through the Local Growth fund and to authorise officers to explore additional funding opportunities; further, to note that as a reserve position, an approval for the full funding required for the scheme will be made through the Council's budget-setting process;
16. to delegate authority to the Director of Economic Growth and Prosperity to authorise entering into licences for the purpose of gaining access to third party land for the purpose of carrying out surveys or in the event that the use of a licence is not possible or appropriate then to authorise the use of the Highway Authority's powers to gain access to land pursuant to Sections 289-290 of the Highways Act 1980.

80 ALL CHANGE FOR CREWE - SYDNEY ROAD REPLACEMENT BRIDGE (REF CE 14/15-10)

Cabinet considered a scheme for a replacement bridge at Sydney Road, Crewe.

Development was taking place in the north of Crewe and providing capacity improvements at Sydney Road Bridge would support growth and enhance access to the key destinations of Bentley and Leighton Hospital.

The Council had been working closely with Network Rail to inform option development and to develop a delivery strategy for the Scheme. The report highlighted progress to date and sought approval to continue with the relationship with Network Rail as the most effective way of taking forward the development of a preferred option through its business case and statutory processes, and then to secure its delivery.

RESOLVED

That Cabinet

1. approves bridge replacement as the preferred solution for the next stage of project development;
2. approves the development of the Strategic Outline Business Case (SOBC) for the preferred options;
3. authorises the Head of Strategic Infrastructure and the Director of Economic Growth and Prosperity, in consultation with the Portfolio Holder, to:

- § enter into an Implementation Agreement with Network Rail Infrastructure Projects (NR IP);
 - § if required, authorise the publication of a Voluntary Ex-ante Transparency (VEAT) Notice in respect of the Implementation Agreement; and,
 - § enter into negotiation with NR over funding contributions.
 - § approve entering into a Basic Asset Protection Agreement (BAPA) with NR and any subsequent amendments to the BAPA as may be required as the scheme progresses.
4. notes the current estimate of scheme cost and the need for the Council to both forward fund an element of the project delivery costs and potentially fund any gap in the overall costs of the project.

81 RESPONDING TO THE VIEWS OF LOCAL PEOPLE AND BUSINESSES ABOUT CAR PARKING IN CHESHIRE EAST (REF CE 14/15-23)

Cabinet considered a report responding to the views of local people and businesses about car parking in Cheshire East.

Local residents, businesses and Town Councils had been invited to complete a survey asking for views on car parking. 95% of respondents wanted the Council to have a parking strategy that supported the needs of local businesses.

There were some immediate incentives that the Council could implement in the run up to Christmas to support residents and businesses:

- § All Council-owned car parks with charges in Cheshire East used predominantly by shoppers would be free from 10am onwards on 13th and 20th December 2014.
- § “Free after Three” would continue in existing identified car parks. This offer would be promoted in the media and in the Council’s car parks.

It was noted that 6th December was National Pro-Business Day and it would be appropriate to extend the free parking to also include this day to demonstrate the Council’s support for local businesses.

RESOLVED

That

1. those residents, businesses, town councils and visitors who took the time to give their views be thanked;

2. further work be undertaken to produce a car parking strategy which is conducive to supporting businesses in town centres by July 2015, including further public engagement and consultation; and
3. the immediate actions identified in paragraph 1.4 of the report to help boost town centres before Christmas be taken, but with the free parking arrangements being extended to also include 6th December which is National Pro-Business Day, and the actions be evaluated for impact as part of the work to develop a car parking strategy.

82 TRANSPORT SERVICE SOLUTIONS LTD (REF CE 14/15-30)

Cabinet considered a report seeking approval to establish a contract between Cheshire East Council and Transport Service Solutions Ltd for the delivery of transport functions.

On 29th April 2014, Cabinet approved the implementation of Transport Service Solutions Ltd, a Council-owned and controlled company, for the delivery of transport services. This was in accordance with the Council's intention of becoming a strategic commissioning authority with a hard split between commissioning and service delivery.

The report sought approval to establish a contract between Cheshire East Council and Transport Service Solutions Ltd for the delivery of the Council's transport functions as identified in the previous Cabinet report of 29th April 2014, based on the revised financial detail contained in section 11 of the current report.

RESOLVED

That Cabinet

1. notes the revised financial detail set out in section 11, including the income targets from year 3 onwards;
2. reaffirms the earlier decision to establish the company ;
3. approves, through a contract, the transfer of Council transport services business to the company on 1st January 2015;
4. grants delegated authority to the Executive Director of Strategic Commissioning, the Head of Local Communities, the Head of Legal Services and the Chief Operating Officer, in consultation with the Portfolio Holder for Environment to proceed with the implementation in accordance with the project plan, including negotiating appropriate contractual arrangements, arranging leases and central support services and novating contracts where necessary; and
5. agrees to the commencement of a formal consultation period with all the staff who might be affected by any proposed TUPE transfer.

83 HIGHWAY SERVICES CONTRACT - EXTENSION TO THE SERVICE PERIOD (REF CE 14/15-24)

Cabinet considered a report seeking approval to extend the Highway Services Contract.

Over the first 3 years of the Contract, the Highway Service had delivered significant improvement across the highway network, in particular through the Council's commitment to the Highway Investment Programme. Measurable improvements had been made for the residents and businesses of Cheshire East.

The Highway Services Contract had been awarded to Ringway Jacobs on 6th October 2011 for an initial service period of five years, with the option for an extension of up to two years, depending on contract performance.

RESOLVED

That the contract service period be extended by two years.

84 CHESHIRE EAST COUNCIL PARTNERSHIP WITH CONGLETON COLLEGE (PHASE 1)

Cabinet considered a proposal for the Council to work in partnership with Congleton College to enable young people to receive training and employability skills in a care setting and to develop a community resource in Congleton that would meet the changing needs of the community.

The selected care setting was Mountview in Congleton. The current day-care provision at Mountview would continue to be provided by the Council's in house provider service, Care4CE.

RESOLVED

That

1. The proposal to work in partnership with Congleton College to develop a pioneering centre in Congleton be endorsed;
2. a lease be granted for Mountview to Congleton College with a form of leaseback arrangement to Cheshire East Council for the day-care centre element;
3. authority be delegated to the Director of Economic Growth and Prosperity in conjunction with the Portfolio Holder to execute the leases; and

4. officers be authorised to explore the option of TUPE of building maintenance and selected other staff (those not directly involved in the day-care provision) to Congleton College.

85 ADULT SOCIAL CARE CHARGING POLICY REVIEW (REF CE 14/15-31)

Cabinet considered a report recommending public consultation in respect of changes to the Council's charging policies for community-based services.

The Council currently had in place the Fairer Charging policy which governed charging for community-based care services. The Care Act had implications for the current policy and public consultation was required on the Council's proposed response to this. The formal consultation was planned to run for 8 weeks from 1st December 2014 to 25th January 2015.

RESOLVED

That in order to provide a range of options to address the requirements of the Care Act, a formal public consultation be undertaken in respect of changes to the Council's charging policies and scheme of delegated charges.

86 RE-COMMISSIONING OF SEXUAL HEALTH SERVICES (REF CE 14/15-21)

Cabinet considered a report on the re-commissioning of sexual health services in Cheshire East.

The commissioning responsibility for Sexual Health Services had transferred to the Council in April 2013. The existing contractual arrangements had been extended by Cabinet until March 2016 in order to allow time for a strategic review of sexual health services for Cheshire East residents. The report set out the work to achieve the strategic review and outlined the Council's ambitions for the 'Future Sexual Health Services'.

RESOLVED

That

1. delegated authority be granted to the Portfolio Holders for Care and Health in the Community and Safeguarding Children and Adults, the Director of Public Health and the Executive Director of Strategic Commissioning to award and conclude contractual documentation with the successful tenderer[s]; and
2. the delegated decision makers ensure that an EU compliant procurement exercise has been undertaken.

87 HERITAGE AND CULTURAL RENEWAL IN MACCLESFIELD (REF CE 14/15-12)

Cabinet considered a phased programme of works to re-open Footpath 53, Step Hill, Macclesfield to members of the public.

Cheshire East Council was committed to improving the Macclesfield economy. Taking action to re-open Step Hill would help to ensure that Macclesfield Town Centre remained an attractive location for residents, businesses and visitors and would promote regeneration within Macclesfield.

RESOLVED

That, on a phased approach:

1. approval be granted to undertake repairs to wall 'D' on the plan attached to the report, sufficient to allow the re-opening of the footpath at the rear of the town hall car park;
2. approval be granted to undertake further site investigation, geotechnical testing and ecological surveys to the Step Hill area, to further establish slope stability;
3. following such site investigation, and subject to the eradication of Japanese Knotweed to affected areas, approval be granted to undertake repairs to wall 'A' as shown on the plan, to allow the re-opening of Footpath 53 (staircase down Step Hill numbered 3); and
4. delegated authority be granted to the Chief Operating Officer, in consultation with the Portfolio Holder for Finance, to proceed with any further works required, subject to cost.

88 2014/15 MID-YEAR REVIEW OF PERFORMANCE

Cabinet considered a report setting out the Council's financial and non-financial performance at the mid-year stage of 2014/15.

The mid-year review showed how the Council was continuing to build on the final outturn position for 2013/14 which had demonstrated that the overall financial health, performance, resilience and value for money of Cheshire East Council was strong. Following the mid-year review the Council's reserves strategy remained effective.

Annex 1 to the report set out further details of how the Council was performing in 2014/15.

The report also identified any approvals required for supplementary estimates or virements.

Councillor B Murphy, Vice-Chairman of the Corporate Scrutiny Committee, informed Cabinet that the report had received favourable consideration by the Committee at its meeting on 10th November.

RESOLVED

That Cabinet

1. notes the mid-year review of 2014/15 performance, in relation to the following issues:
 - § the summary of performance against the Council's 5 Residents First outcomes (Section 1 of the report);
 - § the projected service revenue and capital outturn positions, overall financial stability of the Council, and the impact on the Council's reserves position (Section 2);
 - § the delivery of the overall capital programme (Section 2, paragraphs 127 to 133 and Appendix 4 to the report);
 - § fully funded supplementary capital estimates and virements up to £250,000 in accordance with Finance Procedure Rules (Appendix 5);
 - § reductions to Capital Budgets (Appendix 6);
 - § treasury management investments and performance (Appendix 7);
 - § the Council's invoiced debt position (Appendix 9);
 - § use of earmarked reserves (Appendix 10);
 - § the workforce development and staffing update (Section 3).
2. approves
 - § supplementary revenue estimates to be funded by additional specific grant (Appendix 8).

89 PROPERTY SEARCH FEES

Cabinet considered an update report in respect of claims against the Council for refunds of property search fees.

RESOLVED

That

1. approval be given to proceed with the proposed settlement framework;

2. the Head of Legal Services and Monitoring Officer, in consultation with the Chief Operating Officer and the Finance Portfolio Holder, be authorised to take all future steps to settle this claim; and
3. officers be authorised to undertake all necessary actions to implement the recommendations above.

The meeting commenced at 2.00 pm and concluded at 4.15 pm

Councillor M Jones (Chairman)

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Phil Badley – Interim Head of HR/OD
Subject/Title:	Notice of Motion – Work Experience for Young People
Portfolio Holder:	Cllr Barry Moran, Performance

1.0 Report Summary

- 1.1 The purpose of this report is to consider and respond to the following motion which was moved by Cllr Brendan Murphy and Seconded by Cllr Lloyd Roberts at the Council meeting on 16th October 2014, and referred to Cabinet for consideration:

“This Council regrets its failure to provide work-experience opportunities for young people and calls upon the Cabinet to implement an appropriate scheme at the earliest opportunity.”

2.0 Recommendations

- 2.1 That the motion proposing the failure of Cheshire East Council to provide work experience opportunities be firmly rejected by Cabinet.

3.0 Reasons for Recommendations

- 3.1 An appropriate, robust work experience policy exists in order to ensure a consistent and transparent approach to the arrangements of all four categories of specified unpaid work experience arrangements across Cheshire East Council services.
- 3.2 The work experience programme is a key element of Outcome 3 – “People have the life skills and education they need to thrive”.

So far this year, 42 work experience opportunities have been arranged, with most successful outcomes and positive feedback.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

6.1 None

7.0 Implications for Rural Communities

7.1 None

8.0 Financial Implications

8.1 None

9.0 Legal Implications

9.1 None

10.0 Risk Management

10.1 None

11.0 Background and Options

Context

- Cheshire East Council operates a very successful work experience programme, linking in with curriculum based activity of local schools, colleges and universities to ensure that young people are able to enhance their academic studies with practical hands on experience in the workplace.
- The Cheshire East Council Workforce Development team supports requests from a range of sources including, educational institutions, teachers, students and parents. A team of officers co-ordinate the provision of structured opportunities where suitable placements are found for the following groups:
 - a. High school aged children 14-16 year olds (year 10 or 11)
 - b. Further education college students 16+ year olds
 - c. Higher education under-graduates 18+ years
 - d. Higher education post-graduates 21+ years
- Specific learning outcomes and relevant experience requirements, are matched to a suitable service area, for specified periods of time.

Duration and Volume of Placements

- Placements are arranged from between 1 day to 100 days. The Workforce Development team ensures that placement outcomes are specified and agreed between the person seeking placement and the service area.
- Around 200 requests are received each year, with the majority of applicants reporting back positively about the success of the practical experience undertaken.
- Currently, eight undergraduate social work students are on a 100 day statutory placement within social care teams, with suitably qualified practice educators and work based assessors supporting their learning experience. Each year around six placements are agreed with South Cheshire and Macclesfield colleges.
- Annually, over 50 additional opportunities from a variety of undergraduate degree courses, for college / university students along with shadowing opportunities with senior managers, are available.
- Work experience placements with GPs and Public Health Doctors are also arranged through the Cheshire East Council Public Health team. In 2013/14, there were eleven placements - eight trainee F1 Doctors and three Public Health Registrars.

The Cheshire East Council Employment of Young People and Work Experience Policy

- The Employment of Young People and Work Experience Policy states: "Cheshire East Council is committed to offering high quality work experience placements across the organisation in order to support young learners who will soon see work becoming an important part of their lives." This policy supports the Council's outcome of ensuring 'people have the life-skills and education they need to thrive'.

Remuneration

- Practical work experience placements are arranged for candidates on a volunteer basis who receive no funding / payment or wage. Travel expenses are, however, covered by the service area directly.

Additional Work Experience Schemes

- In addition to the volunteer work experience route, Cheshire East Council also operates:
 - a. The award winning Apprenticeship scheme for about 50 young people each year, ensuring that young people get a good start in life, and are prepared for the world of work. Practical experience to support the study of a vocational technical qualification is provided.
 - b. Paid internship placement opportunities are also arranged through partner universities who offer support with this process. For example, the MMU 'Gradmatch' scheme.

12.0 Access to Information

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

Name: Phil Badley
Designation: Interim Head of HR/OD
Tel No: 01270 868328
Email: phil.badley@cheshireeast.gov.uk

CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Head of Governance and Democratic Services
Subject/Title:	Notice of Motion – Reunification of Cheshire
Portfolio Holder:	Councillor J P Findlow, Governance

1.0 Report Summary

- 1.1 The purpose of this report is to consider and respond to the following motion which had been moved by Councillor Brendan Murphy and seconded by Councillor Lloyd Roberts at the Council meeting on 16th October 2014 and referred to Cabinet for consideration:

“In the light of the proposed escalation of power for combined city authorities, this Council welcomes the Leader’s proposal for the restoration of a Cheshire-wide authority to ensure the County is not disadvantaged or threatened by city region growth,

PROVIDED

a. The new Authority consists of elected members appointed “proportionally” by the existing Borough Councils.

b. Appropriate powers – such as Strategic Planning, Economic Development et al -are transferred from the Borough Councils to the new Authority

*c. Given the arrival of Alternative Service Delivery Vehicles, there should be maximum devolution of commissioning powers and freedom of choice for Town and Parish Councils.
The Cabinet is requested to develop a long term policy as outlined above.”*

2.0 Recommendation

- 2.1 That Cabinet consider how it wishes to respond to the motion.

3.0 Reason for Recommendation

- 3.1 In order to comply with the Council’s Constitution.

4.0 Wards Affected

- 4.1 All Cheshire East Wards are indirectly affected by the proposal contained in the motion.

5.0 Local Ward Members

- 5.1 All Members are indirectly affected by the proposal contained in the motion.

6.0 Policy Implications

- 6.1 There is no Council policy relating to the subject-matter of the motion.

7.0 Implications for Rural Communities

- 7.1 Dependent upon the outcome of this report, there could be implications for rural communities.

8.0 Financial Implications

- 8.1 The financial implications of the motion are not known.

9.0 Legal Implications

- 9.1 The Council would need to apply to the Department for Communities and Local Government to exercise its powers under the Localism Act 2011 and/or the Local Government and Public Involvement in Health Act 2007 to create one unitary council from the two current authorities.

10.0 Risk Management

- 10.1 There are no direct risk management implications relating to this matter.

11.0 Background and Options

- 11.1 This report addresses the issues raised by the motion referred to in paragraph 1.1.
- 11.2 In accordance with the Council's Constitution, Cabinet now needs to consider how it wishes to respond to the Notice of Motion.

12.0 Access to Information

Other than the minute of the meeting of Council, there are no background papers:

Name: Brian Reed

Designation: Head of Governance and Democratic Services

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Director of Adult Social Care and Independent Living, Brenda Smith
Subject/Title:	Notice of Motion – Risk Assessment before Changes to Current Respite/Short Term Break Arrangements
Portfolio Holder:	Cllr Janet Clowes, Care and Health in the Community

1.0 Report Summary

- 1.1 The Following Notice of Motion Proposed by Councillor Laura Jeuda and seconded by Councillor Dorothy Flude was submitted to Council at its meeting of 16 October 2014 and referred to Cabinet to prepare a report.

“That this Council adopts a policy of carrying out a thorough risk assessment, using criteria agreed with our Clinical Commissioning Groups, before making any decision or changes to the current respite/short term break arrangements and that the results of the risk assessment will be announced publicly and shared with all Consultees.”

- 1.2 This report addresses the matters referred to in the motion.

2.0 Recommendation

- 2.1 Cabinet is requested to consider the above motion and to agree any further action to be taken in response to it.

3.0 Reasons for Recommendation

- 3.1 To enable Cabinet to consider the matter raised in the motion and to propose any action that Cabinet may feel is appropriate.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 This contributes to the delivery of the Cheshire East Council Three Year Plan outcomes:

Outcome 1: Our Local Communities are Strong and Supportive

Outcome 5: Local People Live Well and for Longer

7.0 Implications for Rural Communities

- 7.1 None

8.0 Financial Implications

- 8.1 None identified

9.0 Legal Implications

- 9.1 None identified

10.0 Risk Management

- 10.1 None identified

11.0 Background

The Council takes its responsibilities extremely seriously in relation to the Equality Act 2010. Our priority is to ensure that no groups within the area are disadvantaged by changes in policy or new ways of delivering care. We are proud of what we do to ensure we uphold the rights of our citizens.

- 11.1 Cheshire East Council apply as routine the policy of carrying out an Equality Impact Assessment for any proposed changes to services. Within this process it is required that the Council identify any potential risks of adverse or negative impact on people who use the services, or people who may use them in the future. This practice is in compliance with the Equality Act 2010.

- 11.1.2. Identification and assessment of risk is therefore a key and routine part of the Equality Impact Assessment. In addition the Council, as part of this process, is required to identify how they will mitigate or manage any potential risk of an adverse impact.

- 11.1.3. The requirements of the Equality Act apply to all public bodies and therefore apply equally to health service bodies as they do to Local Authorities. In cases where there is a joint service or joint commissioning plans, each body will be required to carry out this

process. In most cases where this relates to a joint service, the process will be carried out as a joint approach.

- 11.1.4. The process and criteria is laid down in legislation and as such all public bodies are required to follow this consistently.
- 11.1.5. In relation to respite services for carers, a full Equality Impact Assessment has been completed as part of the preparation for proposed changes. The planned changes to residential respite currently being considered by the Council relate only to social care service provision and not health services. The Equality Impact Assessment and therefore the assessment of risk of adverse impact has therefore been carried out by Council Officers.
- 11.1.6 The Equality Impact Assessment will be placed on the Council website as is required by law and will be referenced in any proposal document which may be taken before formal Cabinet for a decision. This will result therefore in the public having access to the details of the assessment and details of any risks identified together with the details of how the Council propose to mitigate and manage risk. Any consultees who wish to have access to this document will be free to access the document once it is uploaded onto the website. The assessment in relation to the current proposal regarding residential respite provided by Cheshire East, has been finalised to take account of the feedback from the service user and carer consultation exercise recently completed. The assessment has been uploaded onto the website as an appendix to the cabinet report on Residential Respite.

12.0 Access to Information

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

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting: 9th December 2014
Report of: Director of Adult Social Care and Independent Living,
Brenda Smith
Subject/Title: Moving to Local and Personalised Carer Respite
Portfolio Holder: Cllr Janet Clowes – Care and Health in the Community

1 Report Summary

- 1.1 The Council is committed to providing a range of excellent care and support locally for carers. Cheshire East Council have residential respite beds located within Hollins View in Macclesfield and Lincoln House in Crewe. We have completed a consultation with users of this service and their carers and listened to the comments from the consultation feedback that has identified that customers and carers want support to be available locally. There are currently a number of customers who travel more than 17 miles to these in-house services

There are a total of 336 independent sector residential care beds in the Macclesfield area, 151 beds in the Crewe area and across the whole borough, a total of 1322 beds that can be available for respite. This proposal will enable access to that market of quality care to provide choice, personalised care and provide respite care that is more local to either the customer or their carer.

The Council can secure quality residential respite from the independent sector at a substantially lower cost. For the equivalent number of bed nights the cost would be in the region of 48% less than the in-house service costs. This will enable the future growing needs of Cheshire East citizens to be met through this range of support and other care and support options as demand increases and people choose different care solutions. For example:-

- increasing the range of services for early prevention for those with Dementia and their carers
- increasing the lower level support to carers to ensure they can access local support

This proposal will therefore enable the Council to expand the number of ways in which carer respite needs can be met to make that support more personalised. This includes:

- Respite at home using home care
- Direct payments, so that customers can purchase care in a way that works for them
- Shared Lives care in a family setting
- Residential Respite in a care home

The Council is well advanced in its preparations for implementation of the Care Act 2014. This proposal meets the personalisation agenda which has now been embedded in this legislation. The Care Act includes enhanced support for carers and the Council intends to continue to develop further the available options for respite, which this proposal will support. We know from the Census that we have approximately 40,000 carers and we will continue to work with them to ensure the range of options will deliver a personalised service.

The Council is putting residents first and considering how best to meet the future needs of the growing numbers of older people, those living with long-term conditions and those living with dementia. The cabinet approved a new commissioning plan for dementia in July 2014. This plan laid out a wide range of ways in which the Council will champion the development of high quality support for those affected by this disease.

