

Cabinet Agenda

Date: Tuesday, 13th September, 2016
Time: 2.00 pm
Venue: Committee Suite 1, 2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**
2. **Declarations of Interest**

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

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

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

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

Contact: Paul Mountford, Governance and Democratic Services
Tel: 01270 686472
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4. **Questions to Cabinet Members**

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

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

5. **Minutes of Previous Meeting** (Pages 1 - 12)

To approve the minutes of the meeting held on 12 July 2016

6. **2016/17 First Quarter Review of Performance** (Pages 13 - 88)

To consider a report on the First Quarter Review of Performance for 2016/17, outlining how the Council is managing resources to provide value for money for its residents.

7. **European Structural and Investment Funds** (Pages 89 - 96)

To consider a report recommending that the authority expedite approvals to contract for any successful applications for European funding.

8. **Next Steps for Syrian Refugees and Unaccompanied Children** (Pages 97 - 106)

To consider an update on work that has taken place since the March Cabinet meeting, along with the proposed next steps for all government refugee programmes.

9. **Neighbourhood Action and Fly Tipping Action Plan for Crewe** (Pages 107 - 136)

To consider a report setting out a proposed Action Plan for Crewe, which addresses the issues identified by the Overview and Scrutiny, Fly Tipping Task and Finish Group.

10. **Speed Management Strategy** (Pages 137 - 154)

To consider a report proposing that Cheshire East Council adopts and utilises a Speed Management Strategy for addressing all matters relating to speed management on the Council's local highway network.

11. **Re-tender of Cheshire East Council's Corporate Insurance Portfolio** (Pages 155 - 160)

To consider the approach to re-tendering the Council's Corporate Insurance portfolio.

12. **Pension Provision in the Council's Owned and Controlled Companies** (Pages 161 - 166)

To consider a report on the future pension provision in the Council's owned and controlled companies.

13. Exclusion of the Press and Public

The report or a part thereof relating to the remaining item on the agenda has been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matter may be determined with the press and public excluded.

The Cabinet may decide that the press and public be excluded from the meeting during consideration of the item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 3, 4 & 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

PART 2 – MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

14. Pension Provision in the Council's Owned and Controlled Companies (Pages 167 - 178)

To consider the appendix referred to in the report.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 12th July, 2016 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor D Brown (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes, L Durham, JP Findlow, P Groves
and D Stockton

Councillors in Attendance

Councillors C Andrew, Rhoda Bailey, E Brooks, S Corcoran, S Edgar,
I Faseyi, R Fletcher, S Gardiner, M Grant, G Hayes, R Menlove, B Moran,
M Simon, L Smetham, L Wardlaw and G Williams

Officers in Attendance

Mike Suarez, Chief Executive
Andrew Round, Interim Executive Director Place
Bill Norman, Director of Legal Services
Heather Grimbaldston, Director of Public Health
Jacky Forster, Director of Education and 14-19 Skills
Alex Thompson, Corporate Manager Strategy & Reporting
Rachel Graves, Democratic Services Officer

14 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Rachel Bailey.

15 DECLARATIONS OF INTEREST

In the interest of openness:

Item 8: Councillors D Brown declared he was the Council's nomination on Alsager Partnership. Councillor P Groves declared he was the Council's nomination on Nantwich Partnership. Councillor P Bates declared he was the Chair of Congleton Partnership. Councillor B Moran declared he was the Council's nomination on Sandbach Partnership.

Items 14 and 15: Councillor JP Findlow declared that he was an LGA appointed non remunerated director of LAMIT which invested in property.

16 PUBLIC SPEAKING TIME/OPEN SESSION

Sue Helliwell stated that at the Cabinet meeting in May she had asked a question about the lack of infrastructure improvement in Alsager and highlighted the lack of burial space. She had received a brief response to elements of the question and had been promised a more detailed written

answer which she still had not received. She was very disappointing for herself and the people of Alsager, who she represented as a Town Councillor. She asked why this response had not yet been received and asked once again what Cheshire East Council will do to rectify this problem. Councillor P Bates undertook to provide a response to her question.

Dot Flint, Chair of Sandbach Partnership, commented on the Ambition for All Partnership document. She was disappointed that the nine Town Partnerships had not been involved or consulted on any part of the document. She felt that whilst this did not bode well in the terms of partnership working, she wanted assurances this was not the intended style of approach. The Town Partnerships had on numerous occasions requested to be more involved and had been prepared to work more closely together.

Stuart Gammon, Chair of Holmes Chapel Partnership, commented on the value of the work done by the Town Partnerships and the benefits gained by the Towns, which outweighed the money given by the Council.

At the conclusion of public questions, the Chairman thanked the speakers for attending and taking part in the meeting.

17 QUESTIONS TO CABINET MEMBERS

Councillor M Grant asked the following questions:

What was the purpose of buying 2 farms in Leighton – was it to do with expansion of Bentley and the proposed closure of Sunnybank Road? The Cabinet Member for Regeneration undertook to provide a written response.

Given that HS2 to Birmingham has been put back by one year what conversations has anyone here at Cheshire East had with the Government on the future of HS2 coming here to Crewe? The Deputy Leader responded that HS2 was still firmly on the agenda and that the Council was still in conversations with Government, Network Rail, HS2 Committee and local and regional partners in delivering a hub station.

She had heard on Radio 4 about contracts being cancelled by private care company providers as they were not paid enough to costs especially pay increases due to the national wage and how this could be averted from happening in Cheshire East? Whilst recognising the volatility in the North West, the Cabinet Member for Adult and Integration responded that costs, including the national wage, had been included in the negotiations with care and domiciliary providers to ensure financial viability as far as possible for the foreseeable future.

Councillor S Corcoran asked that due to the changes in the British economy as a result of the EU referendum outcome should the growth assumptions in the Local Plan be revised and if so was the 36,000 figure

for housing now excessive and how long would it be before Cheshire East could demonstrate a five year housing supply? The Deputy Leader responded that the growth assumptions in the Local Plan had been measured and tested, the figures been having put together whilst in recession and were not over optimistic.

18 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 14 June 2016 be approved as a correct record.

The Chairman agreed to vary the order of business

19 AMBITION FOR ALL - PARTNERSHIPS STRUCTURE AND STRATEGY 2016-2020

Cabinet considered a report on the proposal to refresh the Ambition for All Partnership Strategy and its proposed consultation plan.

The current Ambition for All – Sustainable Community Strategy 2010-2025 required reviewing and refreshing to ensure it continued fit for purpose and drove change to address identified priorities.

