

New Delivery Vehicles and Environment Overview and Scrutiny Committee

Agenda

Date: Thursday, 4th December, 2014
Time: 2.00 pm
Venue: The Silk Room - Town Hall, Macclesfield SK10 1EA

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. **Whipping Declarations**

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

For requests for further information

Contact: Katie Small

Tel: 01270 686465

E-Mail: katie.small@cheshireeast.gov.uk with any apologies

4. **Public Speaking**

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

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

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

5. **Minutes of the Meeting held on 6 November 2014** (Pages 1 - 6)

To approve the minutes as a correct record

6. **Planning Support Company - Update**

To receive a presentation updating members on the progress made in relation to establishing a Planning Support Company

7. **2015/16 Pre Budget Report** (Pages 7 - 54)

To give consideration to the areas of the Councils budget which fall within the remit of the Committee

8. **Vulnerable and Older Persons Handyperson Service** (Pages 55 - 60)

To give consideration to the Cabinet report.

9. **Forward Plan** (Pages 61 - 76)

To note the current forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

10. **Work Programme** (Pages 77 - 82)

To give consideration to the work programme

CHESHIRE EAST COUNCIL**Minutes of a meeting of the New Delivery Vehicles and Environment
Overview and Scrutiny Committee**

held on Thursday, 6th November, 2014 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor W Livesley (Chairman)
Councillor K Edwards (Vice-Chairman)

Councillors H Davenport, M Hardy, A Martin, B Murphy and D Neilson

In attendance

L Butcher – Executive Director of Strategic Commissioning
R Kemp - Strategic Commissioning Manager – Waste and Environment
P Traynor – Strategic Commissioning Manager - Highways
K Whitehead - Private Sector Housing Manager

18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors G Barton and R Fletcher.

19 DECLARATIONS OF INTEREST

There were no declarations of interest

20 WHIPPING DECLARATIONS

There were no declarations of a party whip

21 PUBLIC SPEAKING

There were no members of the public wishing to speak

22 MINUTES OF THE MEETING HELD ON 2 OCTOBER 2014

Consideration was given to the minutes of the last meeting

RESOLVED

That the minutes be approved as a correct record and signed by the Chairman.

23 FUEL POVERTY IN CHESHIRE EAST

Consideration was given to a presentation on fuel poverty in Cheshire East outlining:

- Definition of fuel poverty
- 3 main influences on fuel poverty
- Who are the fuel poor
- National fuel poverty targets
- Strategic links
- Fuel poverty in Cheshire East
- Action taken in Cheshire East

It was noted that by 2018 privately rented properties must achieve a minimum energy efficiency standard of band D. Members agreed that tackling fuel poverty within the private sector was a difficult issue, however, there were several projects being undertaken by the Council. The most recent initiative, being the Energy Supply Scheme, which would be up and running within the next few weeks. This scheme would enable residents to benefit from competitive rates below the average of the 'Big Six'. Members agreed that for the scheme to be successful, it needed as much publicity as possible, particularly through Councillors, Town and Parish Councils, libraries and customer centres.

RESOLVED

That a strong publicity campaign be delivered for the Energy Supply Company.

24 TRANSPORT SERVICE SOLUTIONS LTD

Consideration was given to a Cabinet report on the proposals to implement Transport Service Solutions Ltd (TSSL), a Council owned and controlled company for the delivery of transport services. It was highlighted that since the original approval of 29 April 2014, further 'due diligence' work had been undertaken along with detailed work regarding the contract between the Council and TSSL, resulting in some changes to the approved business case.

During detailed consideration of the report, the following comments were made:

- There would be no immediate change to the service, however over a period of time there would be new business opportunities and efficiencies made.
- There was not currently a strong clear policy on the services offered by the Council, this would be rectified over the next 12 months.
- The proposals would allow the service to do things differently.
- The financial detail did not appear to show the management fee reducing year on year.
- The Committee sounded a note of cautions as the proposed estimates for new business generation outlined for years 3, 4 and 5 were merely business assumptions until the market had been tested.
- Members were assured that part of the business case was to improve customer satisfaction.

- With regard to paragraph 11.6 of the report, it was agreed that it needed to be made clear that any decisions would be made by the Children's and Families Service and not TSSL.
- Members of the Committee should be given the opportunity to see section 1 of the specification.
- The Council may be able to secure a better deal through other councils or businesses, than that offered by TSSL. It was suggested that this was the safest option short term and the competitive market would drive the contract long term.

RESOLVED

That Cabinet be recommended to approve the report subject to consideration being given to the comments highlighted above and paragraph 11.6 being clarified.

25 QUARTER 2 ANSA AND ORBITAS REPORTS

Consideration was given to the second quarter performance report for Ansa and Orbitas. Members had recently attended site visits of the Ansa and Orbitas facilities which they found most helpful and wished to repeat annually.

With regard to Ansa, the report highlighted three areas of pressure relating to savings associated with the garden waste shut down, the discount on chargeable garden waste bins and capital replacement of worn out bins. Members noted that there had been an improvement in the bin collection service, which they felt had always been excellent. However, the challenge was to reduce costs without a reduction in performance.

It was noted that discussions were taking place with Ringway Jacobs regarding hiring out a trailer for events, the Committee agreed that this opportunity should also be available to community groups.

Members commended the considerable amount of work that had been carried out to develop the apprenticeship scheme and noted that priority had been given to those children in or leaving care. However, it was felt that one group of children should not be disadvantaged at the sake of another.

With regard to Orbitas there had been a 3% reduction in burials and cremations undertaken, which was in line with a decrease nationally of 5%. The report forecasted a shortfall in income, projecting an overall annual pressure of £179,000 against a net budget of £1.3m, this was due to the reduction in death rates and increased competition to provide local bereavement services.

With regard to KPI's, Members felt that the number of exhumations due to erroneous burials should be nil rather than 3 or less.

During Members visit to Macclesfield cemetery, it became apparent that investment and maintenance was required in the valley, however, as this was an asset, it was the Councils responsibility.

RESOLVED

That the reports be received subject to the comments highlighted above.

26 HIGHWAY SERVICES CONTRACT - EXTENSION TO THE SERVICE PERIOD

Consideration was given to a Cabinet report seeking approval to extend the highway service contract to Ringway Jacobs, following the achievement of the contractual Key Strategic Indicator (KSI) targets in 2012/13 and 2013/14.

It was reported that the permit to work scheme had now gone live. Permit fees would not be charged for the first month and there would be a period of bedding in, however improvements on network co-ordination and quality of work would start to be seen in the near future.

RESOLVED

That Cabinet, acting in its role of employer under the contract, be recommended to award an extension to the service period of 2 years.

27 FORWARD PLAN

Consideration was given to the forward plan, it was highlighted that since the publication of this agenda, CE 14/15-34 Handyperson and Minor Adaptations Service - To authorise officers to take all necessary actions to transfer the existing Handyperson and Minor Adaptations Service to Orbitas Limited, and put in place contractual arrangements for Orbitas Limited to act as the Council's agent in the delivery of this service, had been added to the Forward Plan. Members agreed that as this item related to Orbitas, it should be considered by the is Committee at a later date.

RESOLVED

That key decision CE 14/15-34, Handyperson and Minor Adaptations Service be considered by the New Delivery Vehicles and Environment Overview and Scrutiny Committee.

28 WORK PROGRAMME

Consideration was given to the work programme. It was agreed that CE 14/15-34 Handyperson and Minor Adaptations Service be considered at the meeting scheduled to be held on 4 December 2014.

RESOLVED

That that CE 14/15-34 Handyperson and Minor Adaptations Service be considered at the meeting scheduled to be held on 4 December 2014.

The meeting commenced at 2.00 pm and concluded at 4.35 pm

Councillor W Livesley (Chairman)

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CHESHIRE EAST COUNCIL

REPORT TO:

NEW DELIVERY VEHICLES AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	4 th December 2014
Report of:	Chief Operating Officer (Section 151 Officer)
Subject/Title:	2015/16 Pre-Budget Report
Portfolio Holders:	Cllr. Peter Raynes

Introduction

This following report was originally on the Agenda for Corporate Overview and Scrutiny Committee on 11th September 2014.

The report introduced the Council's Pre-Budget Report and as part of the stakeholder engagement process asked for comments on the proposals from overview and scrutiny and gave the opportunity for Members to propose alternative areas that required further consideration.

To meet that request the Pre-Budget Report (**Annex 1**) is being shared with the relevant overview and scrutiny committees to enable them to provide feedback.

Feedback needs to be returned to Corporate Overview and Scrutiny Committee by the end of the current calendar year.

To assist the process the table below sets out the remit of the New Delivery Vehicles and Environment Overview and Scrutiny Committee and provides the relevant page references in the Pre-Budget Report together with the relevant contact officer. It is recommended that the discussion is limited to these areas.

Remit	Pre-Budget Report Page Reference	Officer
Highway operations including rights of way of countryside	15-16	Paul Traynor
ANSA	15-16	Ralph Kemp
Orbitas	15-16	Ralph Kemp
Car parking	17-19	Steph Cordon
Strategic Highways and Transport	20-22	Caroline Simpson

Remit	Pre-Budget Report Page Reference	Officer
Energy Poverty Energy	20-24	Caroline Simpson / Peter Bates / Denise Griffiths
Planning Support Company	20-22	Caroline Simpson
Energy Company	20-22	Caroline Simpson
Carbon Reduction	16, 23-24	Peter Bates / Denise Griffiths
Transport Service Solutions Ltd	-	Lorraine Butcher

**Extract of Report to Corporate Overview and Scrutiny Committee on
11th September 2014**

1.0 Report Summary

- 1.1. This report introduces the Council's Pre-Budget Report 2015/16. The actual budget will not be set until February 2015, but the Council is committed to open and transparent processes and is therefore providing stakeholders with early indications of proposals that put residents first and target scarce resources to the areas of most need.
- 1.2. The Pre-Budget Report gives details of how the Council intends to vary existing budgets to continue to maintain viable and sustainable services to local people. Significantly the report sets out proposals to:
 - i. Freeze Council Tax for a fifth consecutive year.
 - ii. Enter in to no additional borrowing in 2015/16.
 - iii. Maintain appropriate reserves levels that protect against risks.
 - iv. React to changes in demand and existing budget proposals that can reduce net expenditure by £6.6m, including:
 - a. Increasing spending in Adult Services.
 - b. Forecasting income from growth in the tax base and increasing returns on investments.
 - c. Reducing overall spending in all other service areas by targeted interventions.
- 1.3. By providing this report in September 2014 the Council is demonstrating continuing improvements in financial planning, control and transparency. This early opportunity to comment on proposals is 3 months ahead of the process followed in 2013, and presentations have already been made to all Members, in July and August.