- 1.2 A key element of the changes is the proposal to provide residential respite support for older people, people living with dementia and other long term conditions in the independent sector. This report brings forward that proposal for detailed consideration. There is a large independent sector market for residential care provision that already responds effectively to the needs of people living with dementia, other long term conditions and older people generally. All long-term residential care is provided by this market, providing choice across all areas of Cheshire East. This proposal would increase choice and control for people using residential respite care services in addition to long term care. The care would be flexible and in a range of locations across Cheshire East so that individuals and carers can choose support where they prefer.
- 1.3 If the proposal to commission residential respite care services from the independent sector were to be approved, these services would not be provided from Lincoln House and Hollins View in the future.

- 1.4 This report provides Cabinet with a range of information to ensure a full consideration of the options for the future. This includes:
- a) A consultation on the proposal has been undertaken with the users and carers of the support to older people and those with dementia and other long term conditions provided through Hollins View and Lincoln House. Comprehensive reports with detailed analysis on the feedback from consultation are provided at Appendix 1 for Cabinet consideration.
 - b) An on-going Equality Impact Assessment has been undertaken and is provided at Appendix 2.
 - c) An options appraisal has been conducted to ensure the options for the future have been evaluated; this is summarised at Appendix 3.

2.0 Recommendations

It is recommended that:

- 2.1 With regard to respite residential support for older people and those with dementia, Cabinet approves the adoption of the option to provide residential respite support for older people and people with dementia and other long term conditions in the independent sector. This option means that support will no longer be provided at Lincoln House and Hollins View, once alternative provision is in place.
- 2.2 There is a transitional arrangement while alternative residential respite support for older people and people with dementia and other long term conditions is secured in the market. During this period Lincoln House and Hollins View will continue to offer support.
- 2.3 The respite provision for adults with learning disability continues at Lincoln House.
- 2.4 That officers are authorised to take all necessary actions to implement the proposal.
- 2.5 That Cabinet note that officers are reviewing with our health partners', new and enhanced ways of offering intermediate care services. This may result in alternate services being provided from Local Authority buildings.
- 2.6 Intermediate Care bed based services will continue to operate from Lincoln House and Hollins View until the end of May 2015. Further discussions are

taking place to confirm the full range of Intermediate Care services available beyond this date.

3.0 Reasons for Recommendations

- 3.1. This report recognises the changing landscape of care and support for adults, characterised by the national programme for Personalisation (Choice and Control), which is enabling people to choose how their care needs can best be met and by whom. Increasing choice and control in support is needed that includes:

- respite at home, using home care
- respite through Shared Lives care in a family setting
- residential respite in independent sector homes offering choice of style and location
- direct payments so that support can be purchased by the customer to suit their preference

The Council received valuable feedback from service users and carers who use Hollins View and Lincoln House - 28%, i.e. 101 out of the 366 who were contacted gave feedback. It can be inferred that the remaining majority had no strong views about the proposal. The Council is aware that any proposals for change can cause anxiety for users and carers. The users and carers of Hollins View and Lincoln House have been reassured that their eligible needs will continue to be met in future, although this may be in a different service or range of services.

- 3.2 Four petitions from members of the public have been received that request in various ways (as below) that Hollins View or Lincoln House should continue to be retained as a local facility that provides residential respite support. The petitions are available at Cabinet for consideration and in summary are:

Hollins View – Senior Voice for Macclesfield – 593 signatories
Hollins View – Councillor Jeuda – 882 signatories
Hollins View – Mrs Elizabeth Dork/Jack Spencer – 95 signatories
Lincoln House – Councillor Flude – min. of 1398 signatories

- 3.3 The Options Appraisal carried out by Adult Social Care Strategic Commissioning has considered and analysed a number of factors (criteria – see details in Appendix 3) to assess the options for the future provision. This has included the feedback from users and carers and others. In summary this has highlighted that:

- 3.3.1 Users and families value respite care that is conveniently located.
- 3.3.2 Many users of Hollins View and Lincoln House already access other care and support provision and value having choice and quality care locally.
- 3.3.3 Residential respite support in the independent sector will be a lower cost than in-house provision.
- 3.3.4 A number of current users and carers made particular note that they considered the quality of support at Hollins View and Lincoln House to be good.
- 3.3.5 The current market for independent care homes has been assessed (details provided in the Options Appraisal at Appendix 3). This concludes that the home closures that have taken place over the last 12 months have had no impact on reducing residential care market.
- 3.3.6 There are some current customers who are full cost payers who may pay less if the independent sector is the provider.
- 3.3.7 There are some people using the independent sector for respite already.
- 3.4 The Equality Impact Assessments (EIAs) (Appendix 2) contain positive impacts of the proposal for customers and their carers which some have reported in their own responses to the proposal.
 - 3.4.1 The increased choice of options for respite support enables personalisation of style and location.
 - 3.4.2 There is the potential for customers to access services nearer to where they live. This may reduce travelling time for them and visits from family and friends are easier.
- 3.5 The potentially adverse impacts which have been noted in the EIAs (Appendix 2) and the consultation feedback are in summary:
 - Concerns about quality of support
 - Ability to continue to access planned booked respite
 - Ensuring some continuity of care for people with dementia

The specific mitigation actions are contained in section 4 of the EIAs. In summary those are:

- The new Care Quality Assurance team will enable the Council to maintain quality of support
- Access to planned booked respite will continue
- Individual support planning will seek continuity of care for people with dementia

3.6 Intermediate care services will be reviewed as a whole with health partners but no changes are expected before April 2015.

4 Wards Affected

4.1 All wards

5 Local Ward Members

5.1 All ward members

6 Policy Implications

6.1 None

7 Financial Implications

7.1 The financial case for the option to provide residential respite support for older people and people with dementia and other long term conditions in the independent sector is based on current independent sector prices. The Council can secure quality residential respite from the independent sector at a substantially lower cost; for the equivalent number of beds nights the cost would be in the region of 48% less than the in-house service costs. This will enable the future growing needs of Cheshire East citizens to be met through this range of support.

8 Implications for Rural Communities

8.1 The proposal will create greater choice of type and location of support for those in rural communities to have a personalised response to their circumstances and needs.

9.0 Legal Implications

- 9.1 Consultation has been undertaken in respect of this proposal (see Appendix 1). The general principles that must be followed when consulting are well established:

The consultation must be at a time when proposals are still at a formative stage;

The proposer must give sufficient reasons for any proposal to enable intelligent consideration and response. Those consulted should be aware of the criteria that will be applied when considering proposals and which factors will be considered decisive or of substantial importance at the end of the Consultation process;

Adequate time must be given for consideration and response;

The product of consultation must be conscientiously taken into account in finalising any statutory proposals.

- 9.2 Cabinet must satisfy itself that the consultation has been properly conducted in line with the principles above. In addition, Cabinet must ensure that it has clarity with the outcomes of that consultation and therefore, as decision maker, is able to take the results fully into account when making its decision on the proposals contained in this report.

- 9.3 In making its decision, Cabinet must have due regard to the Public Sector Equality Duty as set out at S149 of the Equality Act 2010, which states:

“(1) A public authority must, in the exercise of its functions, have due regard to the need to -

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it... “

- 9.4 To assist Cabinet in respect of the Public Sector Equality Duty, an Equality Impact Assessment has been carried out in respect of the proposals within this report. Appendix 2 provides the Equality Impact Assessment.

10 Risk Management

- 10.1 The Medium Term Financial Strategy (MTFS) budget proposals may not be met, or only achieved in part.
- 10.2 Decision making on this matter needs to take account of the risk to the reputation of the Council. The proposal to consider ceasing to offer some residential respite support at Hollins View and Lincoln House and to provide other alternatives has generated some opposition from service users, carers and the public. Carefully planned work to secure quality residential respite support in the independent sector and a measured period of transition should mitigate this risk, both for the Council and for current and future service users and carers who rely on such residential respite support. The new Quality Assurance Team will ensure that citizens receive quality care. This new team provides the council with additional assurance that citizens' needs are being met.
- 10.3 The current market for independent care homes has been assessed and concludes that the home closures that have taken place over the last 12 months have had no impact on reducing the residential care market. A move to commissioning respite residential beds for customers who currently have services from Hollins View and Lincoln House would take place in a managed way. This will take account of individual needs and preferences. The existing services would not be withdrawn until appropriate services had been commissioned in the independent sector.
- 10.4 The Council takes its responsibilities extremely seriously in relation to the Equality Act 2010. Our priority is to ensure that no groups within the area are disadvantaged by changes in policy or new ways of delivering care. We are proud of what we do to ensure we uphold the rights of our citizens.

11 Background and Options

Cheshire East has an estimated 5402 residents aged 65+ living with dementia and the national POPPI (Projecting Older People Population Information) system predicts that Cheshire East will have 9,674 people over the age of 65 living with dementia by 2030. When the small number of younger people with dementia are included, there will be more than 10,000 people with dementia by 2030. Supporting those individuals currently with dementia in Cheshire East are 4500 carers. Figures from NHS England (from the report, "Timely Diagnosis and Post Diagnostic Support for Dementia across Cheshire and Merseyside") in 2012 relates to Clinical Commissioning Group areas and states that there are 1,548 people diagnosed with dementia in Eastern

Cheshire and 1,024 people diagnosed with dementia in South Cheshire. Through the Dementia Commissioning Plan, Cheshire East has committed to working with CCG partners to ensure that individuals with symptoms are diagnosed in a timely and accurate way. 17% of the customers currently receiving respite services from Lincoln House and 5% of the customers currently receiving respite services from Hollins View have a diagnosis of dementia.

- 11.1 Supporting material is included in the Consultation Report (Appendix 1), the Equality Impact Assessment (Appendix 2) and the Options Appraisal Report (Appendix 3).
- 11.2 Feedback from users was received through an extensive consultation exercise utilising a variety of mechanisms. These included: one to one meetings, a questionnaire, telephone line and correspondence. This feedback is summarised in the Consultation Report in Appendix 1. In addition, four petitions have been received which are available at Cabinet.
- 11.3 The option to provide residential respite to older people and people with dementia and other long term conditions in the independent sector was assessed against criteria agreed by the Portfolio Holder and the Director of Adult Social Care and Independent Living, in order to produce the final recommendation (see Appendix 3 for the Options Appraisal work). These factors were:
 - The wellbeing of current users and carers
 - Feedback from users/carers/general public
 - Effectiveness of residential respite support in meeting needs
 - Personalisation (choice and control)
 - Future proofing support for changes in levels of dementia need and demographics
 - Value for money
- 11.4 The options appraisal concludes that the option to provide residential respite to older people and people with dementia and other long term conditions in the independent sector is preferred following the application of the criteria. It is the strongest option to deliver choice and control and meet the future predictions of need.

There are two types of residential care, residential and nursing, which provide for very different needs. The Council's in-house services at Hollins View and Lincoln House are residential care (not nursing). The availability of nursing

home care has been a challenge in Cheshire East over the last 12 months. However the recent market assessment has concluded that the residential care home sector has not been affected by home closures and remains at the same level as previously.

The proposal will not change the offer of respite care and support to those people in Cheshire East who need it. Seeking local services is integral to the proposal and will be part of the proposed changes. The current market for independent care homes has been assessed and concludes that the home closures that have taken place over the last 12 months have had no impact on reducing the residential care market. A move to commissioning respite residential respite beds for customers who currently have services from Hollins View and Lincoln House would take place in a managed way. This will take account of individual needs and preferences. The existing services would not be withdrawn until appropriate services had been commissioned in the independent sector.

- 11.5 In local authorities across the North West, 90% of social care is provided in the external market.
- 11.6 The quality of any of the care and support services commissioned from the independent sector will be monitored by the Council's new Care Quality Assurance Team in the Adult Social Care Strategic Commissioning Business unit which will cover all types of care provision. This new team has been created with new investment from the Council to ensure that citizens receive quality services across all sectors of care.
- 11.7 The financial case for the option to provide residential respite to older people and people with dementia and other long term conditions in the independent sector is based on current independent sector prices. The cost of a week in residential care in the independent sector is currently £376.73. The cost of a week in a dementia (EMI) bed in the independent sector is currently £467.10 per week. These are the prices that Cheshire East Council would pay for residential care and EMI care respectively which are 48% cheaper than the same provisions provided in-house at Hollins View and Lincoln House.
- 11.8 The development of choice for users meets the personalisation agenda and user expectations. It is anticipated also this will mean that this type of residential respite might not be the preferred option for some users in the future.

- 11.9 The proposed way forward based on these findings is that alternative residential respite support for older people, people with dementia and other long term conditions is secured from the independent sector.
- 11.10 Service user and carer consultation feedback and individual needs will inform the level and type of provisions specified and contracted for.
- 11.11 The Petitions

Four petitions were submitted to the Council about Hollins View and Lincoln House. The full petitions are available for Cabinet to refer to.

12 Access to Information

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

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**Consultation Report Summary: Consultation on the
Proposal to Provide Older People Residential Respite
Support Services in the Independent Sector
Hollins View Community Support Centre**

October 2014

Introduction

A consultation was held between the 28th August and 8th October, on the Proposal to Provide Older People Residential Respite Support Services in the Independent Sector. Its aim was to understand the views of customers and carers on the proposal and a number of ways other than residential care to provide respite care to give carers a break so that people have increased choice and their preferences can be met. These options included:

- Care provided in the person's own home through home care services
- The Shared Lives service.
- Receiving a Direct Payment.

Feedback Analysis

In total, 59 separate responses were received in respect of the consultation. This includes via the online comment form, telephone calls, letters received, emails received and face to face meetings. 41 of these were either from customers of Hollins View or by carers/family of users at Hollins View. Two petitions were also submitted to the Council expressing a wish to retain the respite services at Hollins View. The petitions contained 882 signatures (petition created by Councillor Laura Jeuda - Member for Macclesfield South) and 526 signatures (petition created by Eileen Talbot, Senior Voice for Macclesfield).

A) Quality of Services

i) Quality of Care

- ▶ Responses from Customers or their Carers (or those representing a customer)

17 responses were received relating that the quality of care provided at Hollins View was high. The responses included comments about the caring nature of staff, their ability to build relationships with customers and the responsiveness of the services to crisis such as the need for a carer to go into hospital.

- ▶ Other Comments (inc. those who didn't state if they were representing someone)

Members of the public were also complimentary about the care at Hollins View (3 responses). Comments were received about staff being both caring and friendly, customers being treated with respect and the lively nature of the atmosphere there.

ii) Quality of Care in the Independent Sector

- ▶ Responses from Customers or their Carers (or those representing a customer)

15 responses stated concerns about the quality of independent sector care. 4 gave concerns that independent sector homes had a focus on profit over care. 3 responses stated that customers/carers were open to the idea of receiving respite in the independent sector providing the quality of care was similar. 6 responses emphasised the importance of the respite that Hollins View provides for carers.

► Other Comments (inc. those who didn't state if they were representing someone)

3 responses from members of the public expressed unease about the quality of care in the independent sector. 1 response related that profit would be prioritised over care by these homes. Additionally, 1 consultee noted that Hollins View offered specialist respite, including a commitment to good practice and links with health, and felt that it was not possible to replicate this through spot purchasing beds.

iii) Reassurance, Continuity of Care and Social Interaction:

► Responses from Customers or their Carers (or those representing a customer)

4 responses stated that Hollins View was important due to the reassurance and peace of mind that it gave carers. 7 responses stated that the continuity of care that Hollins View provided was a critical part of the service. 5 comments suggested that the cared for person felt more comfortable with a consistent staff group.

1 respondent felt that this was particularly important for customers with dementia. 5 respondents stated that the social interaction that the service at Hollins View provides is important. 1 respondent stated that this aspect of a respite service could not be as strong as these homes already had settled populations. Another carer stated that he believed that Hollins View was primarily for people with dementia and as such was a difficult place for his wife to go as she did not have this condition. As such, he welcomed the increased choice that the proposal offered.

► Other Comments (inc. those who didn't state if they were representing someone)

In the Alzheimer's Society's response, they highlighted how respite care allowed carers to reassess the situation providing, "an opportunity to stabilise a situation by changing or adapting support to the person with dementia's needs or abilities" and also that, "it can be a tool to prevent a crisis from developing or carer breakdown". Healthwatch remarked that any transition for dementia users would have to be managed with care. They also commented that there was a lack of alternative day services locally if the service at the centre closed.

iii) The Building

► Responses from Customers or their Carers (or those representing a customer)

3 comments were received directly relating to the building. One individual asked why money had been spent on new carpets and redecoration if it was to close. Another person asked what would happen to the building if services moved from there. A

further person praised the building stating that it allowed care to be offered in a smaller setting whilst also allowing customers freedom to wander.

B) Demand for Services and Availability

► Responses from Customers or their Carers (or those representing a customer)

15 comments were made regarding the availability of respite care in the independent sector. These responses stated that there was a shortage of suitable beds within Macclesfield and that the choices that were contained in the consultation would not be available. 3 respondents stated concerns about the growing demand for respite services within the local area and the country as a whole due to the ageing population. One respondent stated that the availability of beds in the independent sector would be 'severely limited' by the amount the Council was willing to pay.

► Other Comments (inc. those who didn't state if they were representing someone)

5 comments from the public (including Healthwatch) were received regarding the availability of respite care in the independent sector. Another individual expressed concern about the rising demand for respite services due to the growing population. The response from Healthwatch also queried how the withdrawal of intermediate care would be managed, and the availability of specialist respite care for people with learning disabilities.

ii) Cost of Care:

► Responses from Customers or their Carers (or those representing a customer)

4 individuals commented that the business case for the consultation proposal had not been included in the Information Pack. It was felt that if the longer-term costs were considered the independent sector care would be more expensive. They also went on to say that not having any public provision leaves the Council in a much weaker negotiating position. One respondent felt that more efforts were needed to attract other sources of funding to keep centres like Hollins View open.

► Other Comments (inc. those who didn't state if they were representing someone)

1 individual also felt that the business case for the consultation proposal should have been included in the Consultation Information Pack.

C) Booking

► Responses from Customers or their Carers (or those representing a customer)

5 comments were received relating to the booking of respite care. These comments noted the importance of being able to book respite care in both the short term; in an emergency situation, and also in the long term, for instance, to allow the planning of holidays. As such, it was felt that any future service must be able to provide for these needs. Having a single point for booking offering reliability and flexibility was also viewed as key. Location was a further factor, with 3 comments stating the need for local services and merits of Hollins View's situation.

- Other Comments (inc. those who didn't state if they were representing someone)

2 members of the public referred to the booking of respite care. Both comments emphasised the importance of being able to obtain respite services in an emergency.

D) Alternative Services (excluding independent sector respite)

- Responses from Customers or their Carers (or those representing a customer)

A number of alternative options to receiving care at Hollins View were put forward in the Consultation. Some respondents stated that there was not enough information provided to come to a full decision on the options and that two of them were not appropriate for customers who had been assessed as needing residential respite.

Direct Payments - One carer stated that in their experience, the money that would be made available for a Direct Payment would be insufficient to cover respite care in an independent sector residential home. Another carer stated that they had already tried Direct Payments but found that it didn't work for them. They also stated that there was little aside from independent respite care that they would want to obtain as the cared for person was not keen on accessing things like day activities. Another carer felt the Council had a "duty of responsibility" with regard to respite care and that it could increase risk if people began employing their own carers.

Shared Lives - One respondent felt this service could not replace the social interaction available at Hollins View. Another respondent said that more information needed to be provided on this option. One carer stated that it sounded like a good service but would not be suitable for the person that they cared for. A further carer expressed a concern over whether there would be sufficient Shared Lives carers who would care for dementia customers, particularly overnight.

Home Care - 3 responses detailed that respite for the carer could only be gained by using respite services away from the home. One carer stated that this had been tried as an option and had not really worked for them. 1 carer stated that Home Care does not offer the social aspects of a respite stay that Hollins View provides.

- Other Comments (inc. those who didn't state if they were representing someone)

One member of the public felt that there was insufficient information to decide between options for respite type services. Another felt that home care does not

provide the social aspects of a stay at Hollins View. The Alzheimer's Society and Healthwatch's responses underlined the importance of a variety of options. They also flag that this could be an opportunity to create a broader choice for people/families at different stages of the dementia journey. Healthwatch emphasised the importance of support and training for customers using Direct Payments.

E) The Consultation

i) Opinions about the Proposal

► Responses from Customers or their Carers (or those representing a customer)

Respondents made a number of negative comments about the proposal itself. These included statements criticising the proposal as short-sighted, shameful, and unnecessary as the existing service was felt to be working well. Two individuals stated that they believed it was wrong to assert that the consultation was about choice when they felt it was actually being reduced. Some consultees were open to the alternatives put forward in the proposal.

► Other Comments (inc. those who didn't state if they were representing someone)

Members of the public also gave negative comments about the proposal. Healthwatch wanted to recognise that the service is valued by service users.

ii) Reasons for the Proposal

► Responses from Customers or their Carers (or those representing a customer)

4 responses from customers or their carers stated that they believed that the proposed transfer of services from Hollins View was really about the Council saving money rather than providing more choice. 3 respondents felt the proposal meant that vulnerable people were being affected disproportionately. One respondent felt that the proposal was about making it more difficult for people to access dementia care. 3 responses queried the idea that the proposal would bring about more choice.

► Other Comments (inc. those who didn't state if they were representing someone)

2 members of the public felt that the consultation proposal was really concerned with saving money. Another respondent stated that they felt that the proposal reflected problems with the country's approach to supporting people with dementia.

F) The Process

► Responses from Customers or their Carers (or those representing a customer)

2 customers or their carers stated that they believed that the information provided in the consultation pack was unsatisfactory as there was no information provided on where the alternative respite services would be. These respondents stated that it was therefore difficult for customers or their carers to form a judgement on the proposal. 1 response stated that the reasons given for the proposal focussed on dementia to the exclusion of others using the centre with different conditions. Responses were also received which stated that there was a lack of information relating to the business case for the proposals (see cost of care section as well).

3 customers or their carers felt that more people should have been directly involved in the consultation aside from customers/carers as it could affect other people in the future including intermediate care users. 2 of these individuals stated that for these reasons there should have been a public consultation meeting. 4 comments from customers or their carers stated that they believed that the Local Authority had already taken a decision on the proposal and that the consultation would not have any effect on decision-making. 1 respondent felt that consultation should have taken place before the Dementia Commissioning Plan went to Cabinet.

► Other Comments (inc. those who didn't state if they were representing someone)

1 response from a member of the public stated that information should have been provided on the alternative respite services. The Alzheimer's Society stated that the consultation could have been more user-friendly for people with dementia and that the Council could have taken specialist advice on this. Healthwatch felt that the information in the information pack should have been more comprehensive (incl. as to why the proposal had been put forward). They also felt (as did the Alzheimer's Society) that more people should have been involved in the consultation from the general public. 1 member of the public stated that they believed that the Local Authority had already taken a decision on the proposal.