A consultation plan would be produced and brought to Cabinet. Members of the Partnership Organisations were invited to brief Cabinet Members on the work they carried out.

RESOLVED: That Cabinet

- 1 agree to the refresh of Ambition for All – Partnership Strategy and its proposed consultation plan;
- 2 agree to the implementation of a revised partnership structure for Cheshire East, subject to consultation and agreement by Partnerships; and
- 3 review the partnership structure for Cheshire East after the consultation with the Partnerships.

20 BIG MILL, CONGLETON, DANGEROUS STRUCTURE - EMERGENCY MEASURES

Cabinet were informed of a decision taken by the Leader of the Council under urgency procedures on 9 June 2016 in relation to the demolition of Big Mill, Congleton.

RESOLVED: That Cabinet

- 1 note the report; and
- 2 note that the effect of the decision is to require funds of up to £1m to be utilised from the Council's existing approved capital programme, Investing in Heritage Buildings, to fund the expenditure. The Council will pursue recovery of its costs in this matter to the full extent possible in law.

21 **CREWE GREEN ROUNDABOUT PRELIMINARY DESIGNS**

Cabinet considered a report on the design options for the Crewe Green Roundabout.

Crewe Green was a key gateway into Crewe and the proposed scheme of work would improve a key congestion 'Pinch Point' on the main distributor network accessing Crewe.

RESOLVED: That Cabinet

- 1 receive the four design options that have been produced as suitable traffic solutions;
- 2 authorise the Interim Executive Director Place, in consultation with the Highways Portfolio Holder, to conduct a public consultation on the four design options; and
- 3 agree that the results of the consultation be reported back to Cabinet for a decision on the preferred option and further authorisations once complete.

22 **BETTER CARE FUND (BCF) CARER BREAKS 2016/17 GRANT AWARDS**

Cabinet considered a report on the award of grants to individual organisations in respect of the Better Care Fund Carer Breaks for 2016/17.

The funding from the Better Care Fund for Carer Breaks Services 2016/17 was £374,000. The maximum amount that could be applied for in any one grant was £37,500 to deliver services over a 9 month period. Organisations could apply for more than one grant. The opportunity to apply for a grant had been published on The Chest and also advertised by Community Voluntary Services. Although awarded as a grant, the outcomes delivered by the successful bidders were to be monitored to ensure the Council was receiving value for money and Carers were receiving good quality services to meet their needs.

RESOLVED: That Cabinet

- 1 endorse the competitive procedure to award grants for the provision of Carer Breaks for 2016/17; and
- 2 approve the award of grants to individual organisations for the provision of Better Care Fund Carer Breaks for 9 months to 31 March 2017.

23 CHESHIRE EAST COUNCIL ENFORCEMENT POLICY

Cabinet consider the revised Cheshire East Enforcement Policy.

The current Cheshire East Enforcement Policy had been approved in March 2009. The Regulators Code had come into statutory effect on 6 April 2014. The revised Cheshire East Enforcement Policy had been developed to incorporate the principles of the Regulators Code and would apply to all regulatory areas covered by the Council.

RESOLVED: That Cabinet

- 1 approve the overarching Cheshire East Enforcement Policy, as set out in Appendix 1 to the Report;
- 2 note the service specific appendices which provide additional detail on actions and sanctions available to individual services; and
- 3 delegate authority to the Portfolio Holder for Communities and Health, in consultation with the Head of Communities, to update any service specific policy as required.

24 STRATEGIC HOUSING: HOUSING RELATED SUPPORT PROCUREMENT

Cabinet considered a report on the procurement of a new housing-related support service.

The commissioning responsibility for housing-related support had been transferred to Strategic Housing in January 2016. As number of the current services contracts were due to end in March 2017, it was therefore necessary to commence procurement for new services for 2017/18 and beyond. To guide this process Strategic Housing had undertaken a review of housing related support services.

RESOLVED: That Cabinet

- 1 provide approval to the Strategic Housing Manager to procure a new Housing Related Support service for a period of 3 years, with an option for a further 2 years, as from 2017/18; and

- 2 agree to delegate authority to the Interim Executive Director Place, in consultation with the Portfolio Holder for Housing and Planning, Director of Legal Services and Executive Director People to procure and enter into any contract to secure effective delivery of support services for qualifying residents, as outlined in the report.

25 WATER PROCUREMENT

Cabinet considered a report on the procurement of water services via the Public Sector Water Strategy Group framework from April 2017.

The Public Sector Water Strategy Group had been set up with the intention of creating nationally accessible Framework for Water and Sewerage retail services from April 2017 for all Public and Third Sector organisations in England. The English water market, previously restricted to business's using more than 5000M³ a year, would be fully open to competition in April 2017. Many public sector customers would need to procure a complaint contract following the deregulation of the market in accordance with the Public Contract Regulations 2015 and avoid being allocated to out of contract rates.

RESOLVED: That Cabinet

- 1 approve the procurement of water services via the Public Sector Water Strategy Group framework from April 2017;
- 2 delegate authority to the Chief Operating Officer, in consultation with the Portfolio Holder for Finance and Assets, to enter into a contract with the successful provider, following a compliant procurement exercise conducted via the Public Sector Water Strategy Group framework, for an initial period of 2 years with the option to extend the contract for two further periods of 1 year (Total 4 years); and
- 3 delegate authority to the Chief Operating Officer, in consultation with the Portfolio Holder for Finance and Assets, to determine whether to enter into individual Memorandum of Agreements with such Schools and Academies as indicate they wish to participate in the contract (subject to the Council's contract with the successful provider allowing such participation).

26 ASSET TRANSFER FRAMEWORK

The Cabinet considered a report on the adoption of an Asset Transfer Framework and a Land and Property Lease/Disposal Framework.

Cabinet in September 2011 had approved a list of asset transfers and principles of asset transfer to Town and Parish Councils. Since this decision new proposal/request for asset transfer had been received.

Adopting an Asset Transfer Framework and Land and Property Lease/Disposal Framework would provide a clear and transparent process to fully assess, prioritise and progress transfer requests received to date.

RESOLVED: That Cabinet

- 1 approve the Asset Transfer Framework, and the Land and Property Lease/Disposal Framework, as presented in Appendices 1 and 2 to the Report;
- 2 approve that all the pending/new cases will be programmed and considered via the Asset Transfer Framework and be subject to the Land and Property Lease/Disposal Framework; and
- 3 approve that general approach set out for commercial property transactions.