- 1.4. Comments received throughout the process will support Cabinet in developing the recommendations for a balanced budget to be agreed in February 2015. Corporate Overview and Scrutiny Committee Members are therefore being provided with an opportunity to not only consider the proposals in the report but also to consider additional recommendations for consideration as potential budget variations.
- 1.5. Early responses to the Council's proposals support the strong process to achieve a balanced financial position and put residents first. This is important as Cheshire East is the third largest Council in the Northwest of England, responsible for over 500 services, supporting over 370,000 local people. Meeting the complexity of demand from local people requires annual spending in the region of £750m.
- 1.6. The Council's journey to becoming a strategic commissioning council is now well developed and 2015/16 will be the final year of the Council's 3 year plan. The Pre-Budget Report further demonstrates how the Council is continuing with its approach to dealing with the challenges of austerity. This approach provides a platform to redefine and reinvent the Council in a systematic way. The Council's focus is to deliver a high level of sustainable, quality, and cost effective services that are needed by Cheshire East residents and businesses.
- 1.7. The attached report, **Annex 1**, is structured into these important sections:

Pages 1 to 9	Introduction and Comments from the Finance Portfolio Holder and the Chief Finance Officer.
Pages 10 to 24	Details on proposals to vary the Council's current budget.
Pages 25 to 39	Information about important dates and financial estimates that inform the overall process for budgeting.

2.0 Recommendations

- 2.1 Corporate Overview and Scrutiny Committee are asked to note the contents of the Pre-Budget Report 2015/16 as provided at **Annex 1**, and:
 - a. Provide insight and comments on the existing report.
 - b. Consider / propose alternative areas that require further consideration.

Notes from the meeting will be fed back to Cabinet in support of the overall process to provide a balanced 2015/16 budget.

3.0 Reasons for Recommendations

- 3.1 The Council's annual budget forms part of the overall Medium Term Financial Strategy of the Council and is a key decision. The Pre-Budget Report 2015/16 provides an early indication of proposals to vary existing plans. Feedback on these proposals, from stakeholders, is requested to ensure a robust process is achieved.

- 3.2 Feedback from Members of the Corporate Overview and Scrutiny Committee provides insight and analysis that supports the overall legal requirement for the Council to set a balanced annual budget.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 The report outlines proposals that may affect the medium term policies of the Council.

7.0 Financial Implications (Authorised by the Chief Operating Officer)

- 7.1 The current medium term financial forecast highlights a potential revenue deficit of £6.6m in 2015/16 and £15.4m in 2016/17. The report includes financial proposals that are intended to lead to the balancing of the 2015/16 budget and a reduction in the deficit for 2016/17.
- 7.2 The Chief Operating Officer (as Section 151 Officer) has a responsibility to ensure the annual budget is balanced, includes robust estimates and is supported by adequate reserves.
- 7.3 The rolling three year Medium Term Financial Strategy of the Council has moved forward to consider the period 2015/16 to 2017/18. The Pre-Budget Report sets out proposals to address 2015/16, however, there is an identified funding gap for 2016/17 and the expectation of further austerity measures in 2017/18.
- 7.4 The on-going impact of the proposals in the Pre-Budget Report, including the revised estimates surrounding the taxbase, will help to reduce future financial deficits.

8.0 Legal Implications (Authorised by the Head of Legal Services)

- 8.1 The Council has legal responsibilities to provide local services that will be funded from Council resources.

9.0 Risk Management

- 9.1 Performance and risk management are part of the management processes of the Authority. Risks are captured both in terms of the risk of underperforming and risks to the Council in not delivering its objectives for its residents, businesses, partners and other stakeholders. Risks identified in this report will be used to inform the Corporate Risk Register.

10.0 Background

10.1 Each year the Council operates a rolling Business Planning Process to match resources with service needs by consideration of the Council's priorities, risks and targeted service changes. The process addresses these requirements through four stages:

- **Set parameters** ~ assess funding levels through reviewing corporate funding assumptions in relation to Council Tax etc and agree the Council's priorities going forward.
- **Gather Evidence** ~ develop proposals to manage the reduction in resources and additional growth pressures through changes to services, efficiency savings, increasing income etc.
- **Consult and Refine** ~ share the proposals with Corporate Overview and Scrutiny Committee, Members and interested parties for comment and an invitation for further suggestions for making savings. Further internal challenge will develop the detail behind the proposals.
- **Approve** ~ Finalise the funding position and proposals. Report to Cabinet and Council to set the Budget.

Further details are shown on page 25 of the Pre-Budget Report.

10.2 This year has seen a significant change to the process to develop proposals much earlier in the year. This provides an opportunity for the "**Consult and Refine**" stage to share those proposals with interested parties at a much earlier stage, and allow more time for engagement (including use of modern techniques) and to consider the feedback.

10.3 This improvement builds on the success in 2012/13 and 2013/14 where the Council's financial and service performance has continued to improve.

10.4 The proposals and supporting information have been brought together into the Pre-Budget Report for 2015/16 (attached at **Annex 1**). This sets out the Council's intentions to vary existing budgets. Significantly the report sets out proposals to:

- i. Freeze Council Tax for a fifth consecutive year.
- ii. Enter in to no additional borrowing in 2015/16.
- iii. Maintain appropriate reserves levels that protect against risks.
- iv. React to changes in demand and existing budget proposals that can reduce net expenditure by £6.6m, including:
 - a. Increasing spending in Adult Services.
 - b. Forecasting income from growth in the tax base and increasing returns on investments.

- c. Reducing overall spending in all other service areas by targeted interventions.

10.5 Comments received throughout the process will support Cabinet in developing the recommendations for a balanced budget to be agreed in February 2015. Corporate Overview and Scrutiny Committee Members are therefore being provided with an opportunity to not only consider the proposals in the report but also to consider additional recommendations for consideration as potential budget variations.

10.6 Further details on the process to date and the timetable to approval are set out in the Pre-Budget Report at pages 26 and 39 respectively.

10.7 The Council continues to face financial challenges in the medium term and the position for 2016/17 and 2017/18 will be refined as the full impact of the 2015/16 proposals is understood and further information on funding levels is released.

Access to Information

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

Name:	Peter Bates
Designation:	Chief Operating Officer, (Section 151 Officer)
Tel No:	01270 686013
Email:	peter.bates@cheshireeast.gov.uk

ANNEX 1

NEW DELIVERY VEHICLES AND ENVIRONMENT OVERVIEW AND SCRUTINY

4th DECEMBER 2014



Pre-Budget Report

2015/16

Page 13

September 2014

This document is available to download on the Cheshire East Council website, it has been distributed to Cheshire East Councillors and provides an opportunity for interested parties to review and comment on the Council's Budget proposals.

You can give feedback on the proposals in this report by speaking to your local Councillor – visit [Find Your Local Councillor](#) on the Cheshire East Council website for contact details.

Comments on this document are welcome until the end of October 2014.

You can also send any comments, queries or other responses to the email address below - all responses will be captured and reported to Cabinet Members and Council. When submitting a response or comment, please also include your name, organisation (if applicable) and contact details.

If you have any comments or queries please e-mail

shapingourservices@cheshireeast.gov.uk

After this date, interested parties may still submit comments on the budget up to the Council meeting in February 2015 where the Budget is considered by all Members.

Foreword from the Finance Portfolio Holder

Cheshire East Council puts local residents and businesses first, always trying to deliver better outcomes from a reducing level of resources. The main priority of our financial planning is to keep costs down and provide maximum value for money.

The development of the 2015/16 Budget will ensure that the good work in creating community hubs in our main towns, improving infrastructure through road schemes and further rolling out of superfast broadband will continue.

The budget will also focus on enhancing our early intervention in care services and support for children and adults, for example further promotion of fostering for children as well as assisting people to stay independent and in their homes for longer.

Council Tax has not been increased for four consecutive years, and this Pre-Budget Report for 2015/16 plans to continue this trend and extend the freeze for a fifth consecutive year. We know how important it is to try to help ease the pressure on the running costs of every household.

Financially the Council is in a strong position. Spending is well controlled within budget, and general reserves are adequate to protect the Council against risk as well as to support investment opportunities. Even with the significant level of planned capital investment, there is no intention to increase our level of borrowing next year. We will maximise external funding opportunities for the direct benefit of our local residents, businesses and visitors.

The capability of the Council to achieve better outcomes continues to improve through the commissioning of providers who offer 'best fit' local services. The commissioning model that supports this approach will continue to be enhanced.

The Council's wholly owned companies will also start to explore commercial opportunities and greater innovation to further improve value for local people.

It is also worth recognising that next year is an important year for democracy with local and general elections taking place in May 2015.

The recent track record for Cheshire East Council has been one of continued improvement of local services despite the scale of financial challenges across the sector.

I am confident we will set a robust budget again and then spend within it. I look forward to receiving feedback on our approach and on the proposals included in this document. If you have any ideas for savings or income generation that you wish us to consider then please share them as part of this consultation exercise.

Peter Raynes

Cllr Peter Raynes,
Finance Portfolio Holder



Comment from the Chief Operating Officer

Local government continues to go through a period of unprecedented change and financial challenge. This Pre-Budget Report provides further evidence of how Cheshire East Council is addressing these risks and creating sustainable affordable services based on local needs.

The financial planning arrangements for 2012/13 and 2013/14 provided a solid foundation for the future. We continued to build on this good practice during the development of the Budget for 2014/15, providing increased confidence and assurance over the strong financial management of the Organisation.

I believe we have improved the process again and the outline proposals set out in this report are robust and are being shared much earlier than in previous years. This is designed to encourage feedback and engagement with all stakeholders.

Maintaining strong governance and stewardship is vital to control costs and improve or maintain services for local residents. It is clear that the level of resources available to Local Government and Cheshire East Council will continue to reduce for the foreseeable future.

The current financial performance of the Organisation during these difficult times is impressive but many more challenges and difficult choices lie ahead.

The Council is committed to continue to exploit opportunities to revolutionise service delivery arrangements. This is based on the belief that we can create the right arrangements so that the provider can be more focused, innovative and get closer to the resident to better understand their needs and therefore deliver at a better price.

A lot of change is already programmed and this will be closely monitored against best practice. I will be carrying out significant benchmarking during 2014, and further plans will emerge in the future that keep Cheshire East as the best place to live in the North West.

PJ Bates

Peter Bates CPFA CIPD MBA

Chief Operating Officer
(Section 151 Officer)



Overview of Pre-Budget Report 2015/16

Putting Residents First

Achieving the Council's Five Outcomes through improved value in services

Cheshire East Council provides more than 500 services, supporting over 370,000 residents, and over 17,500 businesses.