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**Consultation Report Summary: Consultation on
the Proposal to Provide Older People Residential
Respite Support Services in the Independent
Sector**

Lincoln House Community Support Centre

October 2014

Introduction

A consultation was held between the 28th August and 8th October, on the Proposal to Provide Older People Residential Respite Support Services in the Independent Sector. Its aim was to understand the views of customers and carers on the proposal and a number of ways other than residential care to provide respite care so that people have increased choice and their preferences can be met. Options included:

- Care provided in the person's own home through home care services
- The Shared Lives service.
- Receiving a Direct Payment.

Feedback Analysis

86 consultation responses were received by the Council. This included via the online form, telephone, emails, letters and face to face meetings. 61 were from customers, carers/family of Lincoln House users. A petition was also submitted expressing a wish to retain respite services at Lincoln House. This contained 1,469 signatures and was initiated by Cllr Dorothy Flude (Member for Crewe South).

A) Quality of Services

i) Quality of Care at Lincoln House

► Responses from Customers or their Carers (or those representing a customer)

Many respondents praised the quality of the care provided by staff at Lincoln House (26 responses) and the suitability of the centre. 1 response criticised the care provided. 5 respondents emphasising the peace of mind the centre provides to families contrasting this with the care from the independent sector.

► Other Comments (inc. those who didn't state if they were representing someone)

Members of the public also praised the quality of care at Lincoln House (10 responses). 2 responses emphasised the reassurance that Lincoln House provides. 1 respondent cited the commitment to specialised care that was offered at Lincoln House, stating that this could not be easily replicated by the spot purchasing of beds.

ii) Quality of Care in the Independent Sector

► Responses from Customers or their Carers (or those representing a customer)

Many respondents expressed concerns about quality of care in the independent sector (13 responses). Examples were also given to illustrate views. 2 respondents felt it placed profit over the care of customers, and concerns were expressed about staffing and staff turnover, training and the overall quality of the workforce.

► Other Comments (inc. those who didn't state if they were representing someone)

Members of the public also expressed anxieties about the care offered in the independent sector (6 responses). Reasons given for this were; the level of facilities, a tendency of the

private sector to cut services, the perceived lower quality of services and training of staff, lower pay of staff and safeguarding issues.

iii) The Role of the Public and Private Sector:

► Responses from Customers or their Carers (or those representing a customer)

2 people commented that they were prepared to consider alternatives to current respite provision if it offered good quality care. However, 2 respondents stated that it was the role of the public sector to provide these services.

► Other Comments (inc. those who didn't state if they were representing someone)

One member of the public again stated a case against use of the independent sector.

iv) Dementia and Continuity of Care:

► Responses from Customers or their Carers (or those representing a customer)

Individuals remarked that continuity of care was vital was those with dementia (13) (including 2 stating change was "very daunting"). 1 carer felt respite customers may not be seen as a priority for the independent sector and may be treated as "2nd class". 2 stated they would be unable to take up alternative provision for this reason.

► Other Comments (inc. those who didn't state if they were representing someone)

Healthwatch felt any transition for customers with dementia would have to be managed carefully.

v) Importance of Respite Services:

► Responses from Customers or their Carers (or those representing a customer)

The value of respite services for carers was emphasised in feedback (6) and fears that it might be removed. 3 responses talked about the value of Lincoln House because of its ability to provide social contact. 1 respondent stated if the service was to move, this would break ties with what they saw as other "families and friends".

► Other Comments (inc. those who didn't state if they were representing someone)

3 individuals stressed the significance of respite services e.g. due to social interaction. The Alzheimer's Society's emphasised the importance of respite providing space for the situation to be reassessed and to, "provide an opportunity to stabilise a situation [and]... to prevent a crisis from developing or carer breakdown".

vi) Day Care Services

► Responses from Customers or their Carers (or those representing a customer)

4 responses were received directly about the day care services at Lincoln House. These stated that the importance of having day/respite services together at the same place. 2 respondents said that they believed that a transfer would lead to an increase in costs for customers and 1 respondent felt it could also mean poorer quality care.

- Other Comments (inc. those who didn't state if they were representing someone)

Healthwatch stated that day care was not available elsewhere locally.

B) Availability of Respite Beds

i) Demand and Availability

- Responses from Customers or their Carers (or those representing a customer)

11 respondents stated there might be a lack of alternative beds in the independent sector for respite care. Demand for services was raised twice triggered by a rising ageing population/ people with dementia. 1 respondent stressed the unpredictability of independent sector provision. Cost was also seen as limiting availability. 1 person stated that there were; "only 2 providers within a 5 mile radius of Lincoln House who don't charge top-up fees". As such, it was felt families might be asked to pay more.

- Other Comments (inc. those who didn't state if they were representing someone)

The issue of demand was also raised by members of the public (2), again referencing the increasing elderly and dementia population. 5 responses (incl. Healthwatch) also referred to lack of availability of beds, with 2 respondents discussing this in relation to it putting further pressure on health services. The response from Healthwatch queried how the withdrawal of intermediate care would be managed, and the availability of specialist respite care for people with learning disabilities.

ii) Booking:

- Responses from Customers or their Carers (or those representing a customer)

5 respondents stated that it was important to retain the ability to book respite months in advance. 7 respondents expressed doubt as to whether respite could be accessed in an emergency asserting that it was key that this was available. 4 people also emphasised the need for booking needed to be simple/flexible, e.g. because it might have to be used in an emergency or by older people.

iii) Travel/ Localness of Services

- Responses from Customers or their Carers (or those representing a customer)

The need for local services was emphasised by 3 carers. 1 carer stated that they only had a 10 minute drive at the moment whereas another stated that they were open to going elsewhere because it was currently 40 minutes for them. The importance of closeness to family/friends was emphasised, e.g. to allow carers to visit in the day.

C) Alternative Services

i) Service Options

- Responses from Customers or their Carers (or those representing a customer)

A key part of the consultation was to understand the views of customers/carers on residential respite alternatives. A majority of customers/carers stated they would access residential respite from the independent sector, although views were given on other options. Common themes were these would not provide a sufficient break for the carer (6 comments) and would not provide enough social interaction/stimulation (3 comments).

Home Care - 8 responses stated that they did not view home care as a suitable alternative as it was “intrusive”, “disruptive and inflexible. Other comments included that it was lacking in quality, unable to provide sufficient respite, not able to provide social interaction and was not overseen by anyone.

Shared Lives - 11 responses were received on Shared Lives. Some expressed concerns it would not be able to deliver 24hr support. Other comments were; that customers may not wish to go to someone else’s home for respite, it would offer insufficient respite and that it may not be able to provide sufficient social stimulation.

Direct Payments (DPs) - 8 people commented on Direct Payments. 2 stated that they were currently successfully using DPs for other services. 1 respondent expressed their concern it would “create another job” for the carer. Others stated more information was needed, and it was irrelevant to full cost users. Concern was felt that services from DPs may not provide social stimulation, whilst someone else felt it, “expands the network of unknown people coming into contact with an individual.”

► Other Comments (inc. those who didn’t state if they were representing someone)

Most comments did not relate to specific options. However, a comment was received from one individual stating they already used Shared Lives and it was “very good”, offering consistent care. 1 respondent suggested that night care was more feasibly offered in a residential setting due to safety/costs. The Alzheimer’s Society’s and Healthwatch’s responses underlined the importance of a variety of options and flagged that this could be an opportunity to create a broader choice for people/families during the stages of the dementia journey. Healthwatch emphasised the importance of support and training for customers using Direct Payments.

D) The Building/Staff

► Responses from Customers or their Carers (or those representing a customer)

2 comments were received about the building itself, both posing the question as to what would happen to the premises. 4 responses from customers/carers questioned why money had been invested in Lincoln House. 1 respondent noted the closure of Santune House had been justified because of Lincoln House. 3 respondents raised questions/comments about what would happen to staff.

► Other Comments (inc. those who didn’t state if they were representing someone)

One comment was received emphasising how Lincoln House had been built as a specialist dementia centre. Another individual stated that they thought that the building was, “in an ideal spot with lovely gardens”, and as such should remain open.

E) The Financial Aspects of the Proposal

► Responses from Customers or their Carers (or those representing a customer)

6 respondents felt the proposal was financially driven. 3 suggested the costs of respite would increase meaning reduced access and rising health inequalities. Another also said it would mean increased carer breakdown and Council costs. A further respondent stated that they did not feel the Council should be in the business of inspecting homes. One respondent stated that the Council should reprioritise the way it spends money and not put funds into meaningless projects e.g. HS2. Competing views were given on the issue of paying extra to keep Lincoln House.

► Other Comments (inc. those who didn't state if they were representing someone)

3 members of the public also felt the proposal was for financial reasons, with 3 respondents also arguing money had been wasted in other areas.

F) The Consultation

i) Opinions about the Proposal

► Responses from Customers or their Carers (or those representing a customer)

Comments about the proposals were; that closure would be devastating; Lincoln House was well run and should remain; and that it was not possible to buy its quality of care. 3 qualified remarks were given in favour of the Council's options.

► Other Comments (inc. those who didn't state if they were representing someone)

Members of the public also made comments expressing a wish for Lincoln House to remain open and that closure was wrong. Healthwatch wanted particularly recognition for the assertion that the service is valued by service users.

ii) The Process

► Responses from Customers or their Carers (or those representing a customer)

Responses on the process included; 1 person did not like the way customers were informed by letter; 1 response felt the Consultation should have been opened out to the wider community; 1 response stated that Councillors should have been present at the face to face meetings; another respondent said the cost of the consultation was excessive ; 1 respondent felt a 30 minute face to face session was insufficient. 3 carers said that they wanted to know which homes would be available for respite. 1 felt that this lack of information made the consultation invalid; 3 respondents felt that the Information Pack was insufficiently detailed; with 1 stating it was written unhelpfully. 2 people stated that they wanted to know who had the original idea for the proposal; and 1 respondent felt the process had pushed her "close to the edge".

► Other Comments (inc. those who didn't state if they were representing someone)

Another response gave concerns about feedback mechanisms (including user-friendliness for those with dementia). 1 respondent said a public meeting was needed, another wished to know which residential homes would be available. 2 respondents (including Healthwatch) felt provided information was insufficient.

iii) The Integrity of the Consultation:

► Responses from Customers or their Carers (or those representing a customer)

4 customers/carers were concerned that the decision had been taken prior to the consultation. 1 respondent stated that there had been a failure to respond to queries. 1 carer said they appreciated the opportunity to voice their opinions.

► Other Comments (inc. those who didn't state if they were representing someone)

2 members of the public felt the consultation decision had already been taken.

G) Miscellaneous

► Responses from Customers or their Carers (or those representing a customer)

4 respondents felt vulnerable people were being targeted, 4 respondents likewise stated Crewe was being discriminated against. Other comments covered many topics; including that it did not fit with the dementia strategy (2 comments), eligibility for respite would become tighter, there was an agenda to move learning disabilities customers in, that older people/dementia should not have been considered as "the same parcel", the difficulty of people unfamiliar with social care accessing respite care.

► Other Comments (inc. those who didn't state if they were representing someone)

3 respondents felt that vulnerable people were being targeted. Another felt robust monitoring should ensure the quality of independent sector care. 1 further respondent stated concerns that Councillors/staff had been blocked from speaking.

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Equality impact assessment is a legal requirement for all strategies, plans, functions, policies, procedures and services under the Equalities Act 2010. We are also legally required to publish assessments.

Section 1: Description

Department	Childrens, Families and Adults	Lead officer responsible for assessment	Jon Wilkie
Service	Adult Services	Other members of team undertaking assessment	Nik Darwin
Date	20-08-14	Version	3
Type of document (mark as appropriate)	Strategy x	Plan	Function Policy Procedure Service x
Is this a new/existing/revision of an existing document (mark as appropriate)	New x	Existing	Revision
Title and subject of the impact assessment (include a brief description of the aims, outcomes , operational issues as appropriate and how it fits in with the wider aims of the organisation) Please attach a copy of the strategy/plan/function/policy/procedure/service	<p><u>Proposal to Provide Older People and Dementia Residential Respite in the Independent Sector</u> Corporate priority 2 (Developing affordable models of sustainable local models of care for vulnerable children and adults).</p> <p>This involves exploration of the options for the future of all residential respite for older people and people living with dementia and other long term conditions. These proposals mean that some services currently provided at Hollins View (CSC) in Macclesfield may no longer be provided. These options will be informed by a consultation with service users, carers and other key stakeholders and will result in a decision paper being presented to cabinet.</p>		
Who are the main stakeholders? (eg general public, employees, Councillors, partners, specific audiences)	<ul style="list-style-type: none"> • service users and their carers at Hollins View • staff at Hollins View • Local Community Groups • Councillors • Independent sector care providers • Eastern Cheshire CCG and South Cheshire CCG 		

Section 2: Initial screening

Who is affected? (This may or may not include the stakeholders listed above)			All stakeholders listed above potentially								
Who is intended to benefit and how?			Service users and carers could be supported to identify more personalised service options which offer more choice and that better serve their needs								
Could there be a different impact or outcome for some groups?			Yes, Hollins View currently delivers respite services to the following groups each of which will be affected: <ul style="list-style-type: none"> • Older People with dementia • Older people • People with Long Term Conditions and Physical Disabilities • Carers - These respite services provide key support for carers so that they can continue to support their family member in the community 								
Does it include making decisions based on individual characteristics, needs or circumstances?			All social care services are offered on the basis of assessed eligible need. This work does not change the basis of those individual assessment decisions, these are in care plans. It may result in different support options being offered to individuals.								
Are relations between different groups or communities likely to be affected? (e.g. will it favour one particular group or deny opportunities for others?)			No								
Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have enough evidence to prove otherwise)?			No – all decision and solutions will be based on a fully personalised approach								
Is there an actual or potential negative impact on these specific characteristics? (Please tick)											
Age	Y		Marriage & civil partnership		N	Religion & belief		N	Carers	Y	
Disability	Y		Pregnancy & maternity		N	Sex		N	Socio-economic status	N	
Gender reassignment		N	Race		TBC	Sexual orientation		N			
What evidence do you have to support your findings? (quantitative and qualitative) Please provide additional information that you wish to include as appendices to this document, i.e., graphs, tables, charts										Consultation/involvement carried out	
										Yes	No

Age	In respect of the respite provided at Hollins View the key characteristic of customers is that they are older (although some of these customers also have dementia). As such, the proposals could have a number of potentially negative impacts on people of this protected group. These include level of disability, accessibility of alternative services and the ability to cope with a change in location of the service that is being accessed. These aspects will need to be mitigated in alternative options considered for individuals.	Yes, a full consultation is to be conducted with service users
Disability	Dementia users currently use Hollins View provision for respite. As such, the proposals could have a number of potentially negative impacts on people with disabilities and long term conditions. The extent of these impacts will depend on the type and level of their disability. Examples include; accessibility and availability of alternative services that can be accessed locally, ability to cope with a change in location of the service that is being accessed. A change in the provision of a service could be detrimental to those people with dementia and other long term conditions. These will need to be mitigated in alternative options considered. Some current customers have a physical disability as a secondary client type.	Yes, a full consultation is to be conducted with service users
Gender reassignment	No recording of gender reassignment takes place on the Council's social care record system as such data on this will be unavailable. However, there is no known element in these proposals which is likely to lead to discrimination of the basis of this protected characteristic. There will also be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Marriage & civil partnership	There is the potential for a change in day/respite service to impact on married couples, or couples in civil partnership, where one partner uses services as a result of the relocation of services. There are also impacts listed under the carers section. There will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Pregnancy & maternity	No impacts were recorded on this protected characteristic during the course of the consultation process. There is also no other evidence to suggest an impact is likely. However, there will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users

Race	The current customers of Hollins View are likely to be predominantly White British given local characteristics. Data analysis on customers' characteristics will be conducted to understand this in full detail. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Religion & belief	The current customers of Hollins View are likely to be predominantly Christian. Data analysis on customers' characteristics will be conducted to understand in full detail. There is no known element in these proposals which is likely to impact on customers as a result of their religion. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Sex	There is no current known element in this proposal which will directly or indirectly discriminate on the basis of gender. Although there is likely to be a much larger ratio of females to male service users using the services given the characteristics of social care users which can largely be explained by the differences in life expectancy between the sexes. As such a greater proportion of female service users are likely to receive day and respite services (although this will be clarified by data analysis). The proposals themselves are not deemed to have disproportionate effects for either gender. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Sexual orientation	Data is not routinely recorded related to this protected characteristic for customers. However, there is no known evidence to suggest an impact is likely for this group. Nevertheless, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Carers	The Office of National Statistics estimates that 10% of the population are likely to be carers i.e. 36,500 people in Cheshire East. Respite services are provided to support carers as well as customers. As such, the proposals are likely to have an impact on a defined group of carers; those who care for people using respite or day services within the Crewe area. Particular identifiable concerns would be; changes to service location and the accessibility of alternative provision, increased pressure brought about on the caring role as a result of the changes in services for customers. These will need to be mitigated in alternative options considered. There will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Socio-economic status	There is no current known element in this proposal which will directly or indirectly	Yes, a full consultation is

	have a negative impact on the basis of customers' socio-economic status. Under the proposal, for customers who are assessed to pay the maximum charge for the respite care at Hollins View, they would potentially pay less depending on the residential care home that they choose. For customers who are assessed as needing financial support from the council, it is expected that they will pay the same as they are paying now for respite care. There will be the opportunity to feedback any impacts relating to this during the consultation process.	to be conducted with service users
Proceed to full impact assessment? (Please tick)	Yes	Date: 30/09/14

If yes, please proceed to Section 3. If no, please publish the initial screening as part of the suite of documents relating to this issue

Section 3: Identifying impacts and evidence

This section identifies if there are impacts on equality, diversity and cohesion, what evidence there is to support the conclusion and what further action is needed

Protected characteristics	Is the policy (function etc....) likely to have an adverse impact on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Are there any positive impacts of the policy (function etc....) on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Please rate the impact taking into account any measures already in place to reduce the impacts identified High: Significant potential impact; history of complaints; no mitigating measures in place; need for consultation Medium: Some potential impact; some mitigating measures in place, lack of evidence to show effectiveness of measures Low: Little/no	Further action (only an outline needs to be included here. A full action plan can be included at Section 4)

			identified impacts; heavily legislation-led; limited public facing aspect	
Note: impacts in this section of the EIA have been developed both through knowledge of the changes as well as by using feedback received from respondents to the consultation				
Age	<p>Note: Customers of affected respite services at Hollins View are in the older age groups.</p> <p><u>Localness of services:</u> Providing respite services from different locations may result in accessibility issues for some customers/carers.</p> <p>Also see Disability as other issues of relevance to older people are also picked up here.</p>	<p><u>Localness of services:</u> There is the potential for customers to be able to access services nearer to where they live. This would result in reduced costs and travelling time for them as well as a greater potential for visits from family/friends.</p>	Medium	<p>To ensure that accessibility for customers and their carers is taken into account when planning the provision of respite stays. This should include both in the care arranging process but also in deciding which homes should have beds blocked booked with them.</p> <p>To ensure that support is available to work with customers and their carers to make sure that alternative respite provision is accessible.</p>
Disability	<p><u>Dementia:</u> There is established evidence that customers with dementia value continuity of care. Services being transferred from Hollins View may mean the potential for this to be lost in the short term. This was a concern advanced by 7 customers or their carers during the consultation. This could potentially impact on both the carer and customer, increasing the chance of carer breakdown, and reducing the quality of care that it was possible for them to offer.</p>	<p><u>Dementia:</u> The increased choice of services including residential care homes available for customers affected by this consultation means that there is the potential for the customer to access homes which meet more specific needs. This might include facilities, staff training and social activities. It might also mean people of similar age groups/disabilities. A carer highlighted this advantage as part of the consultation, stating that Hollins View was a difficult place for his wife to attend as she</p>	Medium	<p>There needs to be a sufficient allocation of beds within the independent sector for Council customers so that they are able to book consistent respite with the same residential home. This may be less easy to achieve in emergency situations, however, care planning should be sensitive to this requirement.</p> <p>Customers with dementia, other long term conditions and physical disabilities should be placed for respite in homes which specialise in care which meets their specific needs including for their level of complexity. This would include factors</p>

	<p><u>Other Issues</u></p> <p>Mixing: There is the potential for a mixing of long term and short term customers at independent sector homes to impact negatively on both sets of users. This may include difficulties in making social links for short stay customers and disturbance to permanent residents due to customers using the services for short periods of time. As part of the consultation 5 comments from customers or their carers stated a concern that about a potential lack of social links in the independent sector which was valued at Hollins View.</p> <p>Booking: The current booking system involves contacting a Care Manager or the home directly for a bed. Any revised way of doing this should maintain ease of use due to carers/customers having a range of needs which could potentially inhibit usage. 5 customers or their carers stated the importance of flexibility in booking respite through the consultation.</p>	<p>did not have dementia but had respite in an environment where people were supporting others with dementia. Market development work would need to take place to establish this potential benefit.</p> <p>See also Localness of Services under Age</p>		<p>such as type of clientele, training, security, home layout, adaptations and facilities.</p> <p>Work should be conducted with contracted residential homes to establish good practice with regard to providing short term respite alongside long term residents, reducing the risk of impact on both customers accessing respite and long term residents.</p> <p>The booking system for respite in the independent sector should be simple and flexible to use and should accommodate people with a range of disability related needs.</p>
Gender reassignment	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Marriage & civil partnership	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			

Pregnancy and maternity	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Race	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Religion & belief	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Sex	Whilst arguably it is the case that, due to the greater proportion of service users who are female, these proposals could have a potential to disproportionately impact on this group, it is currently felt that any issues are best covered in the categories of disability and age			
Sexual orientation	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Carers	<p><u>Quality of Care Services</u> 15 responses to the consultation from customers or their carers stated concerns about the quality of respite care in the independent sector. Measures should be put in place to ensure that the homes customers are placed in for respite are known to meet quality standards.</p> <p>There is the potential for carers to be reluctant to take respite as a result of their uncertainty about alternative options. This could lead to future carer breakdown.</p>	<p><u>Choice of Services</u> The proposal would allow carers to exercise a choice of care options. This has the potential to reduce the pressure on carers by enabling them to access services which are an improved fit to their needs.</p>	Low	<p>Quality of Care Services – Block booking of respite beds in the independent sector and care arranging should be based on Council quality assurance processes and Care Quality Commission inspection reports.</p> <p>Customers should have information made available to them in regard to the quality of independent sector options (including care standards) in order to give them greater reassurance and to ensure that they utilise their respite allocation. They should also be given further information on Shared Lives which may benefit some individuals.</p>

Socio-economics	<p><u>Cost of Respite</u></p> <p>In the consultation, one carer stated concerns about being asked to pay top ups for respite in the independent sector. Block booking of beds will need to ensure that sufficient range of respite is available to avoid the need to use top-up fees which could potentially significantly disadvantage people from lower socio-economic brackets.</p>		Low	Costs of respite beds should be a factor when consideration is given to which independent sector homes are used for respite so that use of top-up fees is more an exception than a rule. The Council stated in the Consultation Information Pack that the amount that customers would pay for respite would most likely be the same for customers who are assessed as needing financial support from the council. Under the proposal, for customers who are assessed to pay the maximum charge for the respite care at Hollins View, they would potentially pay less depending on the residential care home that they choose.
<p>Is this project due to be carried out wholly or partly by contractors? If yes, please indicate how you have ensured that the partner organisation complies with equality legislation (e.g. tendering, awards process, contract, monitoring and performance measures)</p> <p>No – all work will be done internally</p>				

Section 4: Review and conclusion

<p>Summary: provide a brief overview including impact, changes, improvement, any gaps in evidence and additional data that is needed</p> <p>If the proposals to offer alternatives to existing services are implemented there are some potential negative impacts on customers and carers although they can be mitigated by following the prescribed actions listed.</p> <p>Further engagement with customers and carers would be a crucial part of any transition process.</p>			
Specific actions to be taken to reduce, justify or remove any adverse impacts	How will this be monitored?	Officer responsible	Target date
To ensure that accessibility of alternative services is taken into account when planning respite stays. This should include both in the care arranging process but also in deciding which homes	During the normal project planning transition process	Ann Riley	Unknown at this stage

should have beds blocked booked with them.			
To ensure that alternatives for day services are local and accessible.	During the normal project planning transition process	Ann Riley	Unknown at this stage
There should be sufficient allocation of beds within the independent sector for Council customers so that they are able to book consistent respite with the same residential home. This may be less easy to achieve in emergency situations, however, care planning should nevertheless be sensitive to this requirement. Cost bands should be factored in when conducting this review so that use of top up fees is more an exception than a rule.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Customers with dementia, other long term conditions and physical disabilities should be able to access respite in homes which specialise in care which meets their specific needs including for their level of complexity. This would include factors such as type of clientele, training, security, home layout, adaptations and facilities.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Work should be conducted with contracted residential homes to establish good practice with regard to providing short term respite alongside long term residents, reducing the risk of impact on both customers accessing respite and long term residents.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Quality of Care Services – Block booking of beds and care arranging should take into account Council quality assurance processes and Care Quality Commission inspection reports.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Customers should have information made available to them in regard to the quality of independent sector options (including care standards) in order to give them greater reassurance and to ensure that they utilise their respite allocation. They should also be given further information on Shared Lives which may benefit some individuals.	During the normal project planning transition process	Ann Riley	Unknown at this stage
The booking system should be simple and flexible to use and should accommodate people with a range of disability related needs.	During the normal project planning transition process	Ann Riley	Unknown at this stage

Please provide details and link to full action plan for actions			
When will this assessment be reviewed?	6 months after any decision is taken		
Are there any additional assessments that need to be undertaken in relation to this assessment?	N/A		
Lead officer signoff	Jon Wilkie	Date	
Head of service signoff	Ann Riley	Date	

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Equality impact assessment is a legal requirement for all strategies, plans, functions, policies, procedures and services under the Equalities Act 2010. We are also legally required to publish assessments.