27 TREASURY MANAGEMENT ANNUAL REPORT 2015/16

Cabinet considered the Treasury Management Annual report for 2015/16.

The Annual Report was detailed in Appendix A and covered:

- The Treasury position at 31st March 2016;
- Interest rates and prospects for 2015/16;
- Investment Strategy for 2015/16
- Credit Risk
- Use of External Fund Manager
- Borrowing Strategy
- Economic events of 2015/16; and
- Reporting of the required prudential and treasury indicators.

RESOLVED

That Cabinet note the Treasury Management Annual Report for 2015/16, as detailed in Appendix A to the report.

28 2015/16 FINAL OUTTURN REVIEW OF PERFORMANCE

Cabinet considered a report on the 2015/16 Final Outturn Review of Performance.

The final outturn showed an underspend of £0.5m (0.2%) against a budget of £246.6m. Annex 1 to the report set out further details of how the Council had performed in 2015/16. It was structured into three sections:

- Section 1 Summary of Council Performance
- Section 2 Financial Stability
- Section 3 Workforce Development

The Corporate Scrutiny Committee at its meeting on 7 July 2016 had considered the 2015/16 Final Outturn Review of Performance. Councillor

M Simon, Chairman of the Corporate Scrutiny Committee, reported the Committee's observations and resolutions to Cabinet (copy appended).

RESOLVED: That Cabinet

- 1 note the final outturn review of 2015/16 performance, in relation to the following issues:
 - the summary of performance against the Council's 5 Residents First Outcomes (Section 1);
 - the final service revenue and capital outturn positions, overall financial stability of the Council, and the impact of the Council's reserves position (Section);
 - the delivery of the overall capital programme (Section 2, paragraphs 211 to 225 and Appendix 4);
 - fully funded supplementary capital estimates and virements up to £250,000 approved in accordance with Finance Procedure Rules (Appendix 5);
 - changes to Capital Budgets made in accordance with the Finance Procedure Rules (Appendix 8);
 - treasury management investments and performance (Appendix 9);
 - management of invoiced debt (Appendix 11);
 - use of earmarked reserves (Appendix 12);
 - update on workforce development and staffing (Section 3).

- 2 approve
 - fully funded supplementary capital estimates and virements above £250,000 in accordance with Finance Procedure Rules (Appendix 6);
 - supplementary revenue estimates to be funded by additional specific grant (Appendix 10);
 - that the Council enter into grant agreements with Academies, Foundations, Voluntary Aided and Free schools receiving funding allocations or who are allocated in-year allocations during 2016/17 and for named schemes within the existing 2015/16 School Capital Programme.

- 3 recommend that Council approve:
 - fully funded supplementary capital estimates and virements above £1,000,000 in accordance with Finance Procedure Rules (Appendix 7);
 - the establishment of earmarked reserves for Transforming Services and the Royal Arcade (Appendix 12).

29 AIR QUALITY MONITORING DATA 2014-15

In accordance with Section 100B (4) (b) of the Local Government Act 1972, the Chairman agreed that this item be considered as an item of urgent business that cannot wait until the next meeting.

Cabinet considered a report on inaccuracies in the air quality monitoring data for 2014-15.

As part of the preparatory work for the 2015 Annual Report and Return to Defra, a number of data inaccuracies had been identified that impacted on the 2015 report and the already submitted 2014 report. All of the air quality data for 2014 and 2015 was being reviewed and validated by Internal Audit.

A further report would be brought to Cabinet detailing the extent of the data inaccuracies, the consequences and the necessary remedial action.

RESOLVED: That Cabinet

- 1 note that Internal Audit are to:
 1. review and examine all air quality data that has been reported to Defra in 2014 (in the first instance) and any data which was due to be reported in 2015 to identify any potential inaccuracies which would be significant for its corresponding monitoring site.
 2. review the end to end process to determine how these inaccuracies have occurred and provide recommendation to ensure this does not happen again.
 3. report on any other area of concern or learning that comes to light during the audit.
- 2 note that as a result of any new reported data, that further detailed work will be required to determine any subsequent declarations of Air Quality Management Areas and the associated Action Plan development process.

CLOSING REMARKS

Councillor Brown reminded everyone that there would be commemorative events in Bosley over the coming weekend and for all to recognise the great spirit of the community there.

Councillor Brown said Cheshire East would continue to work with whatever government emerged from the new Prime Minister.

The meeting commenced at 2.00 pm and concluded at 3.25 pm

Councillor D Brown

Minute 28

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
7 JULY 2016
COMMENTS REGARDING THE 2015/16 FINAL OUTTURN REPORT**

The Committee discussed the report of the Chief Operating Officer on Thursday 7 July. Councillor Peter Groves was present, as was Alex Thompson representing the Chief Operating Officer.

The committee was informed that the Health and Adult Social Care Overview and Scrutiny Committee had recently received presentations from the Borough's two CCGs about the challenging financial circumstances projected over the next four years which would lead to both CCGs having to make significant efficiency savings. The Committee expressed its concern that there may be consequences for this Council in future years.

The Committee raised the following additional points in relation to the final outturn report:

- The Committee acknowledged the £1.9 million overspend in children services which related to increased and continuing demand as more children came into care. The Committee noted that whilst additional funds had been included in the 16/17 budget to stem those pressures, it requested additional information about the actual spend on SEND costs for placements outside of the Borough;
- The number of fixed penalty notices issued for littering and dog fouling offences during the year appeared to be low. However, the Committee was pleased to hear that the number of enforcement officers employed by the Council was under review and that plans for an education programme were in place;
- The reduced reliance on agency staff was welcomed but the Committee felt that efforts should be made to reduce the number further particularly in relation to children's services in Crewe, however the committee also acknowledged that the Council's 'grow your own' initiative was on the right trajectory and should alleviate reliance on agency staff in future years;
- That plans should be developed to identify potential risks resulting from the outcome of the referendum for the UK to exit the EU;
- The progress in reducing slippage in the Capital programme and future plans to better reflect the phased spend on capital schemes was welcomed;

- The Committee supported the continuing review of the situation regarding the increased number of schools becoming academies, specifically in relation to the level of support required from the Council;
- That additional information should be provided to explain in full what the objectives of the Council's ASDVs would be in future years.