Children and Families

- Continuation of existing programmes to improve adoption and fostering
- Move to in-borough provision of residential care

Adult Social Care and Independent Living

- Commission residential respite from the private sector
- Examine full cost recovery for care beds and other care services
- Review contracts and continue efficiency programme

Public Health and Wellbeing

- Integrate spending with relevant providers to deliver better services at appropriate cost
- Continue the process of re-tendering services
- Review management fees for service delivery vehicles

Highways and Environmental

- Secure the planned quality improvements and cost reductions
- Review management fees through new companies

Communities

- Continue programme to improve customer service functions
- Examine commercial opportunities
- Review costs and income to reduce or remove subsidies

Economic Growth and Prosperity

- Achieve energy project targets
- Consider capitalisation of appropriate costs
- Continue to rationalise Council assets

Chief Operating Officer

- Reducing the costs of Council buildings
- Procurement challenges to save on goods and services
- Analysing and reacting to benchmarking data

Financial Stability

- Council Tax frozen for the fifth year in a row
- No increase in external borrowing
- Sound platform of delivering to budget in 2012/13 and 2013/14
- Reducing Pension costs
- General Reserves to remain appropriate

Enhanced Budget Processes

- Significant improvement to timescale for developing and sharing draft Budget Proposals
- Greater elected Member input
- Extended stakeholder engagement
- Development of internal challenge processes
- Maintaining direction of travel towards improved finance and performance reporting

The financial challenge ahead:

Medium Term Financial Strategy as at 27th February 2014

Forecasts presented to the Council in February 2014 highlighted potential budget deficits in the medium term. Proposals in the Pre-Budget Report focus on eliminating the short term deficit, whilst building financial resilience for the future.

	2014/15 £m	2015/16 £m	2016/17 £m	Two Year Change £m	Two Year Change %
Commissioning					
Children and Families	54.3	52.5	53.0		
Adult Social Care and Independent Living	94.8	96.7	96.0		
Public Health and Wellbeing	1.6	1.8	2.2		
Highways and Environmental	39.0	38.2	37.4		
Communities	10.5	9.3	9.3		
Economic Growth and Prosperity	14.8	13.5	12.9		
Chief Operating Officer	42.0	41.9	43.1		
Other (Including Capital Financing)	14.6	15.6	15.0		
<i>Additional Reductions to Close Funding Deficit in 15/16</i>			-6.6		
Estimated Service Budgets	271.6	269.5	262.3	-9.3	-3.4%
CENTRAL BUDGETS					
Government Grants	-104.3	-95.6	-79.6	24.7	-23.7%
Council Tax	-167.3	-167.3	-167.3	0.0	0.0%
TOTAL: Central Budgets	-271.6	-262.9	-246.9	24.7	-9.1%
Potential Funding (Surplus) / Deficit	0.0	6.6	15.4		

Source: Cheshire East Finance

Note

This table sets out the Medium Term Financial Strategy before any additional growth or savings, referred to later in the report, have been factored in.

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1. Meeting the Council's Priorities

Cheshire East Council is responsible for delivering more than 500 local public services across an area of over 1,100km² for over 370,000 residents. The budget to deliver these services in the period April 2015 to March 2016 will be over £750m, which is raised from a combination of local taxes, national taxes (in the form of government grants) and payments direct from service users and other organisations.

Continuing to improve services and provide better outcomes for local people within reducing funding levels requires constant challenge to the way services are provided. In order to plan good quality services that meet people's needs the Council reviews priorities, consults and analyses data. This section provides details on the Council's service delivery arrangements and describes the more significant proposals for existing services.

The following three pages set out some of Cheshire East Council's achievements over the last year, as detailed in the Council's Outturn Report, the Three Year Council Plan as agreed by Council on 28th February 2013, and the engagement plan for the current budget setting process. The Council Plan details its "Residents First Outcomes" which form the starting point for development of any proposals. The proposals in this report reflect the Council's ambition to achieve these outcomes.

The engagement schedule identifies who is being consulted with as part of this budget development process.

These pages are followed by further detail for each of the Council's service areas and corporate initiatives. Each page sets out key facts and figures (including the net budget) and narrative on what services are delivered. This is followed by details on the proposals for changing the budget and the broad financial impact. A range has been shown to acknowledge further work is underway to develop the ideas and that consultation may result in changes to the detail of the proposals which may change the final value built into the budget. Service pages also set out the relevant performance indicators that would demonstrate successful performance together with some of the key challenges and opportunities facing each service.



New companies set up in development and leisure

Over 57,000 potholes repaired in 2013 and claims from pothole damage have significantly reduced
56,270 gullies cleaned in 2013
28% reduction in fleet emissions since 2008/09

No Council Tax increase for four years

87.3% Good or Outstanding Schools
Adults with NVQs – up in 2013 to 58.4%
Outstanding Youth Offending Service
Best Local Authority
Adoption Service of the year
Over 5% increase in Grades A-C since 2009/10 (inc English and Maths)

Business birth and survival rates continue to increase – 92.5%
'One year Business Survival Rate' for 2013/14
One of only three new business hotspots outside London

Talking about 2013/14

500,000 calls to the contact centre
Over 4,000,000 website hits

Only 1.8% benefits claimant count
Best in the North West – only 3.4% of population are Not in Education, Employment or Training

Nearly 2,000,000 library visitors

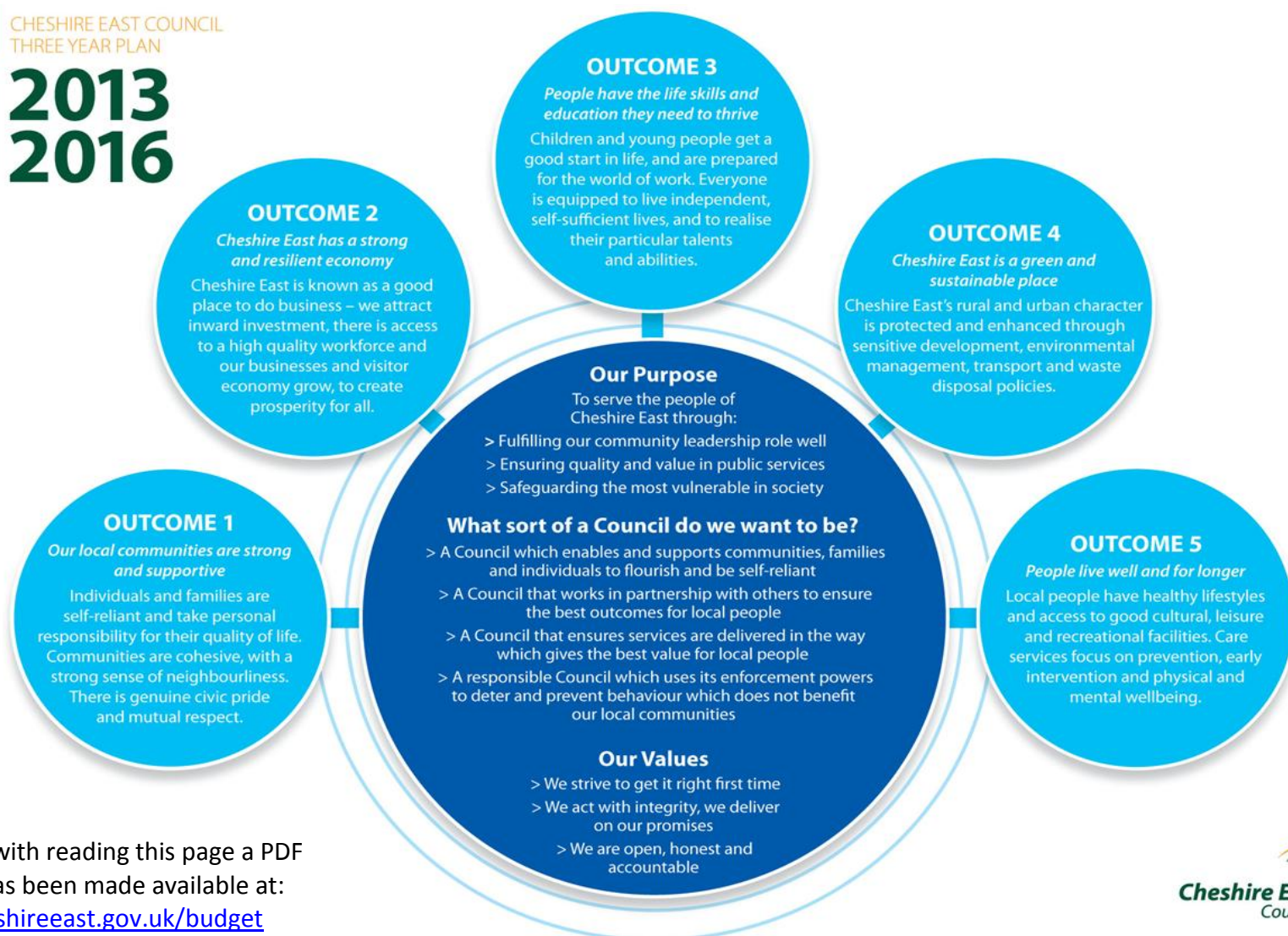
12.5 million bins emptied in the year
54% refuse recycled in 2012/13 – 5% increase in recycling rate since 2009
Projected to send over 40% of residual waste to energy recovery this year
12.5% reduction in residual waste tonnage since 2009

Almost 3,000,000 leisure centre visitors
Over 5,900 'leisure service' volunteer hours completed

Focused on Outcomes

CHESHIRE EAST COUNCIL
THREE YEAR PLAN

**2013
2016**



To assist with reading this page a PDF version has been made available at:
www.cheshireeast.gov.uk/budget

Local Engagement

Cabinet and Council meetings

- Cabinet December 2014 (Taxbase)
- Cabinet February 2015 (Budget)
- Council February 2015 (Budget)

Member briefings

- Programme of Finance briefings to be arranged

Updates for staff on budget progress

- Updates to be made available in TeamTalk, on Centranet and the Cheshire East Council website
- Staffing Committee will include updates for the attention of Cheshire East Council staff

Overview and Scrutiny

- Corporate Overview and Scrutiny Committee 21st July 2014
- Opportunity to examine service budget proposals on 11th September 2014

Engagement events with other stakeholder groups

- Including businesses, Trades Unions, key partners, voluntary, community and faith sector, and the Schools Forum
- These events will highlight how the Cheshire East Council budget will affect our different stakeholders and help to answer questions, address concerns these stakeholders may have, and help us to develop our relationship with our stakeholders and the wider community

Residents

- Any comments? – Speak to your local Councillor
- Information included with Council Tax bills
- Media releases
- Citizens' Panel survey
- Social media

Group meetings

- An opportunity to discuss details of the budget with Officers
- Available upon request

Children and Families

Some facts about Children and Families Services

1. Cheshire East adoption services, in collaboration with Stockport, Tameside and Trafford Councils, won the 2013 Adoption Service of the Year award, and the Council is on course to arrange the adoption of the most children ever
2. 87.3% of primary and secondary schools in Cheshire East are good or outstanding
3. High quality youth support services were recognised through inspection of the Youth Offending Service and excellent NEET (Not in Education, Employment or Training) figures (only 3.4% NEETs, a 39% reduction since 2009)
4. Targeted preventative activity has seen the number of children in care reduce by 11.4% in the last year
5. Over 5% increase in Grades A-C obtained since 2009/10 (including English and Maths)
6. The number of adults with NVQs increased in 2013/14 to 58.4%

The service focuses on providing children with a good start in life in their early years, raising aspiration and achievement across primary and secondary education, and working closely with partners to protect vulnerable children including those placed in the care of the Council. Achievements within Children and Families Services will be measured through improvements in areas such as increased numbers of recognised qualifications, reducing numbers of NEETs, improved safety of vulnerable children, the number of children adopted, and less children and young people getting involved in anti-social behaviour.