Section 1: Description

Department	Childrens, Families and Adults		Lead officer responsible for assessment		Jon Wilkie	
Service	Adult Services		Other members of team undertaking assessment		Nik Darwin	
Date	20-08-14		Version		3	
Type of document (mark as appropriate)	Strategy x	Plan	Function	Policy	Procedure	Service x
Is this a new/existing/revision of an existing document (mark as appropriate)	New x		Existing		Revision	
Title and subject of the impact assessment (include a brief description of the aims, outcomes , operational issues as appropriate and how it fits in with the wider aims of the organisation) Please attach a copy of the strategy/plan/function/policy/procedure/service	<p><u>Proposal to Provide Older People and Dementia Residential Respite in the Independent Sector</u> Corporate priority 2 (Developing affordable models of sustainable local models of care for vulnerable children and adults).</p> <p>This involves exploration of the options for the future of all residential respite for older people and people living with dementia and other long term conditions. These proposals mean that some services currently provided at Lincoln House (CSC) in Crewe may no longer be provided. These options will be informed by a consultation with service users, carers and other key stakeholders and will result in a decision paper being presented to cabinet.</p>					
Who are the main stakeholders? (eg general public, employees, Councillors, partners, specific audiences)	<ul style="list-style-type: none"> • service users and their carers at Lincoln House • staff at Lincoln House • Local Community Groups • Councillors • Independent sector care providers • Eastern Cheshire CCG and South Cheshire CCG 					

Section 2: Initial screening

Who is affected? (This may or may not include the stakeholders listed above)			All stakeholders listed above potentially								
Who is intended to benefit and how?			Service users and carers could be supported to identify more personalised service options which offer more choice and that better serve their needs								
Could there be a different impact or outcome for some groups?			Yes, Lincoln House currently delivers respite and day care service to the following groups each of which will be affected: <ul style="list-style-type: none"> • Older People with dementia • Older people • People with Long Term Conditions and Physical Disabilities • Carers - These respite services provide key support for carers so that they can continue to support their family member in the community 								
Does it include making decisions based on individual characteristics, needs or circumstances?			All social care services are offered on the basis of assessed eligible need. This work does not change the basis of those individual assessment decisions, these are in care plans. It may result in different support options being offered to individuals.								
Are relations between different groups or communities likely to be affected? (e.g. will it favour one particular group or deny opportunities for others?)			No								
Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have enough evidence to prove otherwise)?			No – all decision and solutions will be based on a fully personalised approach								
Is there an actual or potential negative impact on these specific characteristics? (Please tick)											
Age	Y		Marriage & civil partnership		N	Religion & belief		N	Carers	Y	
Disability	Y		Pregnancy & maternity		N	Sex		N	Socio-economic status	N	
Gender reassignment		N	Race		TBC	Sexual orientation		N			
What evidence do you have to support your findings? (quantitative and qualitative) Please provide additional information that you wish to include as appendices to this document, i.e., graphs, tables, charts										Consultation/involvement carried out	
										Yes	No

Age	In respect of the respite services provided at Lincoln House the key characteristic of customers is that they are older (although some of these customers also have dementia). As such, the proposals could have a number of potentially negative impacts on people of this protected group. These include level of disability, accessibility of alternative services and the ability to cope with a change in location of the service that is being accessed. These aspects will need to be mitigated in alternative options considered for individuals.	Yes, a full consultation is to be conducted with service users
Disability	Dementia users currently use Lincoln House provision for respite and day care. As such, the proposals could have a number of potentially negative impacts on people with disabilities and long term conditions. The extent of these impacts will depend on the type and level of their disability. Examples include; accessibility and availability of alternative services that can be accessed locally, ability to cope with a change in location of the service that is being accessed. A change in the provision of a service could be detrimental to those people with dementia and other long term conditions. These will need to be mitigated in alternative options considered. Some current customers have a physical disability as a secondary client type.	Yes, a full consultation is to be conducted with service users
Gender reassignment	No recording of gender reassignment takes place on the Council's social care record system as such data on this will be unavailable. However, there is no known element in these proposals which is likely to lead to discrimination on the basis of this protected characteristic. There will also be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Marriage & civil partnership	There is the potential for a change in day/respite service to impact on married couples, or couples in civil partnership, where one partner uses services as a result of the relocation of services. There are also impacts listed under the carers section. There will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Pregnancy & maternity	No impacts were recorded on this protected characteristic during the course of the consultation process. There is also no other evidence to suggest an impact is likely. However, there will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users

Race	The current customers of Lincoln House are likely to be predominantly White British given local characteristics. Data analysis on customers' characteristics will be conducted to understand this in full detail. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Religion & belief	The current customers of Lincoln House are likely to be predominantly Christian. Data analysis on customers' characteristics will be conducted to understand in full detail. There is no known element in these proposals which is likely to impact on customers as a result of their religion. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Sex	There is no current known element in this proposal which will directly or indirectly discriminate on the basis of gender. Although there is likely to be a much larger ratio of females to male service users using the services given the characteristics of social care users which can largely be explained by the differences in life expectancy between the sexes. As such a greater proportion of female service users are likely to receive day and respite services (although this will be clarified by data analysis). The proposals themselves are not deemed to have disproportionate effects for either gender. However, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Sexual orientation	Data is not routinely recorded related to this protected characteristic for customers. However, there is no known evidence to suggest an impact is likely for this group. Nevertheless, there will be the opportunity to feedback any impacts relating to this during the consultation process.	Yes, a full consultation is to be conducted with service users
Carers	The Office of National Statistics estimates that 10% of the population are likely to be carers i.e. 36,500 people in Cheshire East. Respite services are provided to support carers as well as customers. As such, the proposals are likely to have an impact on a defined group of carers; those who care for people using respite or day services within the Crewe area. Particular identifiable concerns would be; changes to service location and the accessibility of alternative provision, increased pressure brought about on the caring role as a result of the changes in services for customers. These will need to be mitigated in alternative options considered. There will be the opportunity to feedback any impacts relating to this during the consultation process	Yes, a full consultation is to be conducted with service users
Socio-economic status	There is no current known element in this proposal which will directly or indirectly	Yes, a full consultation is

	have a negative impact on the basis of customers' socio-economic status. Under the proposal, for customers who are assessed to pay the maximum charge for the respite care at Lincoln House, they would potentially pay less depending on the residential care home that they choose. For customers who are assessed as needing financial support from the council, it is expected that they will pay the same as they are paying now for respite care. There will be the opportunity to feedback any impacts relating to this during the consultation process.	to be conducted with service users
Proceed to full impact assessment? (Please tick)	Yes	Date: 30/09/14

If yes, please proceed to Section 3. If no, please publish the initial screening as part of the suite of documents relating to this issue

Section 3: Identifying impacts and evidence

This section identifies if there are impacts on equality, diversity and cohesion, what evidence there is to support the conclusion and what further action is needed

Protected characteristics	Is the policy (function etc....) likely to have an adverse impact on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Are there any positive impacts of the policy (function etc....) on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Please rate the impact taking into account any measures already in place to reduce the impacts identified High: Significant potential impact; history of complaints; no mitigating measures in place; need for consultation Medium: Some potential impact; some mitigating measures in place, lack of evidence to show effectiveness of measures Low: Little/no	Further action (only an outline needs to be included here. A full action plan can be included at Section 4)

			identified impacts; heavily legislation-led; limited public facing aspect	
Note: impacts in this section of the EIA have been developed both through knowledge of the changes as well as by using feedback received from respondents to the consultation				
Age	<p>Note: Customers of affected respite services at Lincoln House are in the older age groups.</p> <p><u>Localness of services:</u> Providing respite services from different locations may result in accessibility issues for some customers/carers. This may be a particular issue for the 16 current customers receiving day services at Lincoln House dependant on the location of alternative services. 3 customers or their carers raised concerns about accessing respite services which were further away from their home than Lincoln House.</p> <p>Also see Disability as many issues of relevance to older people are also picked up here.</p>	<p><u>Localness of services:</u> There is the potential for customers to be able to access services nearer to where they live. This would result in reduced costs and travelling time for them as well as a greater potential for visits from family/friends. One carer reported that they saw the opportunity to access services closer to their home under the proposal as an advantage.</p> <p>There may be similar benefits provided by the alternatives to current day services may include independent/voluntary sector day care provision or the usage of home care, shared lives or direct payments etc.</p>	Medium	<p>To ensure that accessibility for customers and their carers is taken into account when planning the provision of respite stays. This should include both in the care arranging process but also in deciding which homes should have beds blocked booked with them.</p> <p>To ensure that support is available to work with customers and their carers to make sure that alternative respite provision and day services are local and accessible.</p>
Disability	<p><u>Dementia:</u> There is established evidence that customers with dementia value continuity of care. Services being transferred from Lincoln House may mean the potential for this to be lost in the short term. This was a concern advanced by 13 customers or their carers during the consultation.</p>	<p><u>Dementia:</u> The increased choice of services including residential care homes available for customers affected by this consultation means that there is the potential for the customer to access homes which meet more specific needs. This might include facilities, staff training and social</p>	Medium	<p>There needs to be a sufficient allocation of beds within the independent sector for Council customers so that they are able to book consistent respite with the same residential home. This may be less easy to achieve in emergency situations, however, care planning should be sensitive to this requirement.</p>

	<p>There were concerns raised by 2 carers through the consultation that the person they care for may refuse to attend alternative services as a result of this disability. This could potentially impact on both the carer and customer, increasing the chance of carer breakdown, and reducing the quality of care that it was possible for them to offer.</p> <p>Lincoln House currently provides specialist dementia care. Alternative services would need to be able to offer similar dedicated support.</p> <p><u>Other Issues</u></p> <p>Mixing: There is the potential for a mixing of long term and short term customers at independent sector homes to impact negatively on both sets of users. This may include difficulties in making social links for short stay customers and disturbance to permanent residents due to customers using the services for short periods of time. As part of the consultation a carer stated a concern that a person accessing respite in the independent sector may not be treated as well by the staff as one of the permanent residents, stating that they could be treated as, “second class citizens”.</p> <p>Booking: The current booking system involves contacting a Care Manager or the home directly for a bed. Any revised way of</p>	<p>activities. It might also mean people of similar age groups/disabilities. Market development work would need to take place to establish this potential benefit.</p> <p>See also Localness of Services under Age</p>		<p>Customers with dementia, other long term conditions and physical disabilities should be placed for respite in homes which specialise in care which meets their specific needs including for their level of complexity. This would include factors such as type of clientele, training, security, home layout, adaptations and facilities.</p> <p>Work should be conducted with contracted residential homes to establish good practice with regard to providing short term respite alongside long term residents, reducing the risk of impact on both customers accessing respite and long term residents.</p> <p>The booking system for respite in the independent sector should be simple and flexible to use and should accommodate people with a range of disability related needs.</p>
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	doing this should maintain ease of use due to carers/customers having a range of needs which could potentially inhibit usage.			
Gender reassignment	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Marriage & civil partnership	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Pregnancy and maternity	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Race	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Religion & belief	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Sex	Whilst arguably it is the case that, due to the greater proportion of service users who are female, these proposals could have a potential to disproportionately impact on this group, it is currently felt that any issues are best covered in the categories of disability and age			
Sexual orientation	No impacts on this protected characteristic where raised as a result of this consultation, likewise, there are no perceived impacts as a result of this policy. As such, the impact is deemed neutral on this protected characteristic.			
Carers	<u>Quality of Care Services</u> 13 responses to the consultation from customers or their carers stated that the quality of alternative care services was very important to carers and families (for	<u>Choice of Services</u> The proposal would allow carers to exercise a choice of care options. This has the potential to reduce the pressure on carers by enabling them	Low	Quality of Care Services – Block booking of respite beds in the independent sector and care arranging should be based on Council quality assurance processes and Care Quality Commission inspection

	<p>example in providing reassurance). Measures should be put in place to ensure that the homes customers are placed in for respite are known to meet quality standards.</p> <p>There is the potential for carers to be reluctant to take respite as a result of their uncertainty about alternative options. This could lead to future carer breakdown.</p>	to access services which are an improved fit to their needs.		<p>reports.</p> <p>Customers should have information made available to them in regard to the quality of independent sector options (including care standards) in order to give them greater reassurance and to ensure that they utilise their respite allocation. They should also be given further information on Shared Lives which may benefit some individuals.</p>
Socio-economics	<p><u>Cost of Respite</u></p> <p>One carer stated through the consultation that they would not be able to pay any more for respite support than they do now. Block booking of beds will need to ensure that sufficient range of respite is available to avoid the need to use top-up fees which could potentially significantly disadvantage people from lower socio-economic brackets.</p>		Low	<p>Costs of respite beds should be a factor when consideration is given to which independent sector homes are used for respite so that use of top-up fees is more an exception than a rule. The Council stated in the Consultation Information Pack that the amount that customers would pay for respite would most likely be the same for customers who are assessed as needing financial support from the council. Under the proposal, for customers who are assessed to pay the maximum charge for the respite care at Hollins View, they would potentially pay less depending on the residential care home that they choose.</p>
<p>Is this project due to be carried out wholly or partly by contractors? If yes, please indicate how you have ensured that the partner organisation complies with equality legislation (e.g. tendering, awards process, contract, monitoring and performance measures)</p> <p>No – all work will be done internally</p>				

Section 4: Review and conclusion

Summary: provide a brief overview including impact, changes, improvement, any gaps in evidence and additional data that is needed

If the proposals to offer alternatives to existing services are implemented there are some potential negative impacts on customers and carers although they can be mitigated by following the prescribed actions listed.

Further engagement with customers and carers would be a crucial part of any transition process.

Specific actions to be taken to reduce, justify or remove any adverse impacts	How will this be monitored?	Officer responsible	Target date
To ensure that accessibility of alternative services is taken into account when planning respite stays. This should include both in the care arranging process but also in deciding which homes should have beds blocked booked with them.	During the normal project planning transition process	Ann Riley	Unknown at this stage
To ensure that alternatives for day services are local and accessible.	During the normal project planning transition process	Ann Riley	Unknown at this stage
There should be sufficient allocation of beds within the independent sector for Council customers so that they are able to book consistent respite with the same residential home. This may be less easy to achieve in emergency situations, however, care planning should nevertheless be sensitive to this requirement. Cost bands should be factored in when conducting this review so that use of top up fees is more an exception than a rule.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Customers with dementia, other long term conditions and physical disabilities should be able to access respite in homes which specialise in care which meets their specific needs including for their level of complexity. This would include factors such as type of clientele, training, security, home layout, adaptations and facilities.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Work should be conducted with contracted residential homes to establish good practice with regard to providing short term respite alongside long term residents, reducing the risk of impact on both customers accessing respite and long term residents.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Quality of Care Services – Block booking of beds and care	During the normal project planning	Ann Riley	Unknown at this stage

arranging should take into account Council quality assurance processes and Care Quality Commission inspection reports.	transition process		
Customers should have information made available to them in regard to the quality of independent sector options (including care standards) in order to give them greater reassurance and to ensure that they utilise their respite allocation. They should also be given further information on Shared Lives which may benefit some individuals.	During the normal project planning transition process	Ann Riley	Unknown at this stage
The booking system should be simple and flexible to use and should accommodate people with a range of disability related needs.	During the normal project planning transition process	Ann Riley	Unknown at this stage
Please provide details and link to full action plan for actions			
When will this assessment be reviewed?	6 months after any decision is taken		
Are there any additional assessments that need to be undertaken in relation to this assessment?	N/A		
Lead officer signoff	Jon Wilkie	Date	
Head of service signoff	Ann Riley	Date	

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Options Appraisal in respect of the Proposal to Provide Older People Residential Respite Support Services in the Independent Sector**Background**

This is an options appraisal of the proposal to provide residential respite support services for older people and people with dementia in the independent sector care home sector, through Shared Lives arrangements and using direct payments. The proposal means that some services currently provided at Hollins View (Community Support Centre, Macclesfield) and Lincoln House (Community Support Centre, Crewe) may no longer be provided in these centres.

The number of older people and older people with dementia is growing locally and nationally and it requires a strong response from social care services.

The commissioning review of services for older people and older people with dementia together with the Council's Dementia Commissioning Plan and the Adult Social Care Commissioning Strategy identified a wide range of initiatives to continue to improve and increase support for those living with Dementia and other long-term conditions and their carers.

Additional investments are being made to deliver these changes to ensure that the residents of Cheshire East have the best possible support to live and age well and to live well with dementia, to remain as independent as possible for longer whilst at the same time giving much needed support to their carers.

A consultation on this proposal has been concluded with the current users of the respite services at Hollins View and Lincoln House. Under the proposal the current users of the respite services at Hollins View and Lincoln House would continue to receive support which meets their care needs, but this support would be available in a choice of different settings.

The current services provided at Hollins View are as follows:

General Respite (26 beds) - short term overnight stays for older people, those with other forms of assessed need and those with dementia in order to give their families and carers some respite from their caring responsibilities

The current services provided at Lincoln House are as follows:

Dementia respite (12 beds) – short term overnight stays for those with dementia in order to give their families and carers some respite from their caring responsibilities

General respite (16 beds) - short term overnight stays for older people in order to give their families and carers some respite from their caring responsibilities

Dementia Day service (12 places) - regular day care and activities for older people and for people diagnosed with dementia

Options for the provision of respite services in Cheshire East

The services have been examined and the options identified for consideration and these are:

Option 1– The provision of respite services remains provided in the same way as it is now

Respite services for people with dementia and older people to be provided from Hollins View and Lincoln House, and day care from Lincoln House as they are currently.

Option 2– Provide older people and dementia residential respite support in the independent sector. This option means that support will no longer be provided at Lincoln House and Hollins View

Respite care to be made available in independent sector care homes to customers who wish to take up this option locally in the Cheshire East area. Other options for day time support would be developed with individuals with the choices relating to the needs of those customers.

Criteria for assessing options for the provision of respite services

The options identified are assessed against the following criteria:

Well-being: this is how an option would affect the general well-being of current users of the existing respite services and their carers.

Feedback from Consultation: how an option responds to feedback from current users of the existing respite services and their carers. The comments received from users of the services and their carers through the recent user consultation have been used as the basis for this criterion. The consultation reports which contain the feedback that are referred to are available in appendix 2.

Effectiveness: Is the option effective in meeting the assessed needs of the current users of the existing respite services and their carers? The Council has been clear that the current users of respite services would continue to receive support which meets their care needs, so this criterion must be met.

Personalisation: In the Dementia Commissioning Plan Cheshire East stated the intent to greatly increase the choices of support available for social care need so that it can be tailored to particular needs and individual's preferences – personalising support for people. The aim is to increase choice and control for customers and their carers. Personalisation is now a requirement in the Care Act 2014.

Future proofing plans against the changing demographics and types and levels of need in Cheshire East: The demographics for Cheshire East show a predicted increase in the number of people in the future who are physically frail and

who have a diagnosis of dementia. Would the option enable developments that are a better fit for needs of people in the future?

Value for Money: The Council must ensure that it secures value for money as this enables more people to be supported within the total budget available.

Appraisal of Options

Each option is assessed against the detailed criteria there are different benefits and limitations; these are detailed in the analysis below:

Option 1 – The provision of respite services remains provided in the same way as it is now

Whilst this option would be effective in supporting the well-being of current respite users and is effective in meeting their current needs, it would limit the ability to future proof services to meet higher levels of demand and need. The indefinite commissioning of the residential respite beds at Hollins View and Lincoln House will limit choice and personalisation in the future. It will adversely affect the Council's ability to increase the choices of support available for social care need so that it can be tailored to particular needs and individual preferences i.e personalisation. The Care Act 2014 has now made personalisation a requirement. Personalisation was also a stated ambition in the commissioning intentions in the Dementia Commissioning Plan 2014-2015 which was agreed at Cabinet on 1st July 2014.

This option appears to offer a lower value for money for the Council. The cost of a week in residential care in the independent sector is currently £376.73. The cost of a week in a dementia (EMI) bed in the independent sector is currently £467.10 per week. It is anticipated this will be a lower cost than in-house provision, in the region of 48% less..