RESOLVED

- (a) That the report be received;
- (b) That the forecast underspend be noted and the Committee's congratulations be conveyed to all those involved;
- (c) That Cabinet be requested to consider preparing contingency plans to mitigate any risks identified arising from the referendum result to exit the European Union;
- (d) That Cabinet be requested to submit a draft efficiency plan in connection with the Government's four year spending settlement proposals to this committee prior to it being considered by Cabinet by October 2016, or earlier if available;
- (e) That the work currently being carried out by South and Eastern CCGs to address their individual reduced spending allocations for the next four years be acknowledged and Cabinet be requested to consider contingency plans to prepare for any consequential additional pressures that this may place on the Council's own budget;
- (f) That whilst the Committee acknowledges that spending within Children Social Care is demand led, the Committee nevertheless wishes its concern to be placed on record that there is a projected overspend in Children Services;
- (g) That Cheshire East Residents First (CERF) be requested to provide detailed information to this Committee on the ASDV objectives referred to in appendix 12 of the report.

Cabinet Paper

Date of Meeting:	13 September 2016
Report of:	Chief Operating Officer (Section 151 Officer)
Subject/Title:	2016/17 First Quarter Review of Performance
Portfolio Holder:	Cllr Peter Groves, Cllr Paul Findlow

1. Report Summary

- 1.1. This report outlines how the Council is managing resources to provide value for money for its residents during 2016/17. The report highlights financial and non-financial pressures and performance that clearly shows how the Council is working well with the community and partners to achieve the outcomes of the Corporate Plan 2016 to 2020.
- 1.2. Local authorities within England are facing significant financial challenges as expected issues such as inflation and increasing demand, are, at the same time being compounded by reductions in government funding. Care services in particular are experiencing rising caseloads and increasing complexity of care needs as well as rising costs from minimum wage requirements for care providers. This is particularly relevant in Cheshire East as the Council's budget includes net expenditure of over £140m for services provided by the People directorate.
- 1.3. Against a backdrop of challenging circumstances Cheshire East Council continues to put residents first and has actually seen increased satisfaction levels for key services and improved value for money overall. The First Quarter Review of Performance provides evidence of how the Council engages with residents and businesses to achieve positive outcomes.
- 1.4. The Council is building on the achievements of the last three years. This report demonstrates that the overall financial health, performance, resilience and value for money at the Council is strong, and that the reserves strategy remains effective. A potential overspend of £1.5m (0.6%) is currently being forecast. In line with national trends this forecast is being strongly influenced by an increase in caseload and costs associated with Children in Care. Every effort will be made to reduce this forecast overspend throughout 2016/17. The Council has demonstrated excellent financial management over the last three years and this experience will be used to try to achieve a balanced budget by the end of the financial year.
- 1.5. In quarter one, examples of good performance were:
 - Outperforming the national average take-up of the childcare offer for disadvantaged 2-year-old children at 75%
 - Achieving 8 'Green Flag' awards for best green spaces in the country

- Becoming the ‘most active’ local authority in the North West with participation in sport and recreation in Sport England’s “Active People Survey”
- Recent survey results show that Satisfaction with the Council has increased by 50% since 2011. The Citizen’s Panel, with over 3,000 volunteer members, were also asked if they agreed that the Council offers value for money. The responses show that there has been a 60% improvement since Local Government Reorganisation took place in 2009.

1.6. The attached report, **Annex 1**, sets out details of how the Council is performing in 2016/17. It is structured into three sections:

Section 1 Summary of Council Performance - brings together the positive impact that service performance and financial performance have had on the 6 Residents First Outcomes during the year.

Section 2 Financial Stability - provides an update on the Council’s overall financial position. It demonstrates how spending in 2016/17 has been funded, including the service budgets, grants, council tax & business rates, treasury management, centrally held budgets and reserves.

Section 3 Workforce Development - provides a summary of the key issues relating to the Council’s workforce development plan.

2. Recommendation

2.1 Cabinet is asked to consider and comment on the first quarter review of 2016/17 performance, in relation to the following issues:

- the summary of performance against the Council’s 6 Residents First Outcomes (**Section 1**);
- the projected service revenue and capital outturn positions, overall financial stability of the Council, and the impact on the Council’s reserves position (**Section 2**);
- the delivery of the overall capital programme (**Section 2, paragraphs 204 to 217 and Appendix 4**);
- fully funded supplementary capital estimates and virements up to £250,000 approved in accordance with Finance Procedure Rules (**Appendix 5**);
- changes to Capital Budgets made in accordance with the Finance Procedure Rules (**Appendix 8**);
- treasury management investments and performance (**Appendix 9**);
- management of invoiced debt (**Appendix 11**);
- use of earmarked reserves (**Appendix 12**);
- update on workforce development and staffing (**Section 3**).

2.2 Cabinet is asked to approve:

- fully funded supplementary capital estimates and virements above £250,000 in accordance with Finance Procedure Rules (**Appendix 6**);
- supplementary revenue estimates to be funded by additional specific grant (**Appendix 10**);

2.3 Cabinet is asked to recommend that Council approve:

- fully funded supplementary capital estimates and virements above £1,000,000 in accordance with Finance Procedure Rules (**Appendix 7**);

3. Other Options Considered

3.1. None.

4. Reasons for Recommendation

- 4.1. The Council monitors in-year expenditure through a quarterly reporting cycle. Quarterly reports reflect financial and operational performance and provide any requirements to note, approve or recommend changes in line with the Council's Financial Procedure Rules.
- 4.2. The overall process for managing the Council's budget focuses on value for money and good governance and stewardship. Changes that become necessary during the year must be properly authorised and this report sets out those areas where any further approvals are now required.

5. Background/Chronology

- 5.1. Monitoring performance is essential to the achievement of outcomes for local residents. This is especially important in an organisation the size of Cheshire East Council. The Council is the third largest in the Northwest of England, responsible for over 500 services, supporting over 370,000 local people. Gross annual spending is over £720m, with a balanced net budget for 2015/16 of £247.9m.
- 5.2. The management structure of the Council is organised in to three directorates, People, Place and Corporate. The Council's quarterly reporting structure provides forecasts of a potential year-end outturn within each directorate.
- 5.3. At the first quarter stage, the Council's reserves strategy remains effective with a potential overspend of £1.5m (0.6%) against a net revenue budget of £247.9m. Forecast capital expenditure in the year is £142.7m.

6. Wards Affected and Local Ward Members

6.1. All

7. Implications of Recommendations

7.1. Policy Implications

7.1.1. Performance management supports delivery of all Council policies. The projected outturn position, ongoing considerations for future years, and the impact on general reserves have been fed into the assumptions underpinning the 2017/20 medium term financial strategy.