2015/16

**2014/15
Budget**

£54.3m

**Options for
2015/16**

**Managing
savings of
£2.5m to
£3.3m**

Children and Families Budget proposals are focused on these significant areas:

- Further 10% reduction of children in care due to effective prevention and demand strategy
- Continue successful adoption collaboration and introduce fostering collaboration including agreed business efficiency recommendations
- Further reduce use of out of borough residential provision for both social care and special educational need
- Reconfigure current in-borough care residential provision and link with care leaver independent housing commission

Measures of successful performance:

- Increasing apprenticeships in cared for children
- Increasing percentage of cared for children being placed locally

Challenge for 2015/16:

- Maintaining consistently high quality social work practice



Adult Social Care and Independent Living

Some facts about Adult Social Care and Independent Living

1. Life expectancy in Cheshire East is significantly higher than the England average for both men and women
2. Cheshire East Council supports an average of 5,700 adults with their social care needs at any given time
3. More than one third of the Council's net budget is utilised in support of services to adults

2015/16

2014/15 Budget	£94.8m
Options for 2015/16	Additional investment of £1.0m to £1.5m

This service's focus is on promoting and supporting better lifestyles through delivering choice and personalisation. Achievements within Adult Care will be measured through improvements in areas such as self management, lifestyle services, greater use of universal services and community resources, and a refocus on prevention and early intervention, increasing re-ablement and increases in choice and control.

Adult Social Care and Independent Living Budget proposals are focused on these significant areas:

- Commissioning of residential respite from the private sector, no longer using the respite beds in three in-house resources centres
- Full cost recovery of care beds at Hollins View and Lincoln House
- Having no subsidy may result in the NHS procuring more effectively from another provider
- Review of charges and removal of subsidies for adult care services
- New ways of working, tighter controls and budget management at the front line assessment and care management service
- Review of contracts funded by former Supporting People Grant in terms of priority and contract value

Measures of successful performance:

- Increases in independent living for adults in Cheshire East
- Increase in preventative actions, helping people to live well

Challenge for 2015/16:

- Managing the impact of the Social Care Act

Public Health and Wellbeing

Some facts about Public Health and Wellbeing

1. Responsibility for some public health duties and services were transferred to Local Authorities on 1st April 2013 under reforms set out in the Health and Social Care Act (2012)
2. Drug, alcohol and sexual health services account for around half of the total public health budget
3. In 2013/14 all areas of public health spend were reviewed and contracts renegotiated
4. Planned re-tendering of services will take place over the next two years
5. A new fund has been created to assist in the delivery of new innovative services
6. Attendance at Council leisure facilities is increasing, with over 2.8 million visits during 2013/14

Public Health and Wellbeing focuses on helping people to stay healthy. This includes helping people to reduce their risk of illness, decreasing the effects that illness can have on an individual and controlling the spread of disease. Services and activities are being refreshed to provide a greater focus on prevention and early intervention and supporting people in taking ownership of their health lifestyle choices. These services are continuing to develop collaborative relationships across the Council and with local partners to develop health and wellbeing services and the wider determinants that affect the health and wellbeing of the local population.

In 2015/16 the Council will continue to deliver some of these services through the alternative service delivery vehicle, Everybody Sport and Recreation Trust, which was set up in May 2014.

2015/16

2014/15 Budget	£1.6m
Options for 2015/16	Managing savings of up to £0.2m

Public Health and Wellbeing Budget proposals are focused on these significant areas:

- Review efficiencies and structure
- Integrating spending:
 - Across the Council, NHS, statutory, voluntary, community, faith and private sectors
 - Linking with school nursing, special schools and child obesity
- Managing the Innovation Fund to promote engagement and best practice in local health services
- Re-tendering key services
- Reviewing management fees with service providers
- Securing quality improvements and cost reductions from providers

Measures of successful performance:

- Reduce drug and alcohol associated conditions, long term adult cohort and emergency admissions due to alcohol in those aged <18 years
- Improve sexual health
- Improve health of children and other key groups (for example, by providing more health checks to the over 50's)

Challenge for 2015/16:

- Managing policy reviews, including those by external bodies such as Public Health England
- Securing desired transformation in public health outcomes at pace that helps people live well and for longer



Highways and Environmental

Some facts about Highways and Environmental

1. Over 240,000 bins are emptied every week in Cheshire East, 12.5 million bins emptied in the year
2. Ranked 2nd in the Northwest of England for recycling
3. More than 57,000 potholes repaired in 2013 and claims from pothole damage have significantly reduced
4. Satisfaction with country parks increased during 2013/14 to 94.6% - Summary Report 1st July 2014
5. 56,270 Gullies cleaned during 2013/14 to achieve reduced flooding last year

Highways and Environmental Services incorporate a wide range of front line operational services that are delivered by the Council and used by all residents who live in and travel through Cheshire East. The services range from those that are essential to all residents such as waste collection, roads and bereavement services; to services that enhance the environment, such as the Countryside and Public Rights of Way Network. All of which are vital and valued by the communities within Cheshire East.

In 2014/15 the Council will deliver many of these services through the alternative service delivery vehicles (ASDV) of:

- ANSA Waste Services
- Orbitas Bereavement Services

Achievements in this service are measured by such things as maintaining the high recycling and satisfaction rates in waste services, improving the condition of the Highway Network by reducing the number of potholes, managing down overall pollution in the area whilst increasing satisfaction with parks, open spaces and countryside.

2015/16

2014/15 Budget	£39.0m
Options for 2015/16	Managing savings of up to £0.4m

Highways and Environmental Budget proposals are focused on these significant areas:

- Challenge ASDV management fee
- New vehicles securing quality improvements and cost reductions – 25% of any profit can be retained by the Council

Measures of successful performance:

- Maintaining the high percentage of waste recycled
- Reducing fleet Carbon Dioxide emissions
- Maintaining satisfaction levels in waste and highways services

Challenges for 2015/16:

- Working with greater exposure to market forces
- Delivering outcomes through commercial skills and effective contract management

Opportunities for 2015/16:

- Building commercial capacity and producing a dividend on investment
- Producing new income streams



Communities

Some facts about Communities

1. Nearly 2,000,000 visitors pass through the doors of Cheshire East libraries each year
2. Work in communities delivers a wide range of community activities and projects with over 100 new volunteers getting involved in projects such as managing community centres or volunteering at one of the 16 new work clubs
3. 180,000 Council Tax and National Non Domestic Rate bills are issued during annual billing. In 2013/14 the Council collected 98.1% of Council Tax placing it in the upper quartile compared to other unitary councils
4. Focus on local area working attracted £0.65m in external funding and £0.3m in kind contributions from Partners in a year
5. 95% of all library users are satisfied with their library service
6. The Council receives 500,000 telephone calls and face to face enquiries in its Customer Service Centres and the Cheshire East Council website receives more than 4,000,000 visits in a year
7. 120,000 new claims and changes of circumstances for housing and council tax benefits are received and processed in a year
8. £94,714 of Community Grants awarded towards £887,029 worth of project costs for 92 voluntary and community organisations during 2013/14
9. The number of Penalty Charge Notices issued is over 22,000 per annum
10. 60 Unauthorised Gypsy and Traveller encampments were dealt with across the Borough in 2013
11. Reports of anti-social behaviour in Cheshire East are less than half the average for the Northwest

2015/16

2014/15 Budget	£10.5m
Options for 2015/16	Managing savings of £0.3m to £0.8m

Some more facts about Communities

- 12. Regulatory Services carry out c.1,000 inspections a year in relation to diverse cases such as animal welfare, permitted processes, food safety and health and safety**
- 13. 97% of businesses and domestic service users are satisfied with the service received from Environmental Health**
- 14. The Bikeability scheme continues its success with 3,800 young people receiving accreditations in 2013/14**
- 15. Planning enforcement have responded to almost 600 new reports of alleged breaches of planning control issuing 21 formal notices**
- 16. Licensing have managed over 3,300 applications this year**
- 17. “Free after 3” car parking has been introduced in seven car parks across the Borough to help businesses and increase footfall in town centres, with an addition of four more free car parks in Crewe, Congleton, Macclesfield and Wilmslow**

The service focuses on the role that the Council will play in leading communities, shaping local areas and bringing public services together with communities to create strong communities with a sense of independence, and ability to influence what services we commission in the future. It brings together a diverse range of services that impact on individual localities such as customer services, communities and partnerships, libraries, revenue and benefits, transport and community safety, and enforcement.

Achievements of the service will be measured by: an increase in volunteers in communities; increasing use of the Council’s website; developing community hubs based around the Council’s current library services; accessible and relevant transport services; and reductions in crime, particularly for young offenders.