This option would meet the wishes of 28% of current users and carers of respite services, as expressed in the recent consultation on this proposal. 72% of current users and carers did not respond to the consultation and it can be inferred that this remaining majority had no strong views about the proposal.

Option 2– Provide older people and dementia residential respite support in the independent sector. This option means that support will no longer be provided at Lincoln House and Hollins View.

The provision of respite services in independent sector care homes would be a change for current respite customers and their carers and may cause some anxiety for individuals which would need individual support from case managers in social care.

This option would mean that respite services would no longer be provided from Hollins View and Lincoln House, which was not supported in consultation feedback by a majority of users and carers, however, some carers said that they were open to the idea of receiving respite in the independent sector providing the quality

of respite care matched that which is currently provided at Hollins View and Lincoln House. As part of this option other local alternative day time support for customers currently accessing day care at Lincoln House would be sought with customers and their carers.

The option would be effective in meeting the needs of individuals. A choice of alternatives would be offered to meet the needs of current customers and increased choice would be available to people who are assessed as requiring respite in the future. The choice available to customers would be in line with the intentions set out in the Dementia Commissioning Plan 2014-15 and the requirements of the Care Act (2015/16) to increase the choices of support available and enable support to be tailored to particular needs and individual's preferences.

As the demand for respite services grows in Cheshire East, the flexibility - which would be an integral part of the commissioning arrangements for respite in the independent sector, with Shared Lives and through direct payments - will enable the Council to future proof its provision against increasing needs of the local population.

This option appears to offer better value for money for the Council. The cost of a week in residential care in the independent sector is currently £376.73. The cost of a week in a dementia (EMI) bed in the independent sector is currently £467.10 per week. It is anticipated this will be a lower cost than in-house provision, the costs would be in the region of 48% less.

In addition, there are some current customers who are full cost payers who may pay less if the independent sector is the provider of respite.

Conclusion

Respite support for carers of older people, those with long-term conditions and people with dementia could be provided effectively in alternative ways to that which is commissioned currently, providing additional choice and a more individualised service for customers in a way which represents improved value for money to the Council. Capacity could be secured in the residential care independent sector to meet this need with the options of Shared Lives and direct payments offered as alternatives for individuals. For those people who currently access day care at Lincoln House, alternative options for day time support could also be effectively secured with those individuals and their carers.

In response to the consultation, 28%, (i.e. 101 out of the 366) who were contacted gave feedback. It can be inferred that the remaining majority had no strong views about the proposal. Of those that did respond, a number of current users and carers made particular note that they considered the quality of support at Hollins View and Lincoln House to be good. The majority of the 28% expressed a desire for services at Hollins View and Lincoln House to continue. However, some stated that they would be happy to use an equivalent independent sector service.

As respite services are accessed by individuals from time to time rather than on a day to day basis and as such the impact on the well-being of the customers and

carers would be moderated if customers move to have their needs met through a different service over a period of time.

As indicated in the Dementia Commissioning Plan, in the future there needs to be more choice and flexibility in the range of ways that users and carers can be supported so that a more personalised support can be designed. This may mean that a traditional model of residential respite, as currently offered in Cheshire East, would not be a preferred choice for people who are assessed as requiring respite support in the future.

Recommendation

Both options can be effective in meeting the needs of current users of respite services and their carers. However, in assessing the options on the other criteria there are different benefits and limitations associated with each course of action.

Option 2 is recommended: Provide older people and dementia residential respite support in the independent sector.

This option means that support will no longer be provided at Lincoln House and Hollins View. This would also enable alternative day time support to be secured with the current users of day care at Lincoln House and their carers.

Moving forward, using the independent sector for residential respite care, alongside Shared Lives support and direct payments for respite would have benefits in terms of delivering choice through personalised services and future proofing the respite services that are commissioned against the needs and preferences of people who will require respite services in the future.

There is a risk of continued concern amongst the current users of respite services and their carers about the respite services they will receive in the future which was evident in the responses to the consultation regarding this proposal. To mitigate this risk the future plans need to be articulated in a timely way to enable changes for individuals to be well-managed.

The reputation of the Council would be at risk if the future plan timetable and commitments in any of these options are not implemented effectively. The availability of respite beds in the independent care home sector market will vary so work would need to take place to secure an appropriate number of independent sector beds through a block contract arrangement. Other beds may be purchased on an 'as required' basis and a system would be put in place to ensure the effective functioning of these arrangements.

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Director of Economic Growth and Prosperity
Subject/Title:	Macclesfield Heritage and Culture Strategy (Ref CE 14/15-35)
Portfolio Holder:	Councillor D Stockton, Housing and Jobs Councillor L Gilbert, Localism and Enforcement

1.0 Report Summary

- 1.1 The 'Heritage & Culture Strategy' for Macclesfield is a response to a strategic theme identified in the 'Macclesfield Town Centre Vision'. It expresses an approach to Macclesfield's cultural landscape to 2024, providing an outline plan for delivery. The strategy draws on the 'story' of Macclesfield highlighting both the heritage and contemporary strands that make the town what it is today and that remain important to its future. A vibrant cultural scene has emerged in recent years that has the potential to support the town's broader regeneration. A number of projects are in development that will give a further lift to the town centre scene for both residents and visitors.
- 1.2 As it is developed from the 'Town Centre Vision' it supports the Council's community leadership role of 'Putting residents first' in meeting its stated outcomes. It was developed through consultation with Elected Members, key organisations and the people needed to realise the cultural vision, assist in its delivery and contribute to the regeneration of the town.
- 1.2 The strategy includes an assessment of 'what already exists' i.e. current facilities and provides an approach to facilitating further improvement over the next 10 years. It maps out a strategy for working towards this improvement, identifying methods of delivery and marketing for the vision. It sets the 'tone' and framework for culture led regeneration in the town-centre and provides a context for skills, creative industries, the cultural/visitor economy, project development, investment and funding applications.

2.0 Recommendations

- 2.1 To approve the adoption of the Heritage & Culture Strategy for Macclesfield town centre.
- 2.2 To endorse the management and delivery arrangements set out in the report.

3.0 Reasons for Recommendations

- 3.1 To provide a strategic framework for culture-led regeneration in the town-centre.
- 3.2 To provide a context for project development, funding and investment.
- 3.3 To contribute thematically to achieving the Vision for Macclesfield town centre.

4.0 Wards Affected

- 4.1 Macclesfield South, Macclesfield Central, Macclesfield East, Macclesfield Hurdsfield, Macclesfield Tytherington, Broken Cross and Upton, Macclesfield West and Ivy.

5.0 Local Ward Members

- 5.1 Cllr Damien Druce, Cllr Laura Jeuda, Cllr Janet Jackson, Cllr Ken Edwards, Cllr David Neilson, Cllr Gill Boston, Cllr Brendan Murphy, Cllr Lloyd Roberts, Cllr Louise Brown, Cllr Martin Hardy, Cllr Carolyn Andrew, Cllr Alift Harewood.

6.0 Policy Implications

- 6.1 The measures outlined in this report will support the delivery of a thematic strand of the Macclesfield town centre vision.

7.0 Implications for Rural Communities

- 7.1 None

8.0 Financial Implications

- 8.1 The strategy helps to deliver the overall aspirations of the Macclesfield town centre vision and does not have an additional cost associated with it. Existing programmes, including Macclesfield town centre capital improvements are already reflected in the medium term financial strategy. Any additional capital or revenue developments that arise from application of the strategy would be addressed through normal financial planning arrangements where these are of relevance to the Council. One intended outcome of the strategy is attraction and leverage of external funding for heritage and culture projects. There are no direct revenue implications.

9.0 Legal Implications

- 9.1 It is noted that the strategy has been developed through consultation. Cabinet needs to ensure that it takes into account the views expressed in that consultation when making its decision.

10.0 Risk Management

- 10.1 Where any project implementation is to be managed through the Council, the normal TEG and EMB project management processes will be applied where relevant.
- 10.2 The approach contributes to the Council 3 year plan outcomes and the Macclesfield town centre vision. There is a risk that these outcomes would not be fully achieved without adopting this approach.

11.0 Background and Options

- 11.1 The Heritage & Culture Strategy for Macclesfield Town Centre seeks to identify key cultural and heritage strands, including arts, music, creative industries and past history. It was developed through consultation with heritage and cultural organisations and individuals and sets out an approach to taking forward the Strategy in the context of potential funding streams, including short, medium and longer term plans with funding and resource implementation strategies.
- 11.2 **Why heritage and culture?** It is recognised that Heritage and Culture can enrich our lives and can impact on achieving wider objectives such as economic wellbeing, health and education. This includes the influence of the arts or events in animating a place and of heritage in providing a narrative root for individuals and places. There is also an economic impact of heritage and culture in areas such as skills, employment, brand image and the direct value of the visitor economy.
- 11.3 **Why Macclesfield?** The ‘story’ of Macclesfield highlights both the heritage and contemporary strands that make the town what it is today and that have become important to both its fabric and its future: **Philanthropy , Industry and Technology , Art and Design , Built Heritage, Social History, Creativity**, and of course, **Silk**. A vibrant cultural scene has emerged in recent years and a number of projects are in development that will give a further lift to the town centre scene for both residents and visitors.
- 11.4 The heritage and culture of a place help it to stand out from the crowd. They become reasons why people choose to live in or associate with a place. They provide a measure of difference that mark a place out as vibrant, interesting and creative. They inform investment and location decisions or reasons to stay, developing a sense of belonging and pride. Heritage and culture are also important to visitors, giving reasons to come, reasons to stay and reasons to spend money. In that context the strategy aims to support regeneration and investment, helping to retain local talent, providing economic and cultural prosperity and promoting Macclesfield as a great place to live, visit, and work.
- 11.5 As it is in the wider context of the Town Centre Vision, the strategy takes account of other thematic aspects of the town’s regeneration including retail & business, communities, accessibility and environment, (including public realm).

It also takes account of the functional & area based approach to the 'quarters' identified in the Town centre Vision.

- 11.6 The strategy, which builds on previous work, was commissioned by Cheshire East Council and undertaken by 'The Hamilton Project'. It was overseen by a Cheshire East Council/'Make it Macclesfield' steering group chaired by Cllr Livesley (as nominated by local members). The strategy was developed in consultation with Local and Cabinet Members (eg presentations in December 2013 and January 2014, attendance at consultation workshops and presentations), the Make it Macclesfield Forum and other key organisations, individuals and interest groups.

Strategic themes

- 11.7 A key strand of the strategy is identification of the 'story', identifying key themes to be developed to create a focus for the delivery of the strategy. 'Stories' examined as part of the consultation included 'creativity' and 'entrepreneurship/industry'. Another was 'silk', being a major strand of the 'story' of Macclesfield that supports delivery of many of the identified strategic themes of the strategy, including use of heritage buildings, synergies between Heritage and Culture and business and changing perceptions of Macclesfield:
- 11.8 Strategic themes and outcomes were devised and tested with community and creative groups and individuals in Macclesfield:
- **Promotion / Communication:** Macclesfield's culture and heritage should be more visible, giving Macclesfield a real sense of place that people want to visit, live and work in.
 - **Culture and heritage synthesis with business:** How can Macclesfield further promote and nurture the benefits of culture and heritage working with business, encouraging sponsorship and philanthropy?
 - **Digital Industries and Entrepreneurship:** Digital industries and engagement by the culture and heritage sector with digital technologies are part of the future of culture and industry in Macclesfield.
 - **Maximise Use of Heritage facilities:** The strategy will support exposing the value in what is currently available, and enable the process of looking at alternative uses for spaces or new economic uses for heritage buildings or spaces (ie sustainable commercial as well as cultural).
 - **Changing perception** –Macclesfield was once described as a "cultural desert" (10 yrs ago) and has come a long way since that Times article. There are more cultural facilities than 10 years ago. However there is still a challenge around changing perceptions, to both its own residents and to potential visitors.
 - **Sustain and Nurture:** It will be a main focus of the action plan, looking at options in terms of creating a sustainable and thriving Town Centre keeping a balance between an independent, organically grown Heritage and Culture sector and a more co-ordinated and corporate approach.
- 11.9 The strategy also identifies some of the buildings or assets already used and those with further potential. These include the Town Hall, Charles Roe House, Christ Church and the various buildings related to the Silk Heritage Trust.

Individual buildings are historically significant but their impact is increased because of their number and proximity to each other and their relationship to other aspects of the town.

Management & delivery

- 11.10 The strategy identifies that Cheshire East Council is well placed to lead its development and to oversee its delivery in the first 3 yrs. However, the diverse nature and scope of the cultural and heritage sector is such that a range of other organisations will be central to ensuring that there is full engagement in the process.
- 11.11 From lessons learned during the consultation it is proposed to establish a core delivery group – the Heritage and Culture Partnership – supported and informed by a wider Heritage and Culture forum. Together, this creative alliance of organisations and individuals will take the strategy forward with CEC playing an important role in enabling, facilitating and supporting its delivery. The ‘Partnership’ will have a steering and coordinating role and provide updates for local Elected Members and Portfolio Holders along with the Make it Macclesfield Forum and other key stakeholders.
- 11.12 A ten year action plan has been developed to support the delivery of the strategy, although it is accepted that the partnership will need to keep this under review to reflect progress and changes in context. The strategic themes would be used as a framework for any future development of the action plan and delivery of heritage and cultural programming in Macclesfield to help achieve the strategic aims. A number of projects are already waiting on publication of the strategy to support funding applications. The Full strategy will be published online and available via the Cheshire east Council website and other relevant sites. If endorsed, the strategy would be progressed as part of the shared ‘Town Centre Vision’. An executive summary of the Strategy is attached as Appendix 1 and the current action plan is at Appendix 2.

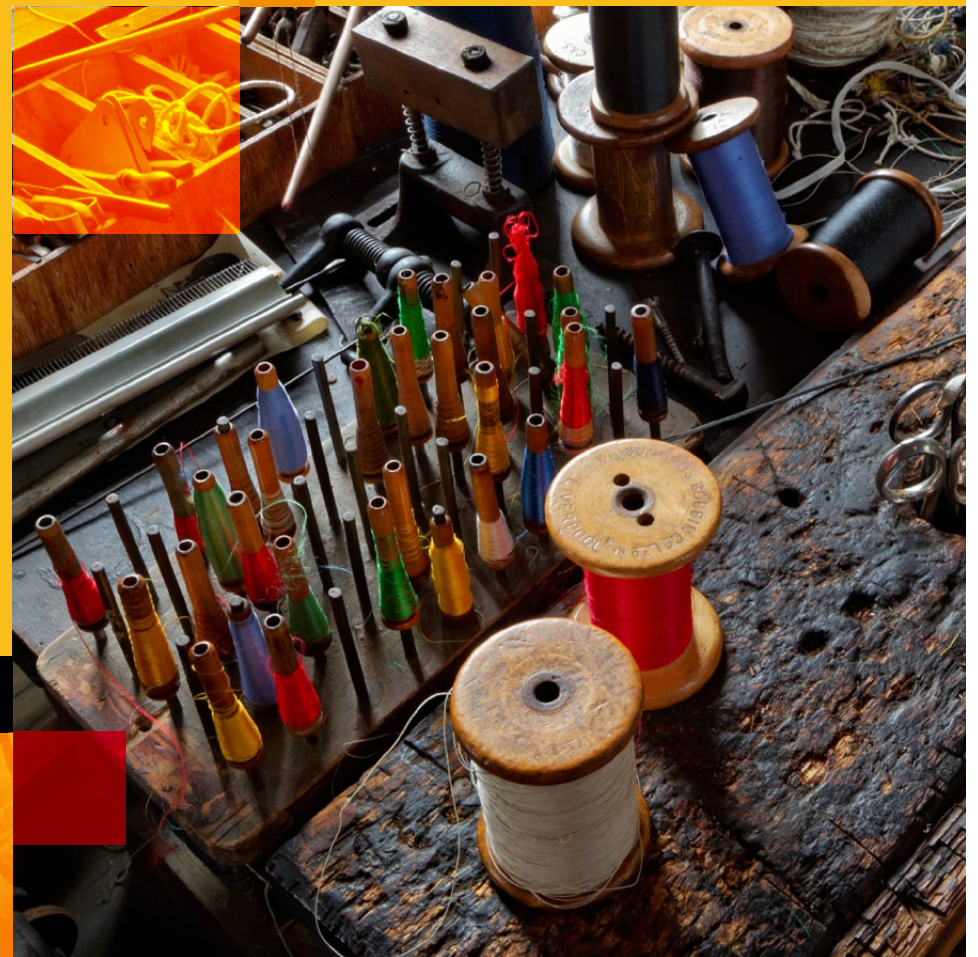
12.0 Access to Information

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

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Macclesfield Heritage and Culture Strategy Executive Summary November 2014



Introduction:

Macclesfield has a rich heritage, from the medieval period through the Industrial Revolution to the more contemporary. Its more obvious cultural assets include a rich collection of historic buildings and it has a strong history of tolerance, innovation, industry and artistic endeavor. Macclesfield is a gateway to the Peak District and its proximity to the conurbations of Greater Manchester and the Potteries are also important in terms of its social and economic development. In recent times the town has undergone many changes and it continues to evolve.

The Heritage & Culture Strategy for Macclesfield Town Centre seeks to identify key cultural and heritage strands, including arts, music, creative industries and past history that will help take the Macclesfield story forward. The 'story' of Macclesfield highlights both the heritage and contemporary strands that make the town what it is today and that have become important to both its fabric and its future: Philanthropy, Industry and Technology, Art and Design, Built Heritage, Social History, Creativity, and of course, Silk.

This strategy recognises the historic role of Macclesfield as the centre of the British silk industry. This is a unique strand to the story of the town that should be told in a coherent and engaging way, ensuring Macclesfield is recognised as key destination on Western end of the globe spanning Silk Road.

There are other key strands to the story of Macclesfield, which will raise the profile of the town as a visitor destination, such as the history of creativity through its music with the legacy of Joy Division and the legendary Ian Curtis, and the current vibrant cultural programme of festivals and events throughout the year, with ever increasing ambitions to raise the creative bar.

This strategy understands how Heritage and Culture can enrich our lives and can impact on achieving wider objectives such as economic wellbeing, health and education. This includes the influence of the arts or events in animating a place and of heritage in providing a narrative root for individuals and places. There is also an economic impact of heritage and culture in areas such as skills, employment, brand image and the direct value of the visitor economy.



The heritage and culture of a place help it to stand out from the crowd. They become reasons why people choose to live in or associate with a place. They provide a measure of difference that mark a place out as vibrant, interesting and creative. They inform investment and location decisions or reasons to stay, developing a sense of belonging and pride. Heritage and culture are also important to visitors, giving reasons to come, reasons to stay and reasons to spend money. In that context the strategy aims to support regeneration and investment, helping to retain local talent, providing economic and cultural prosperity and promoting Macclesfield as a great place to live, visit, and work.

The strategy expresses the vision for Macclesfield's cultural landscape to 2024, providing an outline plan to achieve the vision, with resource estimates and timescales identified where possible. It was developed by consulting with the key organisations and people needed to realise the cultural vision for Macclesfield and assist in its delivery.

Context:

The Heritage & Culture Strategy was written within the context of the Macclesfield Town Centre Vision, a document shared by Cheshire East Council and 'Make it Macclesfield' (MiM). The culture and heritage strategy is a key element of the vision.

The strategy contributes to delivering key objectives in Local Development Plans, Tourism Development Plans and Community Arts Development plans as well as Cheshire East Council's strategic outcomes. These plans are summarised in Section 3 of the Strategy.

The Heritage & Culture Strategy provides the following opportunities to contribute and lead on delivering some of the objectives and strategic outcomes of the Town Centre Vision:

- Increase the appeal for retail, leisure and independent business to come to Macclesfield by providing a culturally vibrant town, creating a vitality at its centre.
- Improving the urban fabric around the town centre, through visible and prominent heritage and cultural assets and activities building on the town's positive image and providing a quality public realm scheme reflecting the 'story' of Macclesfield.
- Heritage buildings are well used, housing activities that support the sustainability of the building and promote the vision for Macclesfield.



Our aim is to enable the coordination and support of the heritage and cultural activities of Macclesfield so that they contribute to the economic and social wellbeing of residents and visitors, based on its built environment, historical social legacy and current cultural vibrancy.

The strategy will achieve this aim by leading, supporting or delivering the following:

- Culture and heritage synthesis with business.
- Maximising the use of heritage buildings.
- Changing perceptions, both within Macclesfield and with potential visitors.
- Sustaining and nurturing the organic growth of cultural and heritage development in the town centre.
- Developing a quality heritage and culture programme for the town's residents and visitors.
- Story Telling - Develop our audiences by telling the unique 'story' of Macclesfield through effective and coherent marketing and exciting and engaging interpretation. Projects and events delivered through the strategy should help tell the 'story' of Macclesfield.
- Access - Widening access to culture and heritage. Through accessible programming with outreach and community engagement, and/or offering 'a different slant' on the culture and heritage experience to increase engagement.
- Partnerships - Creating partnerships, locally, regionally and nationally to support the development and understanding of our offer and increase resources, develop skills and to learn from each other. Projects and events delivered through the strategy should seek to develop these partnerships where appropriate.
- Best Practice - Ensuring best practice is adhered to where possible in terms of culture and heritage programming, commissioning, community engagement and working with volunteers.
- Visual/Environment - The heritage and culture of Macclesfield should be visible and help contribute towards creating welcoming and quality surroundings that improves visitors' experiences, creating an environment that the community is proud of.
- Sustainability - Heritage and culture activities and projects, whether they are event based or building/collection based, should include robust plans around sustainability in terms of funding, resources, staffing and commitments to assets and their maintenance.



The Story:

It has been identified during the consultation process that the strategy should identify the 'story' of Macclesfield in terms of Heritage and Culture and how we want to tell that 'story' in the words of the Heritage and Culture community of Macclesfield. The purpose of the 'story' is to provide clear direction and to engage people in the culture and heritage of Macclesfield.

The 'story' is a unique tale - highlighting what is interesting to attract an audience and to help with identifying funding opportunities and alignment with local and national events and their heritage/cultural significance.

The 'story' has three themes and each of those themes connects and interlinks with one another. Here is a summary of each element of the 'story';



Silk

Perhaps the most obvious and important part of the 'story' in terms of heritage, but with some contemporary strands:

Philanthropy - interpreting and celebrating the heritage (Brocklehursts, West Park, Charles Roe etc.) and exploring the future potential for sponsorship/philanthropy to sustain and grow culture and heritage in Macclesfield.

Industry and Technology - interpreting the heritage and developing the use of current digital technologies for interpretation, education and access to culture and heritage in Macclesfield.

Art and Design - interpreting the heritage (Arts and Design School, patterns etc.) and plans to support/link with new designers/artists.

Heritage Buildings - interpreting and conserving the heritage of the buildings and their uses, with a plans to develop new uses.