7.2. Legal Implications

7.2.1. The legal implications surrounding the process of setting the 2013 to 2016 medium term financial strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report at the first quarter stage in 2016/17. That is done as a matter of prudential good practice, notwithstanding the abolition of centrally imposed reporting requirements under the former National Indicator Set.

7.2.2. The only implications arising directly from this report relate to the internal processes of approving supplementary capital estimates and virements referred to above which are correctly dealt with through the Finance Procedure Rules as discussed.

7.2.3. Legal implications that arise when activities funded from the budgets that this report deals with are undertaken, but those implications will be dealt with in the individual reports to Members or Officer Decision Records that relate.

7.3. Financial Implications

7.3.1. The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for local residents and communities. Monitoring and managing performance helps to ensure that resources are used effectively and that business planning and financial decision making are made in the right context.

7.4. Equality Implications

7.4.1. This report is a backward look at Council activities in quarter one and predicts the year end position. Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt with in the individual reports to Members or Officer Decision Records that relate.

7.5. Rural Community Implications

7.5.1. The report provides details of service provision across the borough.

7.6. Human Resources Implications

7.6.1. This report is a backward look at Council activities in quarter one and predicts the year end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt with in the individual reports to Members or Officer Decision Records that relate.

7.7. Public Health Implications

7.7.1. This report is a backward look at Council activities in quarter one and predicts the year end position. Any public health implications that arise from activities funded by the budgets that this report deals with will be dealt with in the individual reports to Members or Officer Decision Records that relate.

7.8. Other Implications (Please Specify)

7.8.1. None

8. Risk Management

8.1. 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 are used to inform the overall financial control risk contained in the Corporate Risk Register.

8.2. Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2016/17 budget - and the level of general reserves – have been factored into the 2016/17 financial scenario, budget and reserves strategy.

9. Access to Information/Bibliography

The following are links to key background documents:

[Budget Book 2016/17](#)

[Medium Term Financial Strategy 2016/19](#)

10. Contact Information

Contact details for this report are as follows:-

Name: Peter Bates
Designation: Chief operating Officer
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Email: peter.bates@cheshireeast.gov.uk

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First Quarter Review of Performance 2016/17

September 2016

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

Anyone wanting to comment can contact the Council at:

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Introduction

Financial & Non-Financial performance at Cheshire East Council is strong. It is the third largest Council in the Northwest of England, supporting over 370,000 local people with annual spending of over £720m. The Council continues to achieve improvements in the area, putting residents first in the provision of over 500 services delivering more for less.

A commitment across the public sector to contribute to reducing the high levels of national debt means that local government is going through a period of unprecedented change and financial challenge. Cheshire East Council's response continues to be based on innovation and creativity. The Council is relentless in its pursuit of greater efficiency and productivity, and minimising bureaucracy to enable it to deliver a high level of sustainable, quality services for a lower overall cost.

Our 'Best Fit' approach, to commissioning services, develops better ways to achieve the Council's six stated outcomes by using a mix of delivery mechanisms. The Council's philosophy is about much more than simply reducing costs through arranging cheaper provision or about traditional outsourcing. In 2013/14 the Council completed significant reviews of management structures to divert spending to front line services.

At quarter one, the Council's reserves strategy remains effective, with a modest reported overspend of £1.5m (0.6%) against a budget of £247.9m.

To support openness and transparency the report has three main sections, to provide background and context, and then twelve supporting appendices with detailed information about allocation and management of public money during 2016/17:

Section 1 provides a summary of Council performance and brings together service achievement highlights against the 6 Residents First Outcomes in the Council's four year Corporate plan.

Section 2 provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2016/17 is being funded, including the positions on overall service budgets, grants, council tax and business rates, treasury management, centrally held budgets and the management of the Council's reserves.

Section 3 provides a summary of the issues relating to the Council's workforce development plan.

- **Appendix 1** shows the Council's Residents First Outcomes.
- **Appendix 2** explains changes to the Original Budget.
- **Appendix 3** shows the latest position for Corporate Grants.
- **Appendix 4** shows the revised Capital Programme expenditure.
- **Appendix 5** lists approved Supplementary Capital Estimates and Virements up to £250,000.
- **Appendix 6** lists requests for Supplementary Capital Estimates and Virements over £250,000 for Cabinet approval.
- **Appendix 7** lists requests for Supplementary Capital Estimates and Virements over £1m for Council approval.
- **Appendix 8** lists Capital Budget reductions.
- **Appendix 9** provides details of Treasury Management investments.
- **Appendix 10** lists requests for allocation of additional Grant funding.
- **Appendix 11** analyses the position on Outstanding Debt.
- **Appendix 12** lists details of Earmarked Reserves.

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2016/17 Outturn Forecast at First Quarter Review - Financial Position

2016/17 First Quarter Review (GROSS Revenue Budget £583.4m)	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / (Underspend) £m	For further information please see the following sections
SERVICE DIRECTORATES				
People	142.3	144.8	2.5	Section 1 - Paragraphs 17-19, 78-89, 132-141, 165
Place	31.8	32.3	0.5	Section 1 - Paragraphs 47, 50-55, 67-73, 95
Corporate	76.4	76.1	-0.3	Section 1 - Paragraphs 106-108, 124, 171-173
Total Services Net Budget	250.5	253.2	2.7	
CENTRAL BUDGETS				
Specific Grants	-20.2	-20.2	0.0	Section 2 - Paragraphs 178-184
Capital Financing	14.0	12.8	-1.2	Section 2 - Paragraphs 217-221
Transfer to Earmarked Reserves	2.8	2.8	0.0	Section 2 - Paragraphs 233, 236
Corporate Contributions / Central Budgets	0.8	0.8	0.0	Section 2 - Paragraph 227
Total Central Budgets	-2.6	-3.8	-1.2	
TOTAL NET BUDGET	247.9	249.4	1.5	
	Planned Contribution 2016/17 £m	Forecast Variance Quarter 1 £m	Impact on Reserves Quarter 1 Forecast £m	
Impact on Reserves	-1.0	-1.5	-2.5	
General Reserves Balance	2016/17 Budget (estimated) £m		Quarter 1 Forecast	
Opening Balance April 2016	12.8	Actual	13.0	
2016/17 Impact on Reserves (see above)	-1.0	Forecast	-2.5	Section 2 - Paragraphs 231-235
Closing Balance March 2017	11.8	Forecast	10.5	

Overview of Performance ~ Putting Residents First

ACHIEVING THE COUNCIL'S SIX OUTCOMES

Cheshire East Council provides more than 500 services, supporting over 375,000 residents, and over 17,500 businesses.