Communities Budget proposals are focused on these significant areas:

- Ongoing agreed business improvements in Customer Services, Libraries, Revenues and Benefits
- Exploration of commercial opportunities for financial and forensic intelligence functions and marketing of services to other Local Authorities and businesses
- Removal of subsidy from commercial pest control service
- Business improvement opportunities in enforcement services

Measures of successful performance:

- Maintaining customer satisfaction with the services provided in libraries
- Achieving effective enforcement activity
- Having high satisfaction with regulation services – which is currently at a positive 98%

Challenge for 2015/16:

- Realising commercial opportunities within short timescales

Opportunities for 2015/16:

- Promoting services that are digital by default, which can increase access to users and achieve greater efficiency



Economic Growth and Prosperity

Some facts about Economic Growth and Prosperity

1. Cheshire East, as part of the Cheshire and Warrington Local Enterprise Partnership (LEP), is well established as a top-performing economy; in a national context, out-performing many of the leading economies in the Greater South East
2. Cheshire East's economic output (Gross Value Added) per head is 16% above the UK average and 34% above the regional average
3. Cheshire East's unemployment rate is at a five year low, at 1.7%, and is significantly lower than the rate for the region (3.1%)
4. Business birth and survival rates continue to increase - 92.5% '1-year Business Survival Rate' for 2013/14
5. Cheshire East is home to over 17,500 businesses including 21 of Insider's Top 250 Companies. In fact, there are more businesses in Cheshire East than any other unitary council in the Northwest - even more than in Manchester
6. An estimated 37% of the Northwest region's Research and Development jobs are based in Cheshire East
7. Around 40% of Cheshire East's workforce are qualified to degree level, significantly higher than the regional and UK average
8. Cheshire East has one of the largest highways investment programmes outside of any metropolitan centre
9. Cheshire East's tourism industry employs 10,461 Full Time Equivalents, attracts 13.89 million visitors, and is now worth £737m to the local economy

2015/16

2014/15 Budget	£14.8m
Options for 2015/16	Managing savings of £0.5m to £1.0m

Cheshire East Council has set out a clear vision and strategy for economic growth based on driving the Borough's economy as the Engine of the North. This articulates the rationale and plans for increasing productivity and creating new jobs. This is based on the strong competitive advantage and track record that the Borough has in terms of its skilled workforce, existing business base, entrepreneurial spirit, quality of life and its infrastructure. Cheshire East has all the right ingredients to see a step change in economic productivity and become a growth engine of the North. As such the directorate is being reconfigured to:

- Utilise strategic assets to drive economic growth – this includes a strong business base, skilled workforce, quality of life and outstanding connectivity, as well as the physical, financial and political resources at the Council's disposal.
 - Increase focus on securing new investment from both current and new inward investors.
 - Strengthen the approach to major development programmes that build upon key commercial, institutional and sectoral assets.
 - Drive stronger and faster regeneration in town centres, as a vital component in the well-being of the economy and local communities.
 - Ensure that the Council and its commercial stakeholders are well positioned to secure new funding for projects, coming through Cheshire and Warrington Local Enterprise Partnership and others.
- As well as an excellent place to do business, Cheshire East is also a fantastic place to live and visit, and therefore focus is being placed on boosting the visitor economy and ensuring the housing offer is right. Major investment is also being made in the transport infrastructure to unlock the potential of Cheshire East towns and villages, while at the same time protecting outstanding natural assets, vital for attracting and retaining a skilled and well qualified workforce.
- Key growth areas include:
 - Capitalising on HS2 investment, with a particular focus on securing a SuperHub station in Crewe which could provide the catalyst for billions of pounds of investment, and tens of thousands of new jobs for Crewe and the wider sub-region.
 - The development of a Science Corridor across North Cheshire linked with Greater Manchester – harnessing and increasing the value to UK plc of a number of world-leading science-based employment areas from Astra Zeneca in Macclesfield, through Jodrell Bank, Alderley Park, Booths Park and the International Technology centre for Barclays Bank at Radbroke Hall. The recently opened European HQ of Waters Corporation in Wilmslow demonstrates the growing confidence of investors in Cheshire and the valuable science industries located here. This is also reflected in the strong pipeline of life science businesses locating at the Alderley Park BioHub facility.
 - The growing energy programme, focused on addressing fuel poverty in the Borough by ensuring lower cost sustainable energy to residents and businesses through a range of transformational projects.
- Major economic growth plans for Crewe and wider links through Mid Cheshire and along the M6 Corridor (High Growth City) will be delivered in alignment with the All Change for Crewe Regeneration programme. Building on recent successes in inward investment such as Bentley's £800m expansion plans in Crewe, AstraZeneca's £120m investment in Macclesfield and Wilson Bowden's £90m planned leisure and retail development, also in Macclesfield, the Council is working closely with growing businesses, new investors, sub-regional agencies and Government to drive further growth in jobs and investment. This includes recent announcements that the Borough will benefit from £81.5m of investment through the Cheshire and Warrington Enterprise Partnership, which includes £20m towards a new investment fund for Life Science businesses across the Manchester and Cheshire and Warrington sub-regions.

- Key to delivery of economic growth is a local planning framework which enables plan-led growth and stops unsustainable speculative development – this year the Council will deliver the adoption of new planning framework for the Borough to support communities and businesses.
- Investment in strategic and local infrastructure will continue both delivering against existing infrastructure schemes but leveraging in more investment from Government and the private sector to deliver a large programme of new roads and highway improvements. Ensuring that the best deal for Cheshire East from national infrastructure proposals such as HS2 are a major focus, as well as major mitigation proposals for the North of the Borough, form the basis of the Council's response to the current consultation.

Achievements within Economic Growth and Prosperity will be measured by the number of new jobs created; levels of employment / unemployment; economic productivity; business survival rates; inward investment; high-speed broadband coverage; strategic highways investment; skilled and productive workforce; timescales for processing of major planning applications and an increasing supply of affordable housing.

Economic Growth and Prosperity Budget proposals are focused on these significant areas:

- Appropriate capitalisation of infrastructure and regeneration costs
- Further asset rationalisation
- Project resource review

Measures of successful performance:

- Increasing numbers of new homes
- Increasing the employment rate in Cheshire East
- Reduce energy poverty
- Increase in skills for people aged 14 years+

Challenge for 2015/16:

- Managing financial pressures associated with key services such as cost of planning appeals and Tatton Vision

Opportunities for 2015/16:

- Development of benefits associated with a HS2 / SuperHub station
- Realising benefits for residents from a programme of energy projects, including establishing an energy company
- Promoting local issues and opportunities as part of the science corridor programme

Chief Operating Officer

Some facts about Chief Operating Officer Services

1. **Spending on Central Services in Cheshire East is forecast to be 20% lower than in the average English Unitary Authority**
2. **The Service manages the Council's property portfolio of approximately 600 major property assets, with an asset value of £440m, which will assist in the delivery of a wide range of services to over 370,000 people in Cheshire East**
3. **Over 10,000 births, deaths or marriages are registered by the Council each year**
4. **Over 290,000 people are registered to vote in the Borough, the third largest electoral role in the Northwest**
5. **The service maintains and supports front-line services with nearly 4,000 computers and laptops and nearly 350 different applications**

Chief Operating Officer Services focus on providing professional advice, such as legal and accountancy issues, across all Council services as well as providing the significant facilities and technology that can enable front-line services to operate effectively. In addition this, these Services have a vital role in maintaining registers, providing procurement advice and project management skills, supporting elected Members and managing the governance and stewardship arrangements that promote transparency and accountability.

Achievements within Chief Operating Officer Services will be measured by such things as promoting local democracy; 'true and fair' opinions from the external auditors on the financial statements; the added value of professional advice and expertise; the level of income collection; how the costs of support compare with national comparisons; and achieving the best rate of returns on investment and the Council's estate.

2015/16

2014/15	£42.0m
Budget	
Options for 2015/16	Managing savings of £0.7m to £1.3m

Chief Operating Officer Budget proposals are focused on these significant areas:

- Contract and Energy savings in management of Council buildings
- Further savings from procurement of goods and services
- Responding to the significant benchmarking exercise taking place in summer 2014
- Efficiency savings and staffing reductions
- Reduce costs of Occupational Health Unit, Workforce Development and Training

Measures of successful performance:

- Investing more taxpayer funding in front line services by reducing the percentage of funding spent on professional functions
- Reducing the £ per m² costs of Council properties
- Increasing the percentage of non-pay spending managed by procurement professionals
- Enhancing spending and benefits realisation through management of projects
- Improve engagement and satisfaction with local people through high use of business intelligence

Challenge for 2015/16:

- Developing support services to reflect the increasing and different demand from other services within the Council



2. Developing the Budget



April 2014	May 2014 to June 2014	July 2014 to November 2014	December 2014 to February 2015
Start with: <ul style="list-style-type: none"> • Service Charging Strategy • Three Year Plan • Medium Term Financial Strategy (£6.6m deficit in 2015/16)	Commissioning Leads analysed financial resilience and performance to propose initial variations to budget Cabinet consider options for consultation	Briefings taking place Consultation Cabinet / Corporate Leadership Board Refinement	Council approve taxbase Cabinet to recommend estimated budget Council provide approval

Worth noting, in 2013 the Council only “Set Parameters” in July!

2015/16 – Key Budget Events

Event	Comments
1. Council 27 th February 2014	Identified potential net budget deficit of £6.6m
2. Corporate Leadership Board – April 2014	Confirm potential deficit and the process to manage it
3. Corporate Leadership Board and Cabinet Members – May / June 2014	Develop high level proposals
4. Cabinet 1 st July 2014	Receive 2013/14 Final Outturn
5. Corporate Overview and Scrutiny Committee 21 st July 2014	Receive details of process and broad Budget proposals
6. All Member Briefing 5 th August 2014	Receive details of process and broad Budget proposals
7. Consultation / Engagement Process – September – October 2014	Share the proposals in the Pre-Budget Report
8. Review and Challenge Process – September 2014	To ensure the proposals are robust
9. Corporate Overview and Scrutiny Committee – 11 th September 2014	Review Pre-Budget Report

3. Financial Stability

Introduction

This Pre-Budget Report focuses on the Council's continued approach to putting residents first by achieving outcomes for local people and local businesses. This section of the report highlights how the services and proposals can be funded from a range of income sources. Local residents and businesses contribute to sustainable Council services through local taxation, contributions and charges; and central government provides grants funded mainly from national taxation.

The government's budget for 2014 again highlighted the need to reduce the public sector deficit and debt to secure economic recovery. Cheshire East Council is proposing to continue supporting this approach in a number of ways:

- reducing net expenditure by approximately 3% in response to taxbase projections and proposed reductions in government grants
- freezing Council Tax for a fifth successive year
- not entering in to any additional borrowing
- promoting local economic growth

The new Business Rates Retention funding system and control over Council Tax levels are placing greater responsibility on all councils to determine their own funding levels.

In Cheshire East the Council is meeting this challenge in a number of ways and focusing on longer term financial stability through its actions.

Cheshire East Council has a promise of 'Putting Residents First'. This will apply through:

Approval of a Local Plan - this will set out both realistic targets for new homes in the medium term and ambitions around land for business development. It will also enable the Council to develop and introduce a Community Infrastructure Levy to help local needs.

Growing the domestic taxbase - each new home brings additional Council Tax revenue, New Homes Bonus and potentially Community Infrastructure Levy together with additional costs, such as education, waste collection and highways. The Council ensures that any subsidy from its general funding sources is carefully examined to achieve maximum value. Through such actions the Council can protect families from Council Tax increases, make full use of any Government freeze grants and increase Council Tax income.

Promoting Economic Growth - business growth can result in additional income being retained for local investment, subject to certain thresholds. Therefore the Council is investing heavily in economic growth through unlocking development land and has created a company to assist with this ambition.

Increasing employment opportunities - through economic growth resulting in fewer people relying on welfare benefits from the Council and releasing funding for further improvements.

Maintaining strong collection rates and challenge of taxbases - to ensure fairness to all involved and ensure the Council maximises local income for local use.