Social History and Education - interpreting and celebrating the strong heritage of education (Useful Knowledge Society, Art and Design etc.) and identifying links into contemporary education.

Macclesfield Museums - interpreting the heritage through the museum sites and their development of programmes supporting contemporary design/technology/incubation.

National Silk Centre, Silk Quarter and Public Realm - Telling the story of silk through this development and providing links into retail and fashion. Exploring the potential of the Silk Road and international links.



Creativity

A major part of the current story, providing a vitality in the town through a programme of events, festivals and exhibitions, with future plans to incorporate new permanent facilities in Macclesfield;

Macclesfield Museums - linking from the Silk theme, with current programming of contemporary art and heritage links with patterns and Art and Design School.

Arts - connecting again with the Silk theme with many heritage building providing spaces as venues and potential for future studio/incubation spaces. Festivals, markets, arts organisations and private galleries creating an annual programme and permanent exhibitions that animate spaces, improve perception/attract visitors and provide links into the community.

Music - interpreting and promoting the musical heritage of Macclesfield and supporting the current music scene, and the development of new talent in the town. Increasing access to music and audience development.

Creative/digital industries - provide a link to the Entrepreneurship/Industry theme with potential to develop a digital community and support links to the heritage and culture sector to improve interpretation, access and audience development.



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Credit Philip Eagland



Credit Philip Eagland

Entrepreneurship/ Industry

The story of entrepreneurship is major historical strand of Macclesfield, kick starting the silk industry. There is the potential to support and nurture and Digital/Creative sector in the town and support new business through incubation support:

Charles Roe - interpret the heritage from Charles Roe and his activities (Charles Roe House and Christ Church) and develop new uses for the heritage buildings connected to him. Connections to philanthropy in Silk theme.

Synthesis with Business - promote/support heritage and culture working with business. Improve accessibility to heritage and culture and develop audiences.

Public Buildings - interpret the heritage of those public buildings and explore their uses for heritage and culture use (Butter Market and Old Town Hall).

Independent Business/Markets - explore and promote how heritage and culture can work with independent businesses and the local markets to increase vibrancy of town, animate spaces and promote activities, whilst developing audiences and increasing access.

Creative/Digital Industries - linking from the Creativity strand of the story, a digital/creative community to be supported to innovate, attract employees, provide incubation spaces and opportunities to link with culture and heritage.



Leadership and Delivery:

Leadership and delivery of the strategy has been addressed during consultations. While this is a shared approach by the Council with 'Make it Macclesfield', involving a wider group of organisations and individuals, once adopted, the strategy will need leadership and direction. Cheshire East Council has agreed to lead the strategy for the first 3 years, with the support of a core delivery group (The Heritage and Culture Partnership) to guide strategy implementation and a wider consultative Heritage and Culture Forum. The lead role will be reviewed after three years and then annually thereafter.

Delivery of the Strategy will be supported practically on the ground by a coordinating team, with regular updates for local Elected Members, Portfolio Holders in Cheshire East Council and key stakeholders.

Research and Consultation:

The strategy contains research into current audiences for cultural activities in Macclesfield; and research into potential audiences for activities. Macclesfield has some unique opportunities to increase visitor numbers, through the development and telling of its own 'story' to identified targets related to increasing day and staying visitors from UK in 'cosmopolitan' and traditionalist groups.

There is the potential to develop visitor markets directly for Macclesfield's offer and in association with related offers of interest (e.g. city of Manchester, Quarry Bank, Tatton Park, Jodrell Bank and other Historic estate offers, Cheshire cultural offer, Peak district etc.). Accessing international markets is more difficult, but Macclesfield does have a potential to become part of itineraries in the region. It also has some potentially unique connections for emerging markets, particularly Chinese, with Macclesfield recognised on the United Nations World Tourism Organisation designated Silk Trail.

The strategy contains some research into possible sources of funding to realise the aspirations of residents for a vibrant built and social environment. It highlights the need to provide a framework to foster sponsorship and philanthropy; and the need for joint marketing and information collection to demonstrate the benefits of investment in cultural and heritage activities.

The heritage buildings and cultural and heritage activity of Macclesfield are mapped. Individual buildings are historically significant but their impact is increased because of their number and proximity to each other. It is recognised that additional activities and buildings will emerge during the delivery of the strategy.



The Action Plan outlines short term (1-3 years) and longer term actions up to 2024.

The key actions are:

- Establishing a Partnership Group to champion and oversee delivery of the Strategy, initially led and supported by Cheshire East Council. The Partnership will provide opportunities for engagement at a whole range of levels in order to accommodate the different capacities, resources, time and availability that different individuals have.
- Facilitating the identification of potential partnerships and collaborations that would help realise funding opportunities.
- Establishing and publicising a sustainable annual programme of events and activities that will increase footfall through the town. Providing a programme that animates spaces and provides activity throughout the year.
- Developing and delivering a marketing strategy, which includes prominent interventions such as notice boards and visual/ambient marketing on approaches into the town, heritage interpretation and quality public art.
- Work with Economic Regeneration/ Inward Investment teams to provide support to attract and develop creative industries.

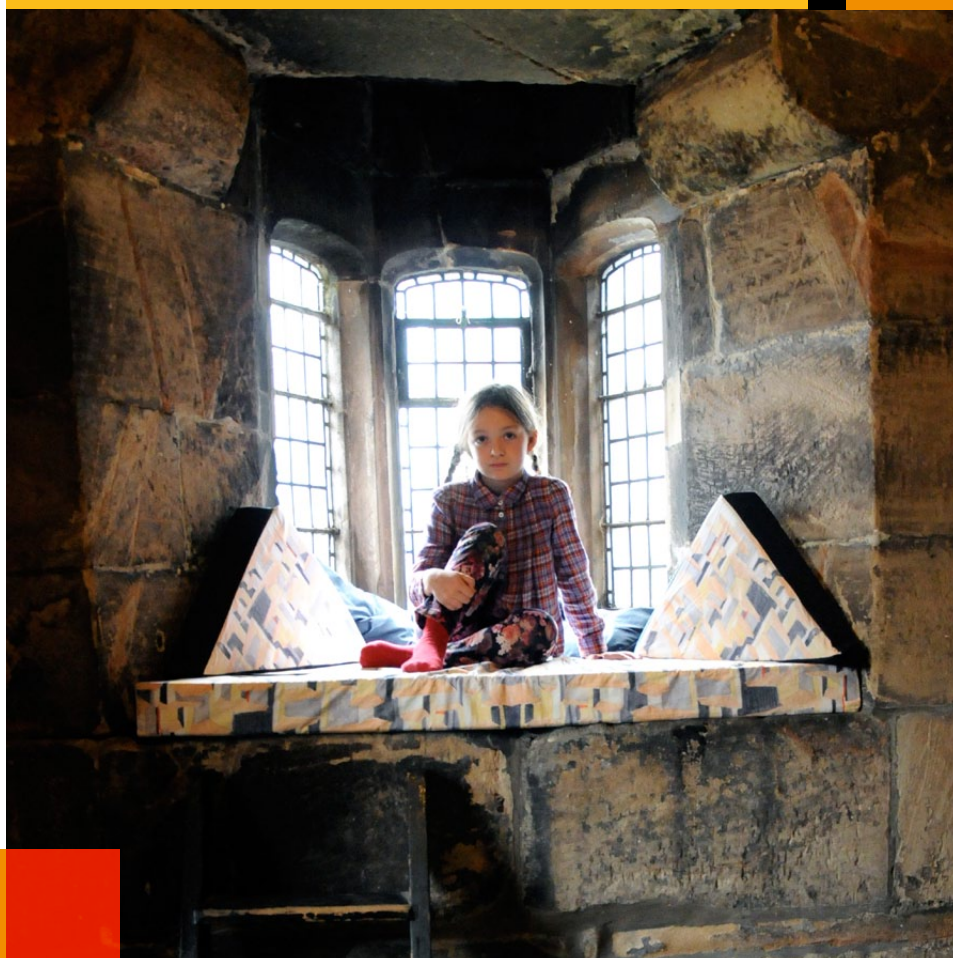
- Identification of existing skills and resources to help deliver the programme and identification of skills gaps.
- Creating/developing a communication platform with the Partnership Group for information sharing between organisations/ projects.
- A risk register is also included, which will be reviewed and updated annually by the Partnership Group.
- The Partnership Group will evaluate the success of the strategy. This will be the subject of meetings with the wider consultative group.

Development of projects and delivery of the action plan will be assessed against how they support delivery of the strategy and its aims and objectives.





Written and developed for Cheshire East council
and Make it Macclesfield by The Hamilton Project



Macclesfield Heritage and Culture Strategy Action Plan November 2014



This is a 10 year action plan to support the delivery of the culture and heritage strategy for Macclesfield. This action plan will be reviewed annually by the Heritage and Culture Partnership.

The identified stories and strategic themes provide a framework for the development of the action plan and supports the implementation of the heritage and cultural programme to deliver the strategy. As the context changes and developments happen the plan will be refreshed.

Responsibilities have been assigned, some will be specifically delivered by coordinating team, with support by the Partnership. There are actions that will be delivered directly by members of the Partnership, who have the particular expertise and resource to deliver. The final action plan will be agreed by the Partnership when they are in place.

Please note some actions in the plan relate to specific project developments that have their own objectives, working plan and resources. This plan provides an overall picture of what is happening on the ground and how they fit within the framework of this strategy.



Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Strategy Management					
General:					
Identify arrangements to support delivery of Heritage and Culture Strategy (including staff)	July 2014 - October 2014			Working Group	Heritage Lottery Fund (HLF) and Arts Council
Identify the coordinating resources that will support and oversee the delivery of the Heritage and Culture Strategy and recruit where applicable (Heritage & Culture Coordinated Team - H&CC)	October 2014 - November 2014			Working Group	HLF and Arts Council
Establish the key lead organisations to form membership of the Heritage & Culture Partnership (H&CP) and invite to join (identify a lead - Cheshire East for first 3 years)	November 2014 - December 2014			Working Group	
Hold initial H&CP meeting and establish role of the group, key priorities and programme of 12 months meetings	December 2014			H&CP & H&CC	
Establish communication with a wider forum of creative and heritage and culture organisations beyond the H&CP and agree how to communicate/consult	January 2015			H&CP & H&CC	
Scope further potential partnerships and projects that can be developed within framework of strategy (particularly projects with a heritage/theme connection)	December 2014 - January 2015			H&CP & H&CC	
Develop and finalise an agreed Memorandum of Understanding for the H&CP and gain sign up from all members	February 2015			H&CP & H&CC	
Agree final Action Plan and responsibilities	February 2015 - March 2015			H&CP & H&CC	
Review Action Plan delivery and update from all members of the partnership	Quarterly			H&CP	
Review Action Plan and strategy to assess relevance and focus against updated plans and activity	Annually			H&CP	

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Review Leadership of the strategy and appoint new lead based on key priorities and activities for the next 12 months	Annually			H&CP	
Review the Risk Register annually	Annually			H&CP	
Establish measures of success and targets, led by the Partnership in consultation with the Forum	February 2015 - March 2015			H&CP & H&CC	
Projects:					
Establish and publicise a sustainable annual programme of events and activities that will increase footfall through the town (consult with the wider forum). Short term priority for midsummer events in 2015	January 2015 (annually thereafter)			H&CP & H&CC	
Identification of existing skills and resources to help deliver the programme. A skills audit of the partnership and forum. Identification of skills gaps e.g. business planning, financial management etc	January 2015			H&CP & H&CC	
Potential for links with College- apprenticeships/ work experience. Tourism, Business Studies, events management, marketing	September 2015			H&CP & H&CC	
Notices and licenses - Establish common venues/ area utilised for annual programme of events and ensure adequate licenses are in place/planned for. Avoiding refusal of notices/permits	March 2015			H&CP & H&CC	
Develop an overall marketing strategy to tell the 'story' effectively with identified information hubs (MiM website, TIC, Thread, prominent notice boards, empty shop spaces, public transport sites, heritage interpretation). Focus on the 'welcome' and identified target groups (young people, high-spending 'Cosmopolitans' and the 'traditionalist' visitor)	June 2015			H&CP & H&CC	
Content seeding- Antiques Roadshow, public 'mob' events, local radio regular features; stories of mill workers, other residents	Summer 2015			H&CP & H&CC	HLF and Arts Council
Create a platform for information sharing	June/July 2015			H&CP & H&CC	

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Identify 'sticking points'/challenges for successful delivery of projects/events (consult with Forum)	January 2015			H&CP	
Volunteer strategy - How to deal with volunteer fatigue, recruit new volunteers, support a programme of training, how can this be managed?	1 - 2 yrs			H&CP & H&CC	
Work with new businesses, investors etc. to ensure that the synergies with culture and heritage are exploited? How to attract the boutique accommodation into the town reusing heritage buildings/how do we ensure that developers or new retailers engage? e.g. in public art, creative design, public realm	1 - 3 yrs			H&CP & H&CC	
An annual business planning day to review current activity, generate new ideas. This should be facilitated and fun	Annually			H&CP & H&CC	
Evaluation and Review:					
Highlight evaluation and ensure measurements are included in programme of activities against the aim and desired outcomes of the strategy and action plan	February 2015 - March 2015			H&CP	
Annually summarise, assess and report progress and outcomes of delivery of the strategy to: H&CP, Cheshire East Council and relevant funders	Annually (and ad hoc as required)			H&CC	
Performance monitoring that promotes reflective practice and leads to improvements	Ad hoc as required			H&CP	
Silk					
Promotion/communication:					
Develop a marketing strategy for the Silk Quarter - with the National Silk Centre at its heart	June 2015			MiM and H&CP	
Events programme to promote and consult on Silk Quarter vision	1- 2 yrs			MiM and H&CP	Arts Council, HLF and European Funding
Changing perception inward and outward:					
Silk Quarter - broader community engagement to gain views and refine and improve proposals	1- 2 yrs			MiM and H&CP	Arts Council, HLF and European Funding

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Increase interface between Macclesfield Museum and Community/public realm	1 - 2 yrs			MiM and Macclesfield Museums	Arts Council, HLF and European Funding
New town square adjacent to Old Sunday School has the potential to be a dead space unless sympathetically designed and linked to Centre. For example, flags or banners reflecting historic silk patterns would delineate the space, link it to its historic past and define it as a public space		3 - 5 yrs		Macclesfield Museums and H&CP	HLF and Arts Council
Culture and heritage synthesis with business:					
Initiate and develop a relationship between the Macclesfield Museums and digital industries to instigate and plan projects together	1 - 2 yrs			Macclesfield Museums and H&CP	HLF and Arts Council and European Funding
Identify and look at potential of relationships with existing silk producers (RA Smarts, Adamleys etc.)	1 - 2 yrs			MiM and H&CP	
How to attract sponsorship - develop a sponsorship strategy for Silk Qtr	2 - 3 yrs			MiM	
Attract cultural uses and others, new sympathetic development consistent with Silk Quarter Vision		3 - 5 yrs		MiM and CEC	
Silk Quarter - Acquire Assets in area to iteratively improve built environment: Hotel , commercial and educational uses			5 - 10 yrs	MiM and CEC	
Digital Industries and Entrepreneurship:					
Macclesfield Museums looking to develop future projects/partnerships utilising digital technologies	1 - 2 yrs			Macclesfield Museums	HLF and Arts Council and European Funding
Macclesfield Museums planning to present the future of silk and design through utilising new technologies and contemporary designers	2 - 3 yrs			Macclesfield Museums	HLF and Arts Council and European Funding
Maximise use of heritage facilities:					
Assess and scope potential uses of heritage facilities by community and barriers	1 - 2 yrs			H&CP	

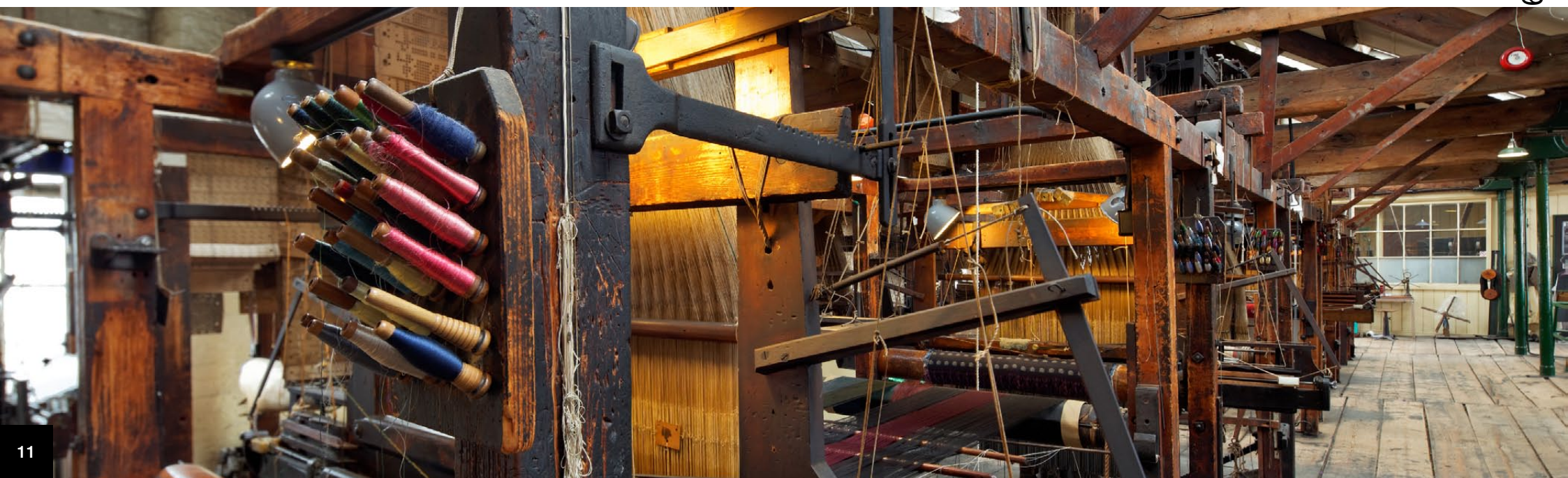
Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Develop ideas/projects on how heritage facilities can be accessed - pool of rooms, advertising, local currency for hire of facilities?	1- 2 yrs			H&CP	
Old Sunday School developing its role as a community hub	1- 2 yrs			Macclesfield Museums	
The Silk Heritage Trust are progressing towards recognition as the National Silk Museum (support from Partnership on achieving this)		3 - 5 yrs		Macclesfield Museums	
Macclesfield Museums focusing silk story at Park Lane site	1- 2 yrs			Macclesfield Museums	
Macclesfield Museums developing 3 distinctive but complementary offers at their sites	1- 2 yrs			Macclesfield Museums	
Silk Quarter - develop plan for the use of assets, public realm improvements	1- 2 yrs			MiM and Macclesfield Museums	
Sustain and nurture:					
Identify buildings facilities at risk and assess heritage value, cost risks, potential use, viability and sustainable management and maintenance	1- 2 yrs			H&CP	
Macclesfield Museums focusing on vision for National Silk Centre, the direction the museum goes in and gathering feedback through consultation on the future of Paradise Mill and the Macclesfield Museums	1- 2 yrs			Macclesfield Museums	HLF
Future of Paradise Mill to be secured - identify funding routes	1- 2 yrs			Macclesfield Museums	HLF
Macclesfield Museums to secure HLF transition funding	1- 2 yrs			Macclesfield Museums	HLF
Macclesfield Museums to secure HLF capital funding to develop park lane site		3 - 5 yrs		Macclesfield Museums	HLF and Architectural Heritage Fund
Feasibility work on Cocoon		3 - 5 yrs		MiM	Arts Council
Capital finance plan and applications for Cocoon - dependant upon feasibility			5 yrs	MiM	Arts Council

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Silk Quarter to identify potential partners and stakeholders and advocates for the vision	1 - 2 yrs			MiM	
Realisation of Cocoon Development			10 yrs	MiM	Arts Council and other private funding
Creativity					
Promotion/communication:					
Identify potential partnerships in terms of cross marketing and sharing resources	1 - 2 yrs			H&CP	
Sigma have offered free social media training	1 - 2 yrs			H&CP and Sigma	
More physical presence of Arts in Town - to be supported by CEC	1 - 2 yrs			H&CP	Arts Council
Culture and heritage synthesis with business:					
Links to be made with creative industries - such as Sigma who have offered free facilities and training	1 - 2 yrs			H&CP	
Digital Industries and Entrepreneurship:					
Business advice and support to attract creative industries	2 - 3 yrs			H&CP	
Maximise use of heritage facilities:					
Events and Festivals - to continue utilising heritage facilities and working with H&CP on breaking down barriers and challenges of using facilities (lessons to be learnt)	1 - 2 yrs			H&CP and H&CC	
Vision and use of Town Hall to be clarified - potential for Arts and Community use	1 - 2 yrs			H&CP and CEC	
Feasibility study on use of Charles Roe House as an Arts Centre, housing Joy Division exhibition	6 months			Incubation Arts	HLF
2 phase capital bid for Charles Roe House	1 - 2 yrs			Incubation Arts	HLF
Revenue funding once built track record of delivery - Charles Roe House		3 - 5 yrs		Incubation Arts	Arts Council

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Support Cinemac in scoping options for the future, facing a challenging time	1 - 5 yrs			H&CP & Cinemac	
Are there opportunities to utilise Heritage spaces as incubation spaces/studios for artists/creative practitioners e.g. Christchurch		3 - 5 yrs		H&CP & H&CC	European, Arts Council and HLF
Changing perception inward and outward:					
Barnaby - How to build upon its reputation of quality programming. Potential commissioning links across the region?	1 - 2 yrs			Barnaby Festival	Arts Council
Create partnerships with the digital industries to develop innovative projects that increase accessibility and audiences	1 - 3 yrs			H&CP & H&CC	European, Arts Council and HLF
Sustain and nurture:					
Barnaby - reviewing and developing its vision and creating and longer term fundraising strategy	1 - 2 yrs			Barnaby Festival	Arts Council
Festivals and Events - to deal with volunteer fatigue - link in with a strategy	1 - 2 yrs			H&CP & H&CC	
Festivals and Event - exploring collaboration with other cultural events, heritage and attractions in the region.	2 - 3 yrs			H&CP & H&CC	
How to support the network of galleries and artist studios in Macclesfield? - Feedback through the wider Forum	1 - 2 yrs			H&CP & H&CC	
How to support the wider arts network generally and encourage participation in the community? Community Arts Space could offer space and resource for this	1 - 2 yrs			H&CP & H&CC and Community Arts Space	Arts Council
Entrepreneurship/Industry					
Promotion/communication:					
Potential to assist independent retailers to promote themselves online	1 - 2 yrs			H&CP & H&CC	