1 ~ Our local communities are strong and supportive

- Administrating the European Union Referendum and Police and Crime Commissioner Elections across Cheshire East
- Awarding grants to 140 applicants for street parties to celebrate the Queens 90th birthday
- Providing youth work and targeted support to 1,298 individuals
- Investing in additional resource to improve community cohesion in Crewe
- Developing a new 'Community Connectors' project

2 ~ Cheshire East has a strong and resilient economy

- Sustaining a low number of young people not in education, employment and training (NEET), at 2.8%
- Collaborating with the Skills & Growth Company in relation to engagement with key local employers and commercial partners
- Continuing to make strong progress on the Council's major transport schemes
- Resolving 8,079 (95%) of Highways enquiries received within the quarter

3 ~ People have the life skills and education they need in order to thrive

- Launching the 'Parenting Journey'; a universal integrated early help pathway and programme of support for children under 5 and their families
- Outperforming the national average take-up of the childcare offer for disadvantaged 2-year-old children, at 75%
- Providing additional opportunities for care leavers not in education employment or training (NEET)

4 ~ Cheshire East is a green and sustainable place

- Completing consultation on proposed changes to the Local Plan, along with analysis and preparing responses
- Validating 98% of planning applications within 5 working days, and improving online information regarding the stage of applications
- Achieving 8 'Green Flag' awards
- Attracting 1,000 new customers to Fairerpower

5 ~ People live well and for longer

- Delivering 523 home adaptations for older and/or disabled residents to support independent living
- Delivering 145 affordable homes
- Opening the fully operational Crewe Lifestyle Centre on time
- Becoming the 'most active' local authority in the North West with participation in sport and recreation in Sport England's "Active People Survey"
- Working to deliver the children and young people's improvement plan to meet recommendations from Ofsted's inspection

6 ~ A Responsible, Effective and Efficient Organisation

- Residents' overall satisfaction with the Council has improved
- Increasing the percentage of residents who agree that the Council provides value for money
- Being shortlisted for five national awards for excellence in public service in the APSE Service Awards 2016

FINANCIAL STABILITY

Cheshire East Council is achieving outcomes based on sound financial management. In 2016/17 the Council will operate on an annual budget of more than £720m.

- At quarter one a potential overspend of **£1.5m** is being reported compared with budget.
- The potential overspend represents only 0.6% of the Council's net revenue budget of £247.9m, and early forecasts have historically tended to be reduced as the year progresses from robust management action to mitigate the pressures before year end.
- **Service Budgets** – a forecast overspend of £2.7m is reported.
- **Central Budgets** – are currently forecast to be underspent by £1.2m due to lower than budgeted costs of capital financing.
- The Council is among the top third of Unitary Councils in terms of **Council Tax collection**. Over 99% of Council Tax and Business Rates are collected within three years.
- **Council Tax** increased in 2016/17 for the first time in six years.

- **Investment income** is £63,000 higher than budget at quarter one. The average rate earned on investments (1.1%) is higher than the London Inter Bank 3 month rate.
- **General Reserves** - the robust reserves strategy assesses risk at the beginning of the year, and protects the Council against potential overspending. At this stage in the year, the potential overspend of £1.5m is within the original forecast risks. Further mitigation of the forecast overspend is expected to be achieved.
- **Capital Programme** – the original **total capital budget** of £183.6m has been reduced to £142.7m to reflect revised forecasts and schemes continuing since reporting the 2015/16 outturn.
- For monitoring purposes, the in-year capital budget for schemes committed or in progress is £89.6m in line with revised forecasts. Again the Council has forecast that there will be no requirement for additional external borrowing this financial year.
- Outstanding **Debt** (excluding local taxation) is £11.9m. Debt over 6 months old is £3.0m (around 4% of total debt raised annually) and this is covered by provisions to meet potential write-offs

1. Summary of Council Performance

Introduction

1. Cheshire East Council is responsible for delivering more than 500 local public services across an area of over 1,100km² for over 375,000 residents. The budget to deliver these services in the period April 2016 to March 2017 is £730m, which is raised from a combination of local taxes, national taxes (in the form of Government Grants) and payments direct from service users. In terms of core spending power per head, Government figures highlight the impact of different levels and sources of funding on total Council spending:

	Cheshire East	Rural East Riding of Yorkshire	Urban Liverpool
	£	£	£
Grants	207	266	593
Council Tax	469	411	295
Total	676	678	888

2. The Council's Corporate Plan 2016-2020, which was agreed by Council on 25th February 2016, has six Residents First Outcomes that will focus service delivery in the medium term (see **Appendix 1**). This section of the report highlights progress towards achieving each of the six outcomes.

3. This report reflects activity that has taken place in the period April 2016 to June 2016. Commentary is also provided on the financial impacts (both revenue and capital) of this activity.

1 ~ Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

4. During the first quarter, the Council worked to support and administrate both the Police and Crime Commissioner Election in May 2016, and the European Union Referendum in June 2016. Percentage turnout for the EU Referendum in Cheshire East stood at 77.4%, ahead of the national figure of 71.8%.
5. The Council has invested in an additional resource of £60,000 to carry out community cohesion activities in the Crewe area over a 12 month period, and a number of actions have been carried out. These include:
 - Secondment of a bilingual Community Development Officer from within the Communities Team to carry out dedicated community cohesion work in Crewe for 12 months.
 - Support to further development of the Crewe Multi-Cultural Forum, which is now a fully constituted group that is carrying out asset mapping, and has renewed contact with ethnic groups.
 - Weekly community football sessions for over-16s, established from June 2016 at the Cumberland Sports Track Crewe, attracting a wide range of nationalities. As trust and confidence is gained,