This approach is very important and is embedded in the Council's actions.

Background

The Local Government Finance Settlement was released on 5th February 2014 and agreed by Members of Parliament following a debate in the House of Commons on 12th February 2014. This included provisional funding figures for 2015/16 which have been built into the Council's financial modelling.

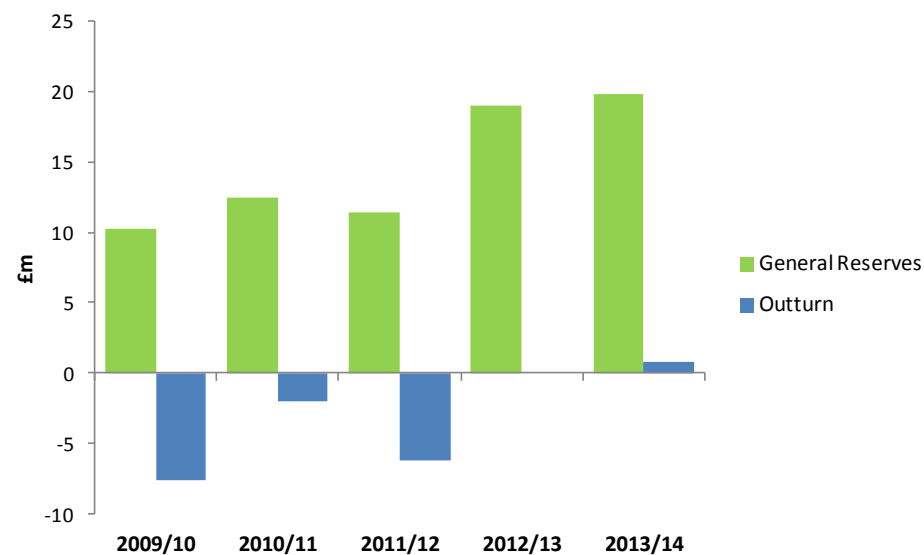
Beyond 2015/16 there is less certainty over the funding levels other than the expectation of sustained austerity through to the end of the current decade, some specific pointers around benefit costs and the prospect of a General Election.

As further clarity is not expected until later this year at the earliest, grant funding levels in the medium term must be based on estimates. The details behind these estimates and the other significant funding sources are set out in this section.

Performance to date

The financial resilience for Cheshire East Council is positive, and has improved in recent years. **Chart 1** shows how general reserves have improved over time, creating longer term stability. It also shows how spending has been within budget for the last two years, highlighting good financial control and accurate planning.

Chart 1: Reserves have increased and outturn has improved



Source: Cheshire East Finance

Government Grants

- General grant is predicted to reduce by almost 24%.
- New Homes Bonus will exceed expectations but other specific grants, such as health and education, are largely in line with forecasts.

Local Taxation

- Collection rates for Council Tax and Business Rates in Cheshire East exceed 99% of the amount billed and these local taxes provide the majority of funding for local services in Cheshire East. The Council is currently planning to continue freezing Council Tax levels, which it has done since 1st April 2011.

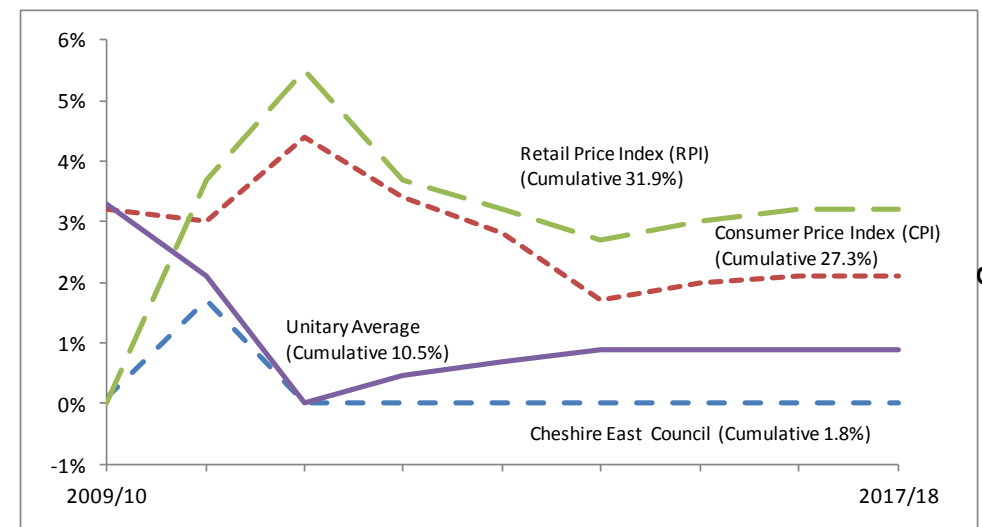
Business Rates

- Income from business rates will continue to be analysed. Performance in the medium term, from fluctuations in business rate yield, will help to determine the longer term strategy to funding local services.
- No growth above inflation (as applied to the multiplier) is currently forecast for Cheshire East Council due to typically large values of appeals and limited trend data.
- Options to pool business rates, to create mutual benefits with neighbouring authorities, are still being explored.
- The impact of the 2013 Autumn Statement in terms of reliefs and the multiplier cap are being ascertained in budgetary terms.

Council Tax

- The current proposal is to freeze Council Tax levels for a fifth consecutive year.
- The overall tax base is forecast to slightly increase due to new homes being built in the area, in accordance with the Local Plan estimate less changes to discounts.

Chart 2: Despite inflation Cheshire East Council Tax bills are still not planned to rise

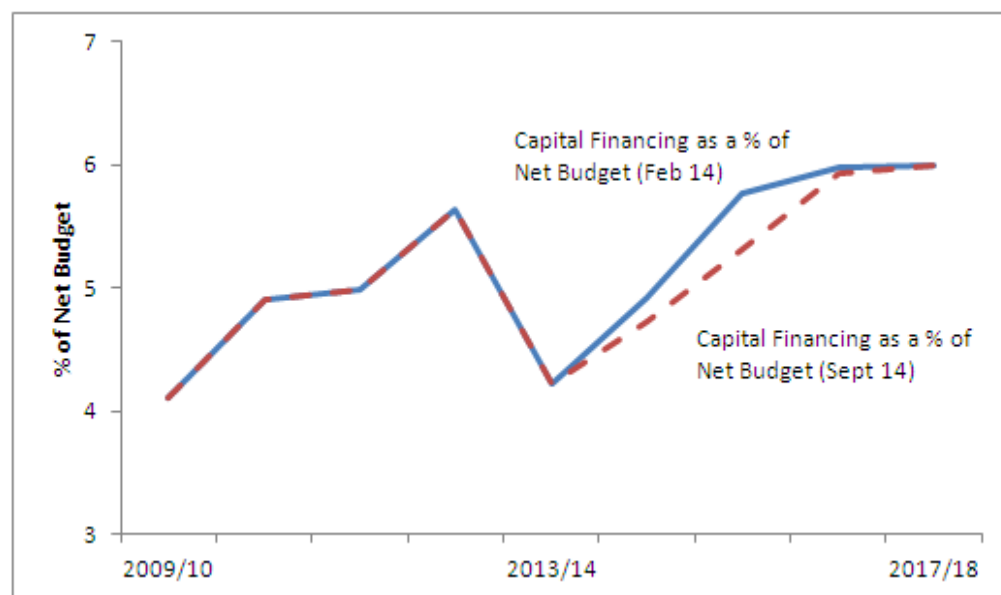


Source: Cheshire East Finance

Capital Financing

- Capital expenditure includes spend on major items such as new highways and schools. These costs are met through the Council's capital financing budget which takes into account all available income sources.

Chart 3: The impact of capital financing on the revenue budget is being reduced compared to forecasts in February 2014



Source: Cheshire East Finance

- The Treasury Management Strategy aims to hold down capital financing requirements at c.£14m per year in the medium term. The net revenue budget will decrease over time so the percentage required to fund capital is therefore likely to increase, which is as expected as the Council targets investment in infrastructure that can support the local economy.
- Properly managing resources ensures that cash balances remain stable and the forecast capital financing budget will reduce compared to the Medium Term Financial Strategy.
- No additional external borrowing is planned in 2015/16.

Pay and Pensions

- Pension contributions from staff are expected to increase from 1st April 2015.
- Staff pay increase of 1% is anticipated for 2015/16 although this is not expected to apply to senior officers.
- Pension contributions by the Council are also expected to increase in line with the Medium Term Financial Strategy forecasts.

Better Care Fund

- Nationally transferring £3.8bn from the National Health Service to move resources from acute care setting to primary, community and social care.
- Nationally £1.6bn will be paid based on performance against six nationally set measures and a seventh locally decided measure.
- The transfer is phased over two years.

Financial Stability ~ Proposals

Some facts about Financial Stability

1. **Capital Programme** – in 2013/14 the Council underspent its revised Capital budget of £78.6m by £13m. Some of this was deliberate re-profiling in order to maximise external investment opportunities
2. **Council Tax and Business Rates** – the Council is among the top third of Unitary Councils in terms of collection. Over 99% of Council Tax and Business Rates are collected within three years
3. **The level of general reserves** has been maintained at or above the risk assessed minimum level in recent years as a result of improved performance against budget

2015/16

2014/15 **£14.6m**
Budget

Options for **Managing**
2015/16 **savings of**
 £2.0m to
 £2.5m

Treasury management

- Three year capital programme is funded (subject to confirmation of grants and developer contributions)
- No new external borrowing planned
- More effective cash flow management and reducing debt
- Ongoing review will keep within the cap of max. £14m and expected to deliver a saving

Pension fund costs

- In year settlement of actuarial payments reduces interest costs
- Elected Members come out of Local Government Pension Scheme following elections in May 2015

Council Taxbase

- Prudent estimates based on the local plan for the taxbase and the impact on new homes bonus calculations

Reserves to remain adequate

- Maintain £14m in risk based general reserves
- Continue to manage the use of non-statutory earmarked reserves to support investment in local communities and the local economy

Summary of Options for 2015/16

The estimated deficit for 2015/16 was forecast at £6.6m (see Page 4). Proposals detailed in this report are expected to achieve revenue budget savings of between £5m to £8m. The process being followed to achieve a final balanced position is detailed in the **Annex** to this report.