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Culture and heritage synthesis with business:					
Promote benefits of business working with Heritage and Culture (from evaluation and other data) - Speed dating sessions matching businesses with culture and heritage organisations?	2 - 3 yrs			H&CP & H&CC	Arts Council
Make links with Castle Quarter, Arighi Bianchi and other independents	1 - 2 yrs			H&CP & H&CC	
Digital Industries and Entrepreneurship:					
Develop a digital community in Macclesfield to share and collaborate	1 - 2 yrs			Sigma	
Maximise use of heritage facilities:					
Support Roe-naissance Project to build group capacity, expertise and develop strategic partnerships	1 - 2 yrs			H&CP & H&CC and Roe-Naissance	
Christ Church - develop apply for start up grant for play and perform proposal (feasibility and business case)	1 - 2 yrs			Roe-Naissance	HLF
Apply for a capital grant for Christ Church to restore and reuse the building		3 - 5 yrs		Roe-Naissance	HLF
Complete capital works - Christ Church			5 - 10 yrs	Roe-Naissance	HLF
New guidance has been developed to encourage in-town living. Potential for combined living/ working/ retail space. This reflects the history of Macclesfield's 'garret houses', with looms above the living space. Promote and support this potential development		3 - 5 yrs		H&CP & H&CC	
Vision identified the Market Place 'at a pivotal position between Chestergate and Mill St, often lacks activity'. Aim for this quarter is to protect and enhance the area's traditional character, on increasing vitality by concentrating community uses. Include this in the programme of activity	1 - 2 yrs			H&CP & H&CC	

Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Look at the potential to create incubation spaces either in empty retail spaces and/or heritage buildings		3 - 5 yrs		H&CP & H&CC	Arts Council, HLF and European Funding
Changing perception inward and outward:					
Develop digital projects that help interpret the heritage throughout the town in an engaging way	2 - 3 yrs			H&CP & H&CC	Arts Council, HLF and European Funding
A grant scheme is being implemented to provide funding for shop owners and occupiers to improve their shop fronts on Mill St. Opportunity for reflecting unique nature of the shops- customised by local artists	1 - 2 yrs			H&CP & H&CC	
Sustain and nurture:					
Invite and promote the local communities including businesses to participate in Heritage and Culture through a programme of events	2 - 3 yrs			H&CP & H&CC	Arts Council, HLF and European Funding





Written and developed for Cheshire East council
and Make it Macclesfield by The Hamilton Project



CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Steph Cordon, Head of Communities
Subject/Title:	Putting our Residents First by Tackling Problem Gambling
Portfolio Holder:	Councillors David Brown, Strategic Outcomes and Les Gilbert, Localism and Enforcement

1. Report Summary

- 1.1. Cheshire East Council as a Residents First Council has already led the way in banning access to payday loan websites from Council computers. Therefore, we now want to go further and tackle problem gambling.
- 1.2. We know that the impact of gambling, particularly problem gambling can have a huge detrimental impact on individuals, their families and communities. Problem gambling is defined as gambling to a degree that disrupts or damages personal, family or recreational pursuits.
- 1.3. Although, we continue along with our partners in health and the voluntary, community and faith sector to provide and signpost to support services for residents whose gambling habits can be defined as problematic. We need to do as much as we can to reduce the likelihood of being able to gamble excessively in the first place.
- 1.4. Therefore we commit to the following actions which we feel could make a real difference to people in Cheshire East:
 - access to online gambling websites will be blocked from Council public computers in libraries and any other Council computers used by residents.
 - back a national campaign with 90 other Councils to ask the Government to reduce the stakes on Fixed Odds Betting Terminals (FOBT) from £100 to £2 per spin.
- 1.5. Fixed Odds Betting Terminals (FOBT) are a type of electronic gaming machine on which players can bet on the outcomes of various simulated games and events (such as roulette, blackjack and bingo). The odds offered are fixed from game to game and B2 machines allow £100 to be bet every 20 seconds. The single game that accounts for around 70% of all revenue on B2 FOBTs is roulette. The digital version played on an FOBT is up to 5 times faster than the equivalent live game. There are now more than 33,400 FOBTs

offering casino content on high streets in England and Wales. One machine alone can see £18,000 gambled in an hour, far exceeding the level of other gaming machines found in bingo halls and arcades.

2.0 Recommendations

- 2.1 A policy be introduced to block access to gambling websites through public PCs in libraries and other Council buildings.
- 2.2 Cabinet agree to endorse the national campaign to get Fixed Odds Betting Terminals (FOBT) stakes reduced from £100 to £2 per spin.

3.0 Reasons for Recommendations

- 3.1 This policy will enable the Council to take further action to protect people from falling into debt and other issues through accessing online gambling sites. This follows on from the successful trailblazing action by Cheshire East Council of blocking of payday loan websites.
- 3.2 The national campaign if successful will enable Cheshire East to proactively tackle the issue of FOTBs and support our ambition to keep our towns vibrant and attractive for residents and responsible businesses.

4.0 Wards Affected

- 4.1 All wards.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 The National Campaign is requesting a change under the Sustainable Communities Act. The Sustainable Communities Act became law in 2007 and set up a new process of governance where councils can drive central government action and policy to '*assist councils in promoting the sustainability of local communities*'. Within a year of the submission a final decision must be made by government. The philosophy is to allow councils to be more accountable to their electorate, not central government. The SCA is a useful mechanism to enable dialogue between local authorities and the government, giving local authorities the power to determine the action and assistance government gives them. It is truly localist and encourages cross party and national collaboration allowing councils to make joint proposals. It also allows for residents involvement through the consultation process.

7.0 Implications for Rural Communities

- 7.1 This will support those in rural communities who may be affected by problem gambling. Access to support information will be provided in rural community venues.

8.0 Financial Implications

- 8.1 There will be no financial implications as a result of this policy. As mentioned in paragraph 11.1.2, there is software already in place that will enable the required changes to be made within existing budgets.

9.0 Legal Implications

- 9.1 There are no legal implications to be considered at this stage.

10.0 Risk Management

- 10.1 There is minimal risk associated with the introduction of this policy and backing of a national campaign. It could be considered an opportunity to improve the reputation of the Council by taking positive action to protect residents.

11.0 Background and Options

11.1 Banning Access to Online Gambling Websites from Council Public Computers

- 11.1.1 Some local authorities have begun to take action against gambling websites by blocking access from public computers in its libraries. Dundee City Council is one such example. In Cheshire East, the Citizens Advice Bureau is starting to see the impact of gambling on its communities with people presenting with gambling debts. National research has also demonstrated that admitting to gambling addiction still has a stigma attached to it and people are reluctant to present with this as the issue. Cheshire East Council in line with its early intervention and resident first approach are keen to protect residents from problem gambling wherever possible and believe that preventing access to online gambling on Council public PCs is a positive step.
- 11.1.2 The public are able to access the internet through public PCs in Cheshire East libraries using the People's Network. The software that manages access to the internet through these PCs enables the Council to filter access to specified websites, typically because they contain illegal, obscene or pornographic material. The software also uses dynamic content analysis to screen the actual content, context and construction of web pages, so that objectionable, hidden and malicious material can be accurately identified and blocked, ensuring safer surfing, in particular for young people. This software would enable the Council to block access to gambling websites.

11.1.3 This policy will apply to PCs for public use in all Council buildings wherever practically possible.

11.2 Backing National Campaign to Reduce Stakes on Fixed Odds Betting Terminals (FOBT) from £100 to £2 per spin.

11.2.1 The Gambling Act 2005 created a licensing regime which has left local authorities somewhat limited in their ability to deal with the issue of betting shop clustering and in turn, allowed four high stake FOBT machines to be permitted per on-street betting outlet. The proliferation of on-street betting outlets is an issue of grave concern to many councils across the country and their local residents due to the impact on the vitality of high streets and the increased anti-social behaviour associated with clustering in one locality.

11.2.2 Clustering of such outlets negatively impacts high streets or town centres by reducing local economic growth and the level of retail customers. A concentration of non-retail uses does little for an area's vitality, employment opportunities or community wellbeing. This proposal aims to ensure that communities across the country are pro-business where residents enjoy a safe environment.

11.2.3 Each betting outlet can provide up to four B2 category FOBT machines which offer casino style content including games such as roulette, poker and black jack at up to £100 a spin, which can be wagered every 20 seconds. There is a correlation between increased clustering and the presence of B2 machines as it is in response to this high cap that bookmakers have opened multiple premises in clusters to facilitate more machines as a fixed margin product guarantees bookmakers a return.

11.2.4 FOBTs have become a significant part of betting shop business operations which has led to their proliferation and licenses being moved from tertiary locations to clusters. Machine gaming has become the primary purpose and activity of many betting shops. Until the stakes are lowered on these machines from £100 to £2, clustering of betting shops will not be addressed.

11.2.5 As stated above, the powers available to local authorities are extremely limited. In February 2014 a Sustainable Communities Act was submitted to bring about tighter planning controls for betting shops. This separate planning use clause if enacted would mean betting shops are no longer classified as financial services along with banks, but still would not tackle the issue of existing clustering.

11.2.6 There are several councils who have looked into using Article 4 planning powers to address the proliferation of betting shops in their areas. However, these directions take a considerable amount of time and can lead to significant legal challenges, putting further pressure

on local authority budgets. The experience of Newham who have spearheaded this national campaign as well as other local authorities, has shown that the Planning Inspectorate overturn every betting shop application legitimately rejected by the Council.

- 11.2.7 A representative poll of adults in England and Wales conducted by Ipsos Mori found that 70 per cent of people believed that the maximum bet on FOBTs of £100 is too much. Sixty three per cent of respondents agreed that 'local councils should be able to control the number of betting shops within their own borough, district or county.
- 11.2.8 Cheshire East Council believes that the maximum stakes on category B2 FOBT machines in on-street premises should be lowered from £100 to £2. This is a measure the Government can enact within existing parameters of the Gambling Act 2005 as the legislation acknowledges the potential for FOBTs to cause harm. Therefore no primary legislation is needed. This would bring B2s in line with other gaming machines available in the UK.
- 11.2.9 FOBTs in regulated environments – such as those in bingo halls, amusement arcades and adult gaming centres – have previously been capped at £2 per spin, to protect the player and to limit losses. The B2 category machine allows bets of up to £100 per spin, every 20 seconds, on casino-style games.
- 11.2.10 The clustering of betting shops is blighting high streets and preventing local authorities from strategically improving those areas, incentivising local growth and attracting retail customers. Police data also shows there is significant crime and anti-social behaviour associated with betting shops.
- 11.2.11 It is important to note that this campaign is not anti-gambling, rather it aims to ensure that high stakes gambling occurs in safe, regulated environments not in locations such as town centres or high streets. The proposal aims to bring B2s in line with other gaming machines available in the UK in easily accessible locations. The campaign acknowledges that the regulated environment of a casino is an appropriate place for high stake gambling and instead focuses upon improving communities and town centres.

12.0 Access to Information

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

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	9 th December 2014
Report of:	Director of Economic Growth and Prosperity
Subject/Title:	Vulnerable and Older Persons Handyperson Service (Ref CE 14/15-34)
Portfolio Holder:	Councillor D Stockton, Housing and Jobs Councillor J Clowes, Care and Health in the Community

1.0 Report Summary

- 1.1 Cheshire East Council is committed to helping people to stay in their own homes and remain as active and independent as possible. To support this, a number of services are provided so that vulnerable and older people can benefit from opportunities that give them the choice to remain in their own homes. The re-commissioning of the handyperson service is part of a suite of developments across housing, social care, health and public health to increase good outcomes to achieve Outcome 5 in the Council's 3 year plan: "Local People Live Well and for Longer".
- 1.2 By investing in a Vulnerable and Older Persons' Handyperson Service, the Council is securing a simple but very effective and valuable way of assisting our older and disabled residents to stay in their own home and enhance their independence and wellbeing. Low level practical support around the home is highly valued by older people who often don't know who to trust in their home and are no longer able to do small jobs for themselves.
- 1.3 Dialogue with Orbitas Bereavement Services Ltd has confirmed that there is the scope to extend the remit of their existing service to include the Vulnerable and Older Persons' Handyperson Service, and that value for money can be secured through delivery through an ASDV. This area of business aligns with a community and home help electrical service which will be provided by Orbitas to offer help and support to individuals and families. Orbitas has the ability to operate commercially and innovatively, reducing operating costs and increasing income by aligning skill sets, infrastructure and technical expertise with the electrical service and any new service development opportunities.
- 1.4 This presents an exciting opportunity to develop the Council's offer to residents in line with Outcome 5 'Live well and for longer'. A re-branded service supported by an effective and inclusive communications strategy will increase usage of the service, supporting the Council's strategic direction of travel for adult social care in enabling individuals to control their own care and support and maximising opportunities for adults to live self-reliant, independent and

healthy lives. By utilising the commercial flexibility afforded to Orbitas, the Council has the opportunity to develop practical home services that truly meet the needs and aspirations of vulnerable and older local residents at an early stage in order to avoid or delay any dependence on statutory services. The expectation of Cheshire East is that Orbitas will expand the business, providing an enhanced offer to our residents at an affordable price. This will be overseen through a contract monitoring process.

- 1.5 This report seeks permission to transfer the existing Vulnerable and Older Persons' Handyperson Service and enter into contractual arrangements with Orbitas. Orbitas currently acts as an agent of the Council in order to qualify for the 'Teckal' exemption; contractual arrangements will need to ensure that Orbitas continue to qualify for the 'Teckal' exemption, in order for the Council to award the contract to the company without the need to carry out a procurement exercise under the Public Contracts Regulations 2006. The estimated aggregated contract value is £700,000 over a 5 year timeframe.
- 1.6 The changes to the delivery of the Vulnerable and Older Persons' Handyperson Service will trigger the automatic application of the TUPE regulations which will bring into effect the transfer of six members of staff to Orbitas.

2.0 Recommendations

- 2.1 To authorise officers to enter into contractual arrangements with Orbitas Bereavement Services Ltd in order for them to act as an agent of the Council in the delivery of the Vulnerable and Older Persons' Handyperson Service for a term of five years.
- 2.2 To transfer staff currently employed by the Council in the delivery of the Vulnerable and Older Persons' Handyperson Service to Orbitas Bereavement Services Ltd in accordance with TUPE regulations.

3.0 Reasons for Recommendations

- 3.1 The re-commissioning of the Vulnerable and Older Persons' Handyperson Service forms part of the Strategic Housing review which was instigated in 2012 (Major Change Programme 5.1) to consider whether the services provided were fit for purpose and met the needs of our customers. The review was structured in a phased approach; in the first phase the Strategic Housing service was restructured to enhance the customer journey as well as bringing forward efficiencies, and work is now underway to consider alternative service delivery models for front line services.
- 3.2 A cross-service review of the Vulnerable and Older Persons' Handyperson Service was undertaken to establish the future place of this support in delivering the Council's outcomes, and following an options appraisal it was concluded that this is a key service to achieve early intervention and preventative outcomes for vulnerable people, improving their physical and mental well-being and independence at home.

- 3.3 There is a need to achieve best value for the services that the Council directly commissions and provides, and to reduce net operating cost wherever possible, whilst at the same time maintaining the best possible service for its residents in line with the Council's agreed three year plan. An OJEU-compliant procurement exercise carried out in April 2014 concluded that value for money could not be secured through delivery by a private sector or community sector organisation, as the cost of commissioning the service would increase exponentially by at least £367,000 over the term of the contract, and is not affordable within the Council's three year business plan.

4.0 Wards Affected

- 4.1 All Wards

5.0 Local Ward Members

- 5.1 All Wards

6.0 Policy Implications

- 6.1 The recommendations within this report support the delivery of Outcome 5 of the Cheshire East Council Three Year Plan– people live well and for longer.
- 6.2 The recommendations also support the aspiration of Cheshire East to be a Council which enables and supports communities, families and individuals to flourish and be self-reliant, a Council that works in partnership with others to ensure the best outcomes for local people and a Council that ensures services are delivered in the way which gives the best value for local people.

7.0 Implications for Rural Communities

- 7.1 The Vulnerable and Older Persons' Handyperson Service is provided in customers' own homes across Cheshire East, ensuring equitable access all communities. Access to private handyperson services is more restrictive in rural areas, increasing the cost borne by the customer as a result of limited supply and increased contractor travel costs. A charging policy will need to be put in place to ensure that the Orbitas-operated service is affordable for people in rural communities.

8.0 Financial Implications

- 8.1 The first stage of the Strategic Housing review identified efficiency savings of £200,000 across both Housing and Adult Services. Of this, £85,000 was attributable to the Vulnerable and Older Persons' Handyperson Service which was realised through efficiency savings and restructuring of this service.
- 8.2 There is an existing budget for the Vulnerable and Older Persons' Handyperson contract which is sufficient to cover the value of the contract (£700,000 over 5 years).

- 8.3 The impact of the proposed transfer of staff on future employer pension costs is being investigated. However, it is likely that employer contribution rates will need to increase above the current Cheshire East rate.

9.0 Legal Implications

- 9.1 The Chronically Sick and Disabled Persons Act 1970 places a duty on local authorities to arrange practical assistance in the home, and any works of adaptation or the provision of additional facilities designed to secure greater safety, comfort or convenience. Authorities may discharge their duties by the direct provision of equipment or adaptations, or by providing a grant to cover or contribute to the costs of such a provision. Part 2 of the Community Care (Delayed Discharges etc) Act (Qualifying Services) (England) Regulations 2003 provide that any community care equipment and minor adaptations for 'the purposed of assisting with nursing at home or aiding daily living which a person has been assessed to need, and for which he or she is eligible, should be provided free of charge provided the cost is £1,000 or less'.
- 9.2 The power to deliver a Vulnerable and Older Persons' Handyperson Service is contained within Section 111 of the Local Government Act 1972 which states: "Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions."
- 9.3 Orbitas would be providing the Vulnerable and Older Persons' Handyperson Service as the Council's agent (so on the same basis that it provides the bereavement services) and so not competing in the market as a handyperson service, but instead managing the provision of the service on the Council's behalf. On this basis, it is working for the Council and not offering a service to the public, and it will qualify for the Teckal exemption which means that the Council can award the contract to Orbitas without undertaking a competitive procurement process.
- 9.4 Any additional works (which do not form the discretionary activities described above) which Orbitas does offer directly with the public will be outside the scope of the contract with the Council. Orbitas will need to ensure that 80% of its activities are carried out for the Council in order to continue to qualify for the Teckal exemption.
- 9.5 Section 95 of The Local Government Act 2003 requires that the decision to trade services through a company be supported by a business case. This requirement is reflected in the Council's Charging and Trading Principles set out in the Charging and Trading Strategy. A recent procurement exercise has demonstrated that the market is unable to provide a value for money service. A business case to support the award of a contract to Orbitas needs to be considered and endorsed by EMB.

- 9.6 By entering into contractual arrangements with Orbitas for the delivery of the Vulnerable and Older Persons' Handyperson Service, TUPE regulations will be triggered in respect of the transfer of current Council staff who are working on the delivery of the service immediately before the transfer. The Council will have to undertake the necessary due diligence to identify which employees have the right to transfer to Orbitas and to be able to provide the necessary employee liability information in accordance with the TUPE regulations. The Council and Orbitas will also have to comply with the Regulations' consultation requirement, which stipulates that consultation on any planned changes to terms and conditions of employment (measures) needs to be conducted in good time before the transfer. "In good time" is not defined in the regulations, but a comparison is usually drawn with the timescale for redundancy consultation which is 45 days.

10.0 Risk Management

- 10.1 There is a risk that an increase in the cost of discretionary activities which are passed on to customers will increase, with the subsequent risk that this will be viewed negatively by current and potential customers and lead to negative publicity and a reduction in take up of services. An engagement exercise will be undertaken to mitigate this risk.

11.0 Access to Information

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

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting: 9th December 2014
Report of: Director of Economic Growth and Prosperity
Subject/Title: Procurement of Security Contract at Crewe Business Park (Ref CE 14/15-32)
Portfolio Holder: Councillor Peter Raynes, Finance

1.0 Report Summary

- 1.1 The purpose of this report is to inform Cabinet of the requirement to re-tender and award of a 3 year security contract, including the granting of a 3 year lease for the security office, at Crewe Business Park, Crewe.
- 1.2 A location plan showing Crewe Business Park is included in Appendix 1.

2.0 Recommendations

- 2.1 That approval be given for Cheshire East Council to re-tender and award for a 3 year security contract to provide security services at Crewe Business Park, Crewe and to grant a lease, to the successful bidder, to occupy Crewe Business Park's security office to coincide with the contract for service delivery, both contract and lease to be on terms and conditions to be determined by the Chief Operating Officer as s151 Officer in consultation with the Head of Legal Services and Monitoring Officer; and
- 2.1 That Cabinet delegate authority to the Chief Operating Officer as s151 Officer in consultation with the Portfolio Holder and the Head of Legal Services and Monitoring Officer, to award the security contract to the highest scoring bidder against the pre-determined evaluation criteria.

3.0 Reasons for Recommendations

- 3.1 Crewe Business Park is owned by Cheshire East Council and is located opposite Manchester Metropolitan University's growing Cheshire campus and half a mile from Crewe railway station. This 67 acre regional employment site is home to companies such as Virgin Trains, Fujitsu and Air Products. It was developed as a public sector joint venture in 1986 to support the diversification of the town's economy and is regarded as the country's first 'green business park', being one of the first business parks in the UK to receive the prestigious Millennium Marque Award for environmental excellence.
- 3.2 Since its creation it has generated over £4.5 million in capital receipts and created over 2,800 jobs. It continues to provide development opportunities for

growing local business as well as inward investors, and the role of this Council and its predecessors is recognised as being crucial to its success. Cheshire East Council retains the freehold for the site, with plots on long (125 year) leases and it plays an important role in ensuring high standards of on-going maintenance which are funded through a service charge to tenants.

- 3.3 In accordance with the Royal Institution of Chartered Surveyors (RICS) Guide to Good Practice on Service Charges in Commercial Property, the security contract is put out to tender every three years. This is to ensure that all service charge contributors receive best value and fairness.
- 3.4 The latest tender exercise was undertaken in November 2011 via the OJEU tender process.
- 3.5 There will be a requirement to have the new contract in place by 1st May 2015. Tender evaluations for the new contract will be completed by end January 2015 to allow for a mobilisation period, should the current security provider be unsuccessful in their tender submission.
- 3.6 The cost of the security service currently provided is in the region of £200,000 per annum for 3 years. This cost is recovered by the service charge, payable quarterly in advance by all occupying companies on the business park.
- 3.7 The value of the services procured means it will be subject to EU Procurement Rules requiring a contract notice to be published in the OJEU (Official Journal of the European Union). The project plan for procurement requires an OJEU Notice to be placed in November 2014.
- 3.8 As part of the contract the provider will be required to enter into a lease agreement with the Council for the occupation of the security office, shown in Appendix 2. The Council will receive a rental income of £500.00 per calendar month from the Security provider for the lease of the security office.