- these will be used as a means of encouraging families to access informal health care support, and information and advice.
- Advice and support drop-in sessions established at the Global Café.
 - Additional informal ESOL (English Spoken as another Language) drop-in classes.
 - A range of community events are planned by schools and groups including a Community Day in July at Sir William Stanier School as part of the 'Big Run to Save a Dad', and an International Culture Day in July.
6. The Communities Team have been developing an exciting new 'Community Connectors' project, which brings local people together to share information and ideas, with a pool of trained volunteers from a wide range of backgrounds who together and individually can support their communities to access services, social groups and activities. Connectors will be people who know their communities and can enable people to address social challenges using resources from within their community.
 7. The first round of community grants for 2016/17 awarded £52,037 to 35 organisations, with projects ranging from community events to support for sports organisations and a number of refurbishment projects which will provide more community activity in community buildings across the borough.
 8. Grants for street parties to celebrate the Queen's 90th birthday saw £13,632 awarded to a total number of 140 applicants. This enabled thousands of people across the Borough to come together to celebrate the monarch's birthday but also to socialise with their neighbours and get to know other people in their street, which strengthens communities. Many people who applied for the Queen's Jubilee funding have applied for this funding which shows an ongoing community spirit within these neighbourhoods and communities.
 9. Preparations took place during the first quarter as the one-year anniversary of the Bosley Disaster approached. The Council worked to manage the media presence to ensure the privacy which the community had requested was respected. Senior officers and members prepared to attend various events over the weekend including a Council team for the tug-of-war competition.
 10. The Environmental Health team continue to work with the owners of the Wood Treatment Ltd site in Bosley which was the subject of a devastating explosion in July 2015. Although on a significantly reduced scale, operations continue on site and the role of the team is to ensure compliance with environmental legislation. The team are also in close working arrangements with the Health and Safety Executive inspecting officers to help understand the two regulatory regimes.
 11. Three further community right to bid nominations were received in Q1. Two were assessed as unsuccessful as evidence provided means that it is unrealistic to think that premises will be able to further social, economic or environmental wellbeing in the next 5 years. One is pending and will be completed in Q2. Work is underway to prepare for this.
 12. Infrastructure Grants for 2016/17 have been approved and allocated to Cheshire East Community and Voluntary Services (CVS), Cheshire Community Action and Cheshire Association of Local Councils. All three organisations have been funded in order to carry out activities with their members and others that will support overall outcomes for Partnerships and Communities and the Council's corporate outcomes.

13. A joint workshop was held with Town and Community Partnerships and a generic grant agreement for 2016/17 has been prepared for all town partnerships based on outcome of discussions.
14. Cheshire EU LEADER Programme - 10 active applications have been received for Cheshire East since the programme launched in November 2015. Promotion and ongoing implementation of the programme was paused for a number of weeks due to purdah before and after the referendum. Due to uncertainty regarding implications of the referendum outcome the Cheshire LEADER programme is formulating an Exit Strategy to 2018 in order to proactively manage and control the process.
15. Commemorative events have been held for the centenary of the Battle of the Somme. A wreath laying ceremony in Nantwich was organised in partnership with the Royal British Legion and was attended by over 200 local school children, presided over by the Lord Lieutenant and the Mayor of Cheshire East.
16. Volunteer presentations have been held at Tatton for long-serving Volunteers within the Gardens, which in some cases were up to 15 years.
17. There is an overall underspend projected for Communities of £39,000. This is due to further consideration of the feasibility of joining sub-regional arrangements for gypsy and travellers and the development of a transit site. Additional pressures exist due to the enhanced focus on fly tipping and new legal fees associated with gypsy and traveller work, but these have been offset by staffing savings due to delays filling vacancies.
18. Regulatory Services and Health are forecast to be on budget. They are incurring additional costs due to the Trading Standards

prosecution case and increased dog kennelling fees but these have been offset by delays filling vacancies and higher income.

Communities where you are Safe, and feel Safe

19. Following a licence review initiated by the Police the Licensing team organised a licence review hearing and associated administration. The review was in response to a number of complaints relating to underage sales, serving beyond licensing hours, the employment of underage staff, drug use and a serious assault. The licence was subsequently revoked and the appeal period has passed without representation.
20. The Licensing team undertook a weekend stop and check operation for licensed vehicles in conjunction with the police. A total of 23 vehicles were stopped over a four hour period with just over 25% licensed by Cheshire East. Of those licensed by other local authorities, none were carrying out unlicensed activities (i.e. they were all pre-booked and warnings related to low level breaches of condition). The operation was also used to help local special constables understand taxi licensing issues so that they can pick them up as part of routine work.
21. The Business and Regulation Team helped to secure a £20,000 refund for a consumer who had purchased a car that had been in an undeclared accident and had been determined as unroadworthy following a third party assessment.
22. The Licensing team successfully prosecuted a Newcastle under Lyme taxi driver for illegally plying for hire and having no vehicle insurance. He was fined, ordered to pay costs and his license was endorsed with six penalty points.

23. The Community Safety Delivery team are awaiting the adoption of a Pan Cheshire Prevent Strategy, and have developed our local prevent action plan and training strategy. The Action Plan identifies work priorities under the following headings: Embed Prevent into mainstream activities; Build resilience to extremist ideologies within our communities; and safeguarding those most vulnerable to messages of extremists. The training strategy sets out a tiered approach to training delivery.
24. The Cheshire East Channel Panel is meeting bi-monthly and focusing on its collective practice development, to ensure that together we deliver our responsibilities under this duty for our residents.
25. The Cheshire East Serious and Organised Crime (SOC) Board held its first meeting in June 2016 to consider ways in which partners could work closely together to build and share intelligence and impact on disrupting the activity of those individuals and their networks operating across the borough. Partners agreed a draft Action Plan based on the four themes around Pursue, Protect, Prepare and Prevent which causes the greatest community impact. The group has initially discussed opportunities to share best practice with other SOC groups in the subregion and consider joint funding applications to the Police and Crime Commissioner to address common priorities.
26. The Community Safety Delivery team have been working alongside the National Trading Standards Scams Team who have received from the Metropolitan Police Service a list identifying just over 600 CE residents who are potential victims of prize draw and postal scams. The level of collective detriment is estimated to be in the region of £60,000. The average amount of detriment per resident visited is £2,608, therefore there is a potential collective detriment to the Cheshire East residents on the mailing list of over £1.4m.
27. A gang of criminals from London who committed high value thefts in Cheshire, Staffordshire and West Mercia have been caught following vigilant observations by the CCTV operators. Operators monitoring all areas, as well as Crewe, spotted two of the gang and with the help of store security guards managed to pinpoint the vehicle they were in. CCTV instigated the stopping of the vehicle and the three males on board were arrested and subsequently charged with numerous offences in Cheshire and other forces. For all the offences they received ten weeks in prison each. During interview the three admitted to being part of a gang sent up from London to commit the thefts.
28. The CCTV camera network was instrumental in dealing with on average 1,300 incidents a month, giving Police the necessary information to be able to pursue the offenders, resulting in arrests and convictions.
29. Two of the three Dog Watch campaigns have been completed and good feedback was given by all attended. Over 30 surveys were completed per area and information will be gathered and collated at the end of the three campaigns. Five fixed penalty notices were issued as a result of the campaign (all of which were in South Park, Macclesfield). The third campaign was due to be completed by 17th July and a full report will be produced for the end of Q2.
30. Community Enforcement Officers issued 57 fixed penalty notices during the first quarter when tackling community issues such as fly tipping, littering and dog fouling.
31. Preventive work with young people at risk of offending continues to have a positive impact. Latest data shows that the number of first time entrants to the youth justice system has continued to reduce. Cheshire East has a lower rate of re-offenders and an

average number of offences per offender when compared nationally.