Service	2014/15 Budget	Options for 2015/16
Children and Families	£54.3m	(£2.5m) to (£3.3m)
Adult Social Care and Independent Living	£94.8m	£1.0m to £1.5m (Additional Investment)
Public Health and Wellbeing	£1.6m	£0.0m to (£0.2m)
Highways and Environmental	£39.0m	£0.0m to (£0.4m)
Communities	£10.5m	(£0.3m) to (£0.8m)
Economic Growth and Prosperity	£14.8m	(£0.5m) to (£1.0m)
Chief Operating Officer	£42.0m	(£0.7m) to (£1.3m)
Financial Stability	£14.6m	(£2.0m) to (£2.5m)
Total	£271.6m	(£5.0m) to (£8.0m)

Capital Investment 2015/16

- The Council's strategic Capital Programme of £438.7m for the period 2014/15, 2015/16 and Future Years was approved by Council on 27th February 2014. It has an emphasis on infrastructure which will generate local economic growth; investment in new service delivery models and improvements in the Council's asset base.
- The Capital Programme is intentionally aspirational, reflecting the Council's ambition, to pursue additional external funding, private sector investment and capital receipts. It is designed to allow flexibility, so that schemes can be phased, reviewed and if necessary put on hold until the resources required are identified and secured, or alternatively, started to take advantage of funding and market opportunities as and when they arise.
- Budgets will be subject to scrutiny through the gateway process which ensures a robust quality assurance framework is followed for each project. The governance arrangements will safeguard against projects proceeding where costs may escalate beyond budgets. Variances from approved budgets will be subject to supplementary approval in accordance with financial regulations.
- Longer term proposals are included in the programme for planning purposes. Where costings are not yet available indicative estimates are included and these will be updated as projects progress through the gateway process and variations will be reported to Members via quarterly reports.
- The programme is expected to be funded by c.£80m of capital receipts, depending on the timing of these receipts the start times of some projects may be brought forward or delayed. The current status of the land and property market will be kept under review by the Asset Management Service and East Cheshire Engine of the North Ltd. The programme will be reviewed if the resource position changes.
- Projects that are not included in the current programme may still be considered if there are alternative funding options and there is opportunity to meet the capacity requirements of the project.
- At this point in time, any additional Capital resources to deliver the 2015/16 budget are being identified.

Protecting Against Risk and Supporting Investment

- Cheshire East's strong taxbase and greater independence provides financial stability and offers some 'local protection' from the impact of national economic fluctuations. Compared to most other English councils, Cheshire East is less reliant on government revenue grant as local businesses and residents provide a higher proportion of the Council's overall funding. In this context, it is also important to note that compared to neighbouring local authorities, total spending per head of population is below average. Given this national and local context its overall financial risk profile is lower than previous years. The Council's consideration and response to threats, and its ability and capacity to recognise and seize new opportunities, underpin its successful performance.
- The Council continues to strengthen its risk management framework and uses this to help it respond to changes. The Council's risk management framework strengthens the effectiveness of its overall governance, and provides a mechanism to ensure effective decision making. The internal control system allows the Council to respond appropriately to risks. This increases the likelihood of the Council achieving its strategic priorities and outcomes.
- Supporting the Council's budget with adequate reserves is a key element to creating financial resilience, and the publication: [Guidance and Data on the Financial Resilience of the Council](#) provides clear evidence of an improving trend of robust forecasting of performance and improvements in the level of general reserves.
- The decision, by the Chancellor in his Autumn Statement (December 2013), to include Council Tax freeze funding as part of the Council's basic grant allocation reduces the threat of that income source being removed at some later date. The 2015/16 budgets will therefore rely on much less one-off funding than was estimated in February 2014. As a consequence of this the Council will be much more flexible in its approach to holding or transferring money from general and earmarked reserves.
- Since Local Government Reorganisation in Cheshire in 2009 the Council has invested one-off income sources such as Council Tax freeze grants to pay for items such as redundancy costs or alternatively short term staffing needs that support transformation in service delivery. The Council also establishes a level of reserves that are adequate to protect the Council against financial risks, such as emergencies, which are not specifically budgeted for in individual years.
- The Council will continue to be flexible about investing revenue funding in maintaining sustainable services and reflecting changes to the risks facing the Council. The full Budget Report will include a revised Reserves Strategy for 2015/16 to provide further detail on estimated balances and the application of reserves in the medium term.

The Medium Term

- If the Council had taken no action to mitigate the impact of inflation then a real deficit could have emerged of approximately £60m over the medium term. Cost pressures can materialise in Council services from increasing demand or from inflation in prices.
- The Council is inevitably subject to inflation in demand, for example, an ageing population may require additional social care support and an increasing number of households will require more bins being emptied. Price inflation can also come from rising fuel bills and utility charges.
- Cheshire East Council will maintain an innovative approach to minimise cost and invest in prevention activity which seeks to reduce demand for direct Council services.
- The deficit, forecast for 2016/17, was £15.4m (6%) when the budget was reviewed in February 2014 (see Page 4) and the Council is working towards mitigating that potential issue through strong in-year budget management, analysing and mitigating risk and working with local businesses and communities to get the most value from local services. The development of the commissioning approach to local service delivery is significant, as this focuses resources on achieving outcomes with the agreement of local people.
- Matching the approach taken previously, the 2016/17 budget will set aside dedicated funding to support costs of transition, such as costs from staffing reductions or implementing new processes or ICT.
- Maintaining budget control in 2014/15, following the recent trend of spending within budget, assists the Council in understanding the genuine cost base for services. This information, along with data on potential resident needs in the future, will allow decisions to be made on a revised medium term plan following elections in May 2015.

4. Workforce Planning

The key outcomes of effective workforce planning in 2015/16 are summarised below:

- We have an agile, skilled, engaged and high performing workforce ready and able to respond to the challenges ahead
- Where appropriate we attract and retain the best people from all sectors of the community to work for the Council
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved

These outcomes will continue to be measured through formal assessment and recognition against national standards and benchmarks alongside key performance indicators. The introduction of Performance Related Pay for senior managers will strengthen this further.

Pensions

There are a number of changes to the Local Government Pension Scheme that came into effect in 2014/15. As a reminder, the key aspects covered in the Regulations are:

- Career Average Re-valued Earnings (CARE) benefit structure through the setting up of “Pension Accounts” for each employment/category of member (7 in total)
- The Pension Accounts are based on a 49ths accrual rate [98ths for the 50:50 Scheme]
- Revaluation adjustment used to index each year’s pension accrual through an addition to the Pension Account

- Revised employee contribution rates (applying to the wider definition of Pensionable Pay that does not exclude non-contractual overtime)
- Creates an Assumed Pensionable Pay (APP) which protects members when pay is reduced in certain circumstances
- Ill health and survivor benefits
- Changes to Retirement Ages, and the continued link to State Pension Age
- Inclusion of various Administration aspects under Part 2 of the draft regulations

Employee Pension fund contributions for high earners, has also increased from 1st April 2014, however 97% of Local Government Pension Scheme fund members have not seen an increase to their contributions. The full impact of these changes will be reviewed during 2015/16 along with any additional proposals to change the scheme (though we are not aware of any significant changes at this stage).

Employer Pension contributions are expected to increase in 2015/16 in line with the Medium Term Financial Strategy forecasts and these will be included in the Budget Report in February 2015.

Pay and Terms and Conditions

The Employers Organisation have made a full and final offer to the Trade Unions for a 1% pay award in 2014/15 for all staff Grade 12 and below. This is the subject of a national pay dispute and is yet to be resolved. The Employers Organisation are keen to ensure that the lowest paid receive a higher proportion of the award and have recommended an increase to the bottom six pay points by between 1.25% and 4.66%. This approach is supported by the Council and as such this proposed pay award has been budgeted for in 2014/15 and 2015/16.

Whilst the Council is not anticipating any large scale changes to employee Terms and Conditions in 2015/16, there is a commitment to phase out Zero Hours Contracts and in light of this move, the Council no longer offers zero hours contracts.

In addition, the Council is seeking to move to the lowest NJC mileage rate of 46.9p for staff claiming casual business mileage, though this is subject to staff and Trade Union consultation which is currently underway. The full year effect of any change will be reflected in the 2015/16 budget.

Headcount analysis and trend

Between April 2009 and April 2014 the Cheshire East Headcount has reduced by 32.49%, the largest reduction in headcount occurred between April 2013 and 2014 when the Cheshire East headcount reduced by 13.72% (equivalent to a 16.7% reduction in FTE). This is, in part, attributable to the TUPE transfer of staff to ASDV's as detailed below.

On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (23.8 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193.3 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100.7 FTE) TUPE transferred to CoSocius.

The Council is also developing a strategic client function to support the commissioning model and align staffing numbers and functions to support this into 2015/16.

Annex to Pre-Budget Report

2015/16

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September 2014

Annex ~ Timetable to Approval

2014	Event	Comments
10 th November	Corporate Overview and Scrutiny Committee	Receive Mid -Year Performance Report
11 th November	Cabinet	Receive Mid -Year Performance Report
9 th December	Cabinet	Council Taxbase
11 th December	Full Council	Agree Council Taxbase
Mid December	Funding announcements	Expected from Government
Mid December	Final proposals issued	Bringing together consultation outcomes, taxbase and funding settlement
Mid December	All Member Briefing	Budget proposals
2015		
Mid January	Final Budget Report released	
Late January	Final Settlement from government	
2 nd February	Corporate Overview and Scrutiny Committee	Receive Quarter 3 Performance Report
3 rd February	CABINET MEETING	Receive Quarter 3 Performance Report and recommend 2015/16 Budget Report to 26 th February Council
26 th February	COUNCIL MEETING	Agree 2015/16 Budget Report

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting: 9th December 2014

Report of: Director of Economic Growth and Prosperity

Subject/Title: Vulnerable and Older Persons Handyperson Service

Portfolio Holder: Councillor D Stockton / Councillor J Clowes

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 Decision Requested

- 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 (Authorised by the Borough Solicitor)

- 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:

Name: Karen Whitehead
Designation: Private Sector Housing Manager
Tel No: 01270 686 653
Email: karen.whitehead@cheshireeast.gov.uk

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FORWARD PLAN TO 31 MARCH 2015

This Plan sets out the key decisions which the Executive expect to take over the four month period indicated above. The Plan is rolled forward every month. Key decisions are defined in the Councils Constitution as:-

“an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

For the purpose of the above, savings or expenditure are “significant” if they are equal to or greater than £500,000.”

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Councils Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from these documents, may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team
Cheshire East Council ,
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A record of the decision for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and Council Offices.

This Forward Plan also provides notice that the Cabinet may decide to take a decision in private. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 days notice must be given of any decisions to be made in private by the Cabinet, with provision for the public to make representations as to why they should be made in public. In these cases Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting setting out any representations received about why the meeting should be held in public with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for that decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting then please email

Paul Mountford, Democratic Services Officer paul.mountford@cheshitreeeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or intention to meet in private the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provides for urgent key decisions to be made. Any decision made in this way will be published for these in the same way.