4.0 Wards Affected

- 4.1 Crewe East Ward

5.0 Local Ward Members

- 5.1 Councillor David Newton
Councillor Margaret Martin
Councillor Chris Thorley

6.0 Policy Implications

None

7.0 Financial Implications

- 7.1 The recommendations within this report support the delivery of the security contract and ensure the re-tender of the contract satisfies the requirements of the Councils Financial Rules and comply with EU requirements.
- 7.2 The proposed OJEU procurement process will be undertaken by Property Services officers supported by Procurement and Legal Services colleagues, therefore there are no external costs for this procurement.
- 7.3 The cost of the current security contract provided is in the region of £200,000 per annum. This cost is recovered by the service charge, payable quarterly in advance by all occupying companies on the business park.
- 7.4 The Council will receive a rental income of £500.00 per calendar month from the Security Provider for lease of the security office.

8.0 Legal Implications

- 8.1 The aggregate value of the Security Contract is such that it must be procured in accordance with the Public Contracts Regulations 2006 ("the Regulations") and the Councils Finance and Contract Procedure Rules.
- 8.2 The completion of the lease and the contract will regularise occupation of the premises until the next contract is renewed in 2018.
- 8.3 The lease agreement for the security office will be contracted out of the Landlord and Tenant Act 1954, to safeguard the Council.

9.0 Risk Management

- 9.1 High risk. The consequences of not re-tendering the Security Contract would mean the Council will not meet its obligations to provide security of Crewe Business Park, which is contravention to the current contract.
- 9.3 There are risk implications in terms of the Councils Strategic Asset Management Plan (SAMP), which may be subject to a change in respect of the future of Business Parks; therefore the contract will contain clauses which enable the Council to either terminate the contract or to assign it depending on the requirement for continuing stand alone security services at this site.
- 9.4 Heads of Terms for the lease of the security office and Tender Specification in relation to the security contract will form a binding contract. The lease of the security building is excluded from sections 24 – 28 of the Landlord and Tenant Act 1954 (as amended).

10.0 Background and Options

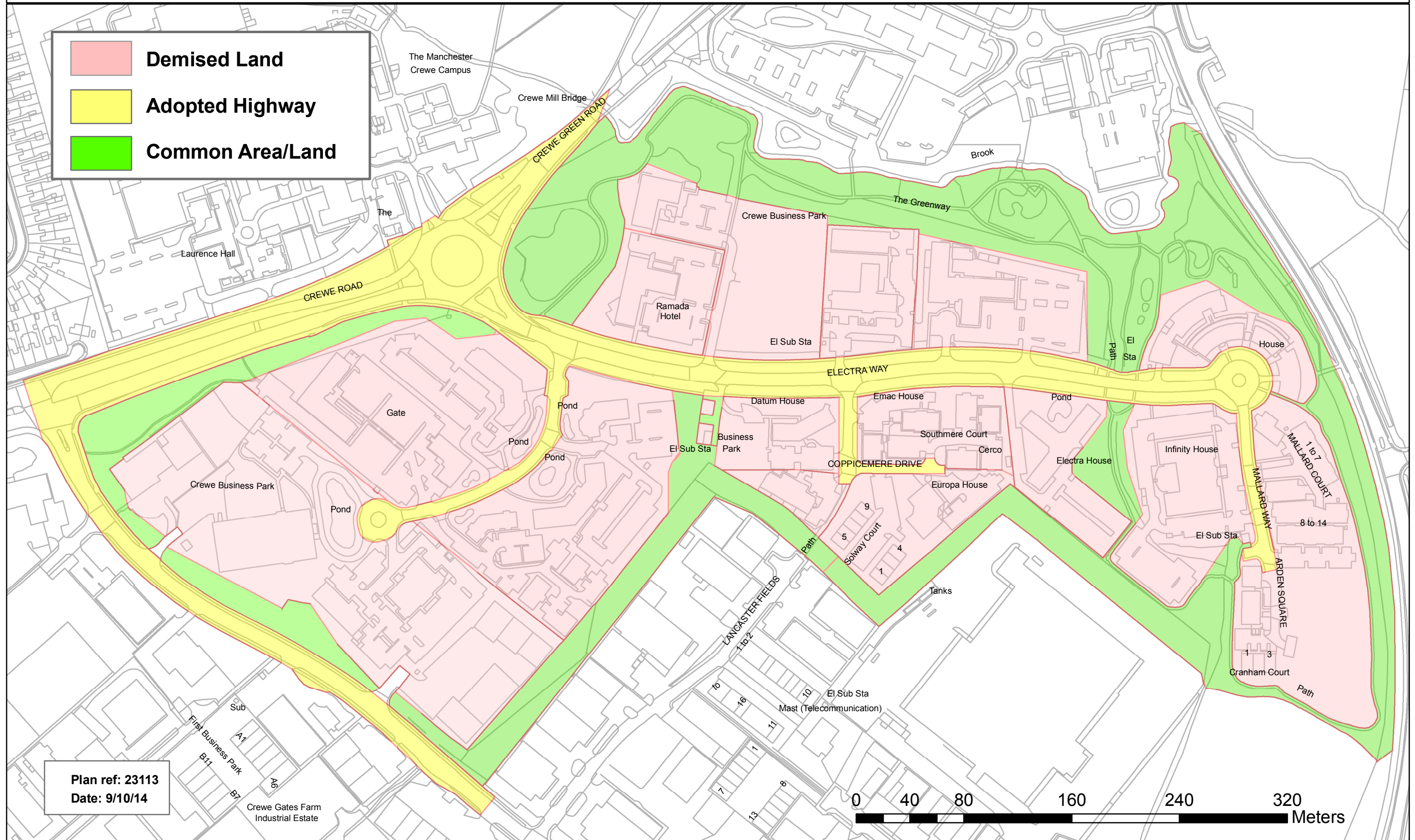
- 10.1 Crewe Business Park was developed as a joint venture between Cheshire County Council and Crewe and Nantwich Borough Council in 1986. The two authorities' pooled together land (playing fields and farm land) and capital invested in infrastructure for the site and agreed a 50/50 ownership arrangement. Cheshire East Council now owns the site as successor authority to both the County and the Borough Council.
- 10.2 The day to day management of the park is undertaken by the Authority, including grounds maintenance and provision of security services.
- 10.3 The owning authorities commenced a security presence on the Business Park at inception, to guard the development sites and equipment during construction, and then to continue to deter crime on the business park, thus creating and securing a safe environment for businesses to operate, delegates to visit and members of the public to enjoy.
- 10.4 The Security Contractor will be required to provide a twenty-four hour a day, all year round security service by ensuring that at least 2 (two) security officers are available to carry out the required security duties, which include:-
- (i) Patrolling of the business park, including a full external check of all buildings as required at 2 (two) hourly intervals and where permitted by occupiers and where necessary, an internal inspection of buildings.
 - (ii) Reception duties at the Security office during usual office hours.
 - (iii) Patrolling of the 'greenway trail' at least once every day and as required.
 - (iv) The provision of full back up services by senior officers and / or management staff 24 hours a day to assist with incidents.
- 10.5 There are no alternative options available for the delivery of the Security Contract.

11.0 Access to Information

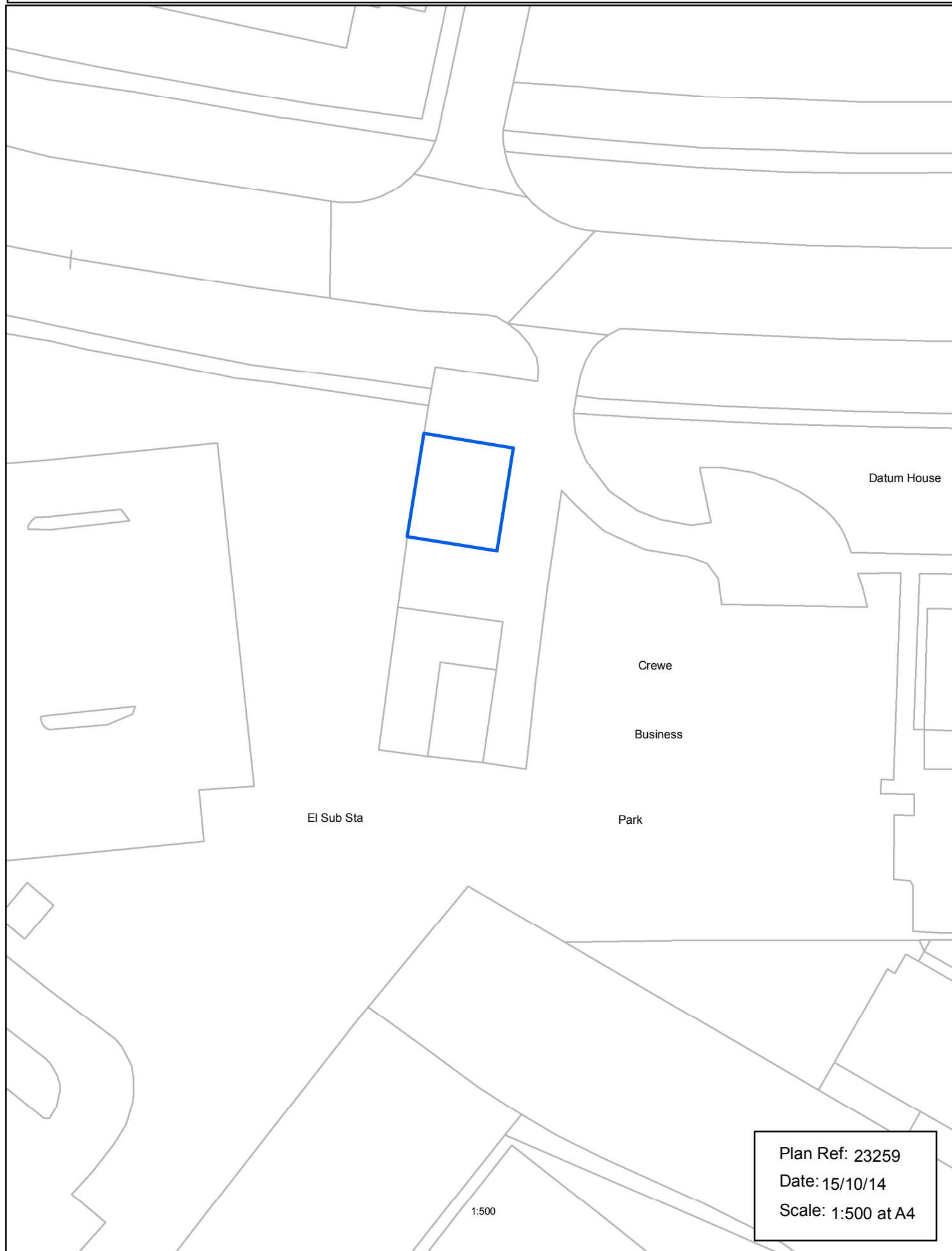
The background papers relating to this report can be inspected by contacting the report writer:

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Crewe Business Park



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Plan Ref: 23259
Date: 15/10/14
Scale: 1:500 at A4

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting: 9th December 2014
Report of: Chief Operating Officer
Subject/Title: Council Tax Base 2015/16
Portfolio Holder: Councillor P Raynes, Finance

1.0 Report Summary

- 1.1 Cheshire East Council is the third largest council in the Northwest of England, responsible for over 500 services, supporting over 370,000 local people. Annual spending is more than £750m, with a balanced net budget for 2014/15 of £253.8m. The complexity of customer demands and the size of the organisation make it very important to manage performance and control expenditure to ensure the best outcomes for residents and businesses.
- 1.2 The sustainability of the Council's financial position is enhanced as, unlike many local authorities, 66% of the Council's net revenue funding is raised locally through Council Tax. The Council continues to protect local residents through freezing Council Tax levels and ensuring that everyone who is eligible to pay does so. This report sets out the tax base calculation for recommendation from Cabinet to Council.
- 1.3 The calculation sets out the estimates of new homes less the expected level of discounts and the level of Council Tax Support. This results in a band D equivalent tax base position for each Town and Parish Council. This is attached to the report at **Appendix A**.
- 1.4 In November 2014 the Council reported its mid-year review of performance demonstrating how the Council is continuing to build on the final outturn position for 2013/14 by reflecting a manageable forecast overspend of £1.1m or 0.4% of net budget. This was the lowest figure ever reported for the Council at the mid-year stage of the financial year and confirmed that the Council's reserves strategy remains effective.
- 1.5 The overall financial health, performance, resilience and value for money at Cheshire East Council is strong despite taking £50m out of its cost base from 2011/12, and freezing Council Tax for the fourth consecutive year. The 2013/14 outturn position was recently signed off by the Council's external auditors, without qualification, and savings are consistently achieved through efficiency, removing duplication of effort, making reductions in management costs, and planned programmes of asset disposals. The approach continues to protect funding provided to front line services.
- 1.6 The tax base reflects growth of 0.9% on the 2014/15 position highlighting the positive changes locally in terms of additional new homes, more properties brought back into use and reduced Council Tax Support payments. Over the last 5 years the taxbase (excluding the impact of CTS) has increased by 4.8%.

2.0 Recommendation

- 2.1 That Cabinet, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, recommends to Council, the amount to be calculated by Cheshire East Council as its Council Tax Base for the year 2015/16 as 138,764.49 for the whole area.
- 2.2 That Cabinet agree that the Council Tax Support Scheme is unchanged for 2015/16 other than revising allowances to reflect the uprating in the Housing Benefit rules.
- 2.3 That Cabinet notes the Council Tax Support Scheme will be reviewed during 2015/16.

3.0 Reason for Recommendation

- 3.1 In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 Cheshire East Council is required to agree its tax base before 31 January 2015.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 None

7.0 Implications for Rural Communities

- 7.1 None

8.0 Financial Implications

- 8.1 The calculation of the tax base provides an estimate that contributes to the calculation of overall funding for Cheshire East Council in each financial year.
- 8.2 The replacement of Council Tax Benefit with Council Tax Support has the effect of reducing the tax base, as reductions under this scheme are provided as a discount to Council Tax liability.

9.0 Legal Implications

- 9.1 In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended and Chapter 4 of the Council's Constitution, the calculation of the Council Tax Base is a matter for full Council following a recommendation by Cabinet.

10.0 Risk Management

- 10.1 Confirmation of the Council Tax Base for 2015/16 ensures that the statutory requirement to set the Tax Base is met.
- 10.2 Estimates contained within the Council Tax Base calculation, such as the loss on collection and caseload for Council Tax Support, will be monitored throughout the year. Any significant variation will be reflected in a surplus or deficit being declared in the Collection Fund which is then shared amongst the major precepting authorities.

11.0 Background and Options

- 11.1 Cheshire East Council is required to approve its tax base before 31st January 2015 so that the information can be provided to the Police and Crime Commissioner and Cheshire Fire Authority for their budget processes. Details for each parish area are set out in **Appendix A**.
- 11.2 The tax base for the area is the estimated number of chargeable dwellings expressed as a number of Band D equivalents adjusted for an estimated number of discounts, exemptions and appeals plus an allowance for non-collection. A reduction of 1.25% is included in the tax base calculation to allow for anticipated levels of non-collection.
- 11.3 Recently collection rates of 99% have been achieved over two years, but changes to Council Tax discounts, specifically the introduction of Council Tax Support, are having an impact on this indicator. Nationally councils are seeing small reductions in collection rates, so the anticipated level of non-collection at Cheshire East has been maintained at 1.25%. Processes to collect Council Tax locally continue to be effective and will be reviewed throughout the year should collection performance deteriorate.
- 11.4 The tax base has been calculated in accordance with the Council's policy to offer no reduction for empty properties. However discretionary reductions will continue to be allowed, for landlords, under Section 13A of the Local Government Finance Act 1992 for periods of up to 8 weeks between tenancies. This is no change from 2014/15.
- 11.5 Analysis of recent trends in new homes, and homes being brought back in to use, suggest an increase of 950 homes is likely in 2015/16. The impact from this growth, which is affected by when properties may be available for occupation and the appropriate council tax banding, is factored in to the tax base calculation.
- 11.6 The tax base also reflects assumptions around Council Tax Support payments. The Cheshire East Council Tax Support Scheme (CTS) was introduced in 2013/14 and was uprated for 2014/15 to reflect total expected payments of £19.1m. This was based on anticipated payments of £17.7m plus an allowance for risk at £1.35m (7.5%) as at February 2014. The risks included uncertainty over the economy, the potential for a major employer to leave the area (with no alternative employment available) and lack of experience of operating the new scheme.
- 11.7 At the end of September 2014 the forecast level of payments for the current financial year is expected to be £16.8m. However, it is not yet clear if this is a permanent improvement.

- 11.8 Therefore, for the third year of the CTS scheme it is appropriate to adjust the level of payments built into the tax base calculation. At December 2014 the tax base has been amended to acknowledge the original payment forecast of £17.7m plus a 33% reduction in the risk factor to £0.9m (5%) to give a CTS position of £18.6m.
- 11.9 The ongoing level of risk reflects a number of possible influences on the scheme such as:
- Continuing challenges over the medium term economic position with no growth in business rates currently being factored into our financial plans
 - The risk of a major employer leaving the area.
 - The risk of delay in the significant development projects delaying employment opportunities.
 - The prospect of a greater number of residents becoming of pensionable age and potentially becoming eligible for CTS.
- 11.10 The Council is also looking ahead to the funding gap for 2016/17 which is currently forecast at £15.4m in the [Council's Pre-Budget Report 2015/16](#). This gap will be addressed through various measures including continuing growth in the tax base. Therefore, if actual CTS payments for 2014/15 and the 2015/16 mid-year position continue to reflect reduced demand, the 2016/17 tax base can be further increased to reflect a reduced CTS position (subject to any further risk analysis).

12.0 Access to Information

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

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APPENDIX A

COUNCIL TAX - TAXBASE 2015/16

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 98.75%
Acton	120.77	119.26
Adlington	602.85	595.31
Agden	69.12	68.26
Alderley Edge	2,618.43	2,585.70
Alpraham	181.10	178.84
Alsager	4,309.19	4,255.33
Arclid	115.60	114.16
Ashley	154.89	152.95
Aston by Budworth	181.26	178.99
Aston-juxta-Mondrum	90.11	88.99
Audlem	886.82	875.73
Austerson	45.66	45.09
Baddiley	125.46	123.89
Baddington	56.04	55.34
Barthomley	94.07	92.90
Basford	90.19	89.06
Batherton	23.23	22.94
Betchton	255.58	252.39
Bickerton	122.65	121.12
Blakenhall	70.66	69.78
Bollington	2,991.89	2,954.49
Bosley	197.05	194.59
Bradwall	84.85	83.79
Brereton	566.46	559.38
Bridgemere	68.71	67.85
Brindley	69.89	69.02
Broomhall	88.81	87.70
Buerton	214.68	212.00
Bulkeley	121.42	119.90
Bunbury	626.22	618.39
Burland	279.78	276.28
Calveley	131.66	130.02
Checkley-cum-Wrinehill	44.57	44.01
Chelford	616.07	608.37
Cholmondeley	75.22	74.28
Cholmondeston	75.15	74.21
Chorley	255.05	251.87
Chorley (Crewe)	58.13	57.40
Chorlton	509.03	502.67
Church Lawton	855.61	844.91
Church Minshull	201.20	198.69
Congleton	9,615.63	9,495.44
Coole Pilate	26.65	26.32
Cranage	628.88	621.02
Crewe	12,771.91	12,612.26
Crewe Green	97.20	95.98
Disley	1,923.55	1,899.50
Dodcott-cum-Wilkesley	201.70	199.17
Doddington	20.10	19.85
Eaton	221.93	219.16
Edleston	36.95	36.49
Egerton	37.19	36.73
Faddiley	73.98	73.05
Gawsworth	813.37	803.21
Goostrey	1,061.82	1,048.55
Great Warford	459.74	453.99
Handforth	2,216.11	2,188.41
Hankelow	129.07	127.46
Haslington	2,363.12	2,333.58
Hassall	107.79	106.44
Hatherton	178.50	176.27
Haughton	99.69	98.44
Henbury	334.34	330.16
Henhull	26.20	25.87
High Legh	889.50	878.38
Higher Hurdfield	323.85	319.80
Holmes Chapel	2,464.03	2,433.23
Hough	339.68	335.44
Hulme Walfield & Somerford Booths	159.37	157.38
Hunsterson	80.17	79.17
Hurleston	32.14	31.74

COUNCIL TAX - TAXBASE 2015/16

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 98.75%
Kettleshulme	166.67	164.59
Knutsford	5,702.30	5,631.02
Lea	23.90	23.60
Leighton	1,648.88	1,628.27
Little Bollington	85.00	83.94
Little Warford	38.97	38.48
Lower Peover	73.08	72.16
Lower Withington	305.97	302.15
Lyme Handley	67.05	66.22
Macclesfield	17,675.02	17,454.08
Macclesfield Forest/Wildboarclough	106.82	105.48
Marbury-cum-Quoisley	119.41	117.92
Marton	108.65	107.29
Mere	434.82	429.39
Middlewich	4,550.17	4,493.29
Millington	101.71	100.44
Minshull Vernon	117.55	116.09
Mobberley	1,435.05	1,417.11
Moston	208.44	205.84
Mottram St Andrew	405.91	400.84
Nantwich	5,108.08	5,044.22
Nether Alderley	367.77	363.18
Newbold Astbury-cum-Moreton	346.64	342.31
Newhall	386.42	381.59
Norbury	101.81	100.54
North Rode	120.02	118.52
Odd Rode	1,957.07	1,932.61
Ollerton with Marthall	312.98	309.07
Over Alderley	213.39	210.72
Peckforton	69.56	68.69
Peover Superior	384.01	379.21
Pickmere	362.04	357.52
Plumley with Toft and Bexton	395.70	390.76
Poole	70.29	69.41
Pott Shrigley	148.44	146.59
Poynton with Worth	5,800.04	5,727.54
Prestbury	2,155.34	2,128.40
Rainow	593.13	585.72
Ridley	64.12	63.32
Rope	810.51	800.38
Rostherne	81.33	80.32
Sandbach	6,752.10	6,667.70
Shavington-cum-Gresty	1,614.74	1,594.56
Siddington	180.84	178.58
Smallwood	319.80	315.80
Snelson	81.01	80.00
Somerford	240.54	237.54
Sound	103.89	102.59
Spurstow	189.15	186.79
Stapeley	1,422.90	1,405.11
Stoke	108.91	107.55
Styal	370.76	366.13
Sutton	1,138.87	1,124.64
Swettenham	165.99	163.91
Tabley	202.84	200.30
Tatton	10.08	9.95
Twemlow	109.05	107.69
Walgerton	67.03	66.19
Wardle	52.51	51.85
Warmingham	117.14	115.68
Weston	921.55	910.03
Wettenhall	121.29	119.77
Willaston	1,275.71	1,259.76
Wilmslow	11,122.06	10,983.03
Wincle	94.92	93.73
Wirswall	42.08	41.56
Wistaston	2,994.46	2,957.03
Woolstanwood	244.51	241.46
Worleston	108.78	107.42
Wrenbury	444.22	438.66
Wybunbury	599.86	592.36
	140,521.00	138,764.49

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