Forward Plan to 31 March 2015

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-7 Poynton Relief Road - Preferred Route Announcement	To approve and protect a preferred route, and to approve ongoing development of the scheme to support a planning application.	Cabinet	11 Nov 2014		Paul Griffiths	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-10 All Change for Crewe - Sydney Road Replacement Bridge	Strategy of highway improvements from Crewe Green to the A530 to support Local Plan strategic site allocations and committed sites. Decision on preferred option for the structure at this location; authority to forward fund developer contributions and increase CEC contribution; own and maintain a new/modified structure at this location; approve procurement/delivery strategy and grant authority, if required, to enter into agreement /contract with Network Rail Infrastructure Projects for the delivery of the scheme; authority to implement procurement strategy for the delivery of this scheme; commence negotiations for 3 rd party land required to deliver the scheme and if necessary to implement a compulsory purchase order; take all other necessary actions to implement the proposal.	Cabinet	11 Nov 2014		Andrew Ross	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-12 Heritage and Cultural Renewal in Macclesfield (Footpath 53, Step Hill)	To consider the options for the remedial works required to enable the reopening of Footpath 53, Step Hill, Macclesfield which has been closed for a number of years and to authorise the officers to take all necessary actions to implement the agreed way forward.	Cabinet	11 Nov 2014		Denise Griffiths	No
CE 14/15-14 Macclesfield Town Centre Housing Strategy	To decide whether to approve and adopt the strategy in light of the public consultation outcome, and to authorise the officers to implement all associated actions and initiatives.	Cabinet	11 Nov 2014	There will be a public consultation exercise in July, the outcome of which will be reported to Cabinet.	Karen Carsberg	No
CE 14/15-21 Re-commissioning of Sexual Health Services	To grant delegated authority to the Director of Public Health and the Executive Director of Strategic Commissioning, in consultation with the relevant Portfolio Holders, to award a contract for Public Health Sexual Health Services.	Cabinet	11 Nov 2014		Lucia Scally, Manager of strategic Commissioning	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-23 Responding to the views of Local People and Businesses about Car Parking in Cheshire East	To authorise the Head of Communities to develop a cost neutral car parking pricing policy by November 2014.	Cabinet	11 Nov 2014		Stephanie Cordon, Head of Communities	No
CE 14/15-24 Highway Services Contract - Service Period Extension	In accordance with the terms of the Highway Services Contract, to consider and decide on the possible award to Ringway Jacobs of an extension to the service period of one or two years. Additionally, to authorise officers to take all necessary actions to implement the proposed outcome.	Cabinet	11 Nov 2014			No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-30 Transport Service Solutions Ltd	<p>Approve, through a contract, the transfer of Council transport services business to the TSSL company on 1 January 2015.</p> <p>Confirm that the revised financial detail within the detailed business case still demonstrates the viability of TSSL and that the earlier decision to establish the company remains valid.</p> <p>Give any necessary 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 that implementation in accordance with the project plan. That plan includes negotiating appropriate contractual arrangements, arranging</p>	Cabinet	11 Nov 2014			No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-31 Adult Services Charging Policy Review 2015	Approval to go to public consultation on a number of proposals around Adult Social Care charging – some of which are statutory requirements of the Care Act. Authorise Officers to take all necessary actions to implement changes outlined subject to consultation outcome.	Cabinet	11 Nov 2014		Alison McCudden	possible confidential appendix

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-39 A34 Alderley Edge and Nether Alderley By-pass Compulsory Purchase Order - Sir John de Trafford (the Claimant), Land off Brook Lane, Alderley Edge	<p>The Cheshire County Council (A34 Alderley Edge and Nether Alderley By-pass) Compulsory Purchase Order was made in 2004 and subsequently confirmed by the Secretary of State.</p> <p>The report will seek authority for officers to take all necessary steps to implement the proposal to formally agree and pay the eligible sum of £760,000 in full and final settlement for the land acquisition, plus statutory interest and professional costs to the claimants for land compulsorily acquired off Brook Lane to enable the construction of the A34 By-pass.</p>	Cabinet Member for Finance	15 Dec 2014			Yes - paras 1, 2 & 3
CE 14/15-29 Crewe Town Centre Regeneration Framework	To consider recommendations on a regeneration framework for Crewe town centre.	Cabinet	9 Dec 2014		Jez Goodman	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-32 Procurement of Security Contract at Crewe Business Park	Approval to re-tender and award a three year security contract to provide security services at Crewe Business Park, and grant a lease agreement to the successful bidder to occupy the Business Park's security office.	Cabinet	9 Dec 2014		Steve Plack	Conf - para 3
CE 14/15-34 Handyperson and Minor Adaptations Service	To authorise officers to take all necessary actions to transfer the existing Handyperson and Minor Adaptations Service to Orbitas Limited, and put in place contractual arrangements for Orbitas Limited to act as the Council's agent in the delivery of this service.	Cabinet	9 Dec 2014		Karen Whitehead	No
CE 14/15-35 Macclesfield Heritage and Culture Strategy	To approve the adoption of the Heritage and Culture Strategy for Macclesfield town centre and to endorse the management and delivery arrangements set out in the report.	Cabinet	9 Dec 2014		Brendan Flanagan	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-11 Homelessness Strategy 2014-17	<p>To authorise the officers to begin a six week consultation phase with the public and professionals, internally, externally and in all sectors (including voluntary and third sector), on the proposed Homeless Strategy, commencing at the end of July 2014. The consultation will be authorised by the Portfolio Holder for Housing and Jobs on 28th July 2014.</p> <p>Subject to the outcome of the consultation, Cabinet on 14th October 2014 will be asked to approve the Homeless Strategy for adoption.</p>	Cabinet	6 Jan 2015			No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-26 Congleton Link Road - Updated Position and Refinements to Preferred Route	<ul style="list-style-type: none"> To agree modifications and refinements to the published preferred route for Congleton Link Road and linking spur roads to Radnor Park and Congleton Business Park. Approve that the necessary steps are taken to protect the updated preferred route from future development including introducing the necessary modifications to the submission draft of the Local Plan Core Strategy at the earliest opportunity. To note that the revised route will not significantly affect the cost of the scheme. To note that the proposed boundaries of the 'strategic locations' as set out in the submission draft of the Core Strategy will be allocated in the local plan. To update members on project timescales. To authorise officers to continue on the development of the scheme on the same 	Cabinet	6 Jan 2015		Paul Griffiths	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-36 Alderley Park Regeneration Framework	To endorse and approve the proposed Regeneration Framework for Alderley Park.	Cabinet	6 Jan 2015			No
CE 14/15-1 Medium Term Financial Strategy 2015-18	To recommend Council to approve the Medium Term Financial Strategy for 2015-18, incorporating the Council's priorities, budget, policy proposals and capital programme.	Cabinet	3 Feb 2015		Alex Thompson	No
CE14/15-18 Cheshire Homechoice - Allocation Policy Review	<p>To approve the final version of the Cheshire Homechoice Policy for adoption and authorise officers to take all necessary steps to implement the revised Housing Allocation Policy.</p> <p>Cheshire Homechoice is the Choice Based Lettings Partnership between Cheshire East Council and Registered Providers who allocate Social Housing in Cheshire East.</p>	Cabinet	3 Feb 2015		Karen Carsberg	

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-28 Commissioning of 5-19 Healthy Child Programme (School Health Service)	To authorise officers to take all necessary actions to follow the procurement process re: the commissioning of 5-19 years Healthy Child Programme (School Health Process), including delegated authority to Portfolio Holders, the Director of Public Health and the Executive Director of Strategic Commissioning to award and conclude the contractual documentation with the successful tenderer.	Cabinet	3 Feb 2015		Jane Branson	No
CE 14/15-37 Cheshire East Council Energy Framework	To endorse and approve the proposed Energy Framework for Cheshire East.	Cabinet	3 Feb 2015			No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE14/15-19 Building and Planning Support Consultancy ASDV	To seek approval to go with the preferred option for the delivery of the Building & Planning Support services as outlined in the report and authorise officers to take all necessary actions to implement the proposal, including the commencement of the Oracle Build.	Cabinet	6 Jan 2015		Angela Davies	
CE 14/15-33 Strategic Asset Management Plan	To accept the new Strategic Asset Management Plan and authorise the officers to take all necessary actions to implement it.	Cabinet	3 Mar 2015		Julian Cobley	No
CE 14/15-38 Cheshire East Housing Strategy 2016-2021	Initially to authorise officers to release a draft version of the Strategy for public consultation. Subject to the consultation response, ratify the Strategy and authorise officers to implement all initiatives and actions contained therein.	Cabinet	28 Apr 2015		Karen Carsberg	No

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CHESHIRE EAST COUNCIL

REPORT TO: NEW DELIVERY VEHICLES AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	4 December 2014
Report of:	Head of Corporate Resources and Governance
Subject/Title:	Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2014/2015 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2014/2015 work programme be reviewed.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Carbon reduction - Health

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

9.1 There are no identifiable risks.

10.0 Background and Options

10.1 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

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

- Does the issue fall within a corporate priority;
- Is the issue of key interest to the public;
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

10.2 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

11 Access to Information

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

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Email: katie.small@cheshireeast.gov.uk

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New Delivery Vehicles and Environment Overview and Scrutiny Committee

Upcoming Meetings	Date: 04/12/2014 Time: 2.00pm Venue: Macclesfield Town Hall,	Date: 8/01/2015 Time: 2.00pm Venue: Westfields, Sandbach	Date: 5/02/2015 Time: 2.00pm Venue: Macclesfield Town Hall	Date: 5/03/2015 Time: 2.00pm Venue: Westfields, Sandbach
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Item	Notes	Lead Officer/ Portfolio Holder	Action to be Taken	Key Dates/Deadlines
Vulnerable and Older Persons Handyperson Service	To give consideration to the cabinet report	K Whitehead D Stockton	report	4 December 2014
Monitoring ASDV's	To scrutinise the performance of ASDV's. Quarterly reports for ANSA and Orbitas	Councillor D Topping L Butcher/ R Kemp	Quarterly performance reports	5 February 2015
20mph Speed Limit Review	Possible Task and Finish	Councillor D Topping	Task and finish	TBC
Options Appraisal for Planning Support Company	To give consideration to the options appraisal prior to it being submitted to Cabinet	I Bunn/C Simpson Councillor D Stockton	report	TBC
Flood Risk	Under the Flood and Water Management Act 2010, its associated Regulations and expectations of the Pitt Review it is intended that the Council's scrutiny procedure should review work by public sector bodies and essential service providers in order to manage flood risk. Also, that there should be an annual	P Reeves Cllr D Topping	report	5 March 2015

New Delivery Vehicles and Environment Overview and Scrutiny Committee

	summary of actions taken locally to manage flood risk in order to meet the regulations and to implement the appropriate recommendations of the Pitt Review.			
The Role of Parking Services	To develop the role of parking services.	S Cordon Councillor D Topping	To give consideration to the options for the service.	TBC

Possible Future items

Street lighting

Transport Company – Shadow Board

Option appraisals for new companies