32. The Youth Support Service works with young people aged 13-19 or 13-25 (with additional needs) providing youth work and targeted support. The total number of individuals who accessed the service in quarter one was 1,298.

2 ~ Cheshire East has a strong and resilient economy

Business Growth and Tourism

33. Support to Cheshire East high growth sectors continues with new public-private initiatives launched including an Innovation Strategy Board, and a Creative and Digital Taskforce 'The Weave'.
34. The Skills & Growth Company are supporting the masterplanning process at Radbroke Hall and Bentley, while at Jodrell Bank engagement for the Square Kilometre Array has started. A Memorandum of Understanding has been signed between Cheshire East and Astra Zeneca for improvements at Hurdsfield.
35. The first quarter saw visitor numbers at Crewe Lyceum Theatre of 18,945; a rise of 1,817 on the same period last year. Macclesfield Silk Heritage Trust saw visitor numbers of 8,278 in the first quarter; a rise of 1,884 on the same period last year.
36. The Lost Carnival took place in Crewe, which attracted audiences of 2,000. In addition, 1,148 volunteer hours were given and 445 complimentary tickets were distributed to local organisations for disadvantaged families in Crewe to attend.
37. Visitor numbers to Tatton Park during the year are expected to be buoyed by holding a unique celebration of the works, readings and

events of Roald Dahl. Early indications in quarter one were encouraging during April and early May 2016, although June suffered from poor and variable weather, which particularly impacted weekends. This reduced outturn expectations, with garden admissions and park entries down just over 10% on the previous year, with concert ticket sales slow and other events impacted. However the Roald Dahl activity helped maintain sales in other areas with purchases of the discounted Totally Tatton tickets, entries to the Mansion and sales through Tatton Gifts and the catering outlets up by as much as 6% in some areas.

38. The procurement process was commenced to select and appoint a development partner for the redevelopment of Royal Arcade in Crewe town centre. By the end of Q1 developers had been shortlisted based on their previous experience.
39. An enhanced Public Realm Scheme was completed around the new Lifestyle Centre in Crewe town centre, including an improved walkway connecting the new development to Market Street.
40. New governance proposals have been developed for Crewe regeneration/business engagement in partnership with South Cheshire Chamber, including formation of a new South Cheshire Business Council to replace the All Change for Crewe Partnership Board.

Jobs and Skills

41. Cheshire East has a low number of young people not in education, employment and training (NEET); this was maintained at around the same level as the previous quarter with 328 young people (2.8%) at the end of quarter one. Work continues to reduce this figure and young people who are joining or leaving the NEET cohort each month are closely monitored.

42. Five young people (NEETS) have been on work placement with the Youth Theatre from Total People. During their time with the youth theatre they learnt about how to become a production team and they supported the youth theatre production Swallows and Amazons.
43. Since being on work placement two of the young people have successfully become employed and one is having further experience to become a casual theatre technician. To top all of this off, they also passed their Bronze Arts Award. This is a Level 1 award on the Regulated Qualifications Framework (RQF) and compares to a D-G GCSE grade. The young people completed their work placement as part of the NCFE Entry Level qualification with Total People. We also successfully had four other young people pass their Arts Award Silver, a Level 2 qualification on the RQF which compares to an A*-C GCSE grade. This represents a 100% pass rate for all young people going through Arts Awards through Cheshire East Youth Training.
44. A 'Stepping into Business' workshop was delivered to three primary schools and one high school during the quarter, in partnership with Bentley Motors; while Carillion/Keir are in discussions to offer apprenticeship and work experience opportunities on the M6 J16-19 programme.
45. The Lifelong Learning team continues its delivery of adult learning programmes. 286 learners are currently participating in a wide range of courses aimed at enhancing the work prospects of those furthest from employability; 194 learners are gaining ICT skills ranging from basic keyboard and mouse skills to the European Computer Driving Licence; and 151 are advancing their Literacy and Numeracy skills (ranging from beginner readers up to GCSE Level through the Functional Skills and Stepping Stones courses). Further to this, Cheshire East has reached an additional 2,700 learners

through courses delivered by our partners in the community including Head Injury Recovery College Therapies, YMCA Academy, Safeguarding, Stronger Women, Bosley Work Club, Reiki and gardening.

46. The Skills and Growth commissioning service is currently forecasting a minor overspend of £68,000 against a net budget of £1.8m. This relates to a small number of Council expenditure items e.g. employee profit related pay.

Inward Investment

47. The Regeneration team has continued to collaborate with Skills & Growth Company in relation to engagement with key local employers and commercial partners on key matters (e.g. BHS closure, development proposals for University Way and investment plans of new/expanding businesses).
48. The Skills & Growth Company has had strategic engagements with 18 of the Top 100 accounts in the Cheshire East area in quarter one. This has led to a significant pipeline of investment opportunities that could lead to the creation of around 210 quality jobs in the area. Other inward investment activity coordinated by the Skills & Growth Company included an Enterprise Zone (EZ) Launch Event at Alderley Park to support applications for EZ Rate Relief; a successful investment tour from Hong Kong of key employment sites; and arranging for Assurant to tour Radbroke Park to inform investment plans.
49. At First Quarter Review, Economic Development services are reporting a pressure of £0.3m against the 2016/17 budget.

50. Pay and pension pressures of £119,000 have been identified. There are additional staffing pressures of £75,000 – £55,000 is within Planning and Sustainable Development where increments have been awarded to staff in order to improve retention rates within this service. Housing staffing is reporting a £20,000 pressure due to a reduction applied to the 2016/17 Budget which remains unidentified at this time, although the service is working to mitigate this pressure in-year.
51. The Assets Budget for 2016/17 includes a reduction of £315,000 for Business rates savings due to disposal of assets. A significant proportion of this saving remains largely unidentified at this time, although a review of the Disposal programme is currently underway within the Assets service which should facilitate more clarity on this position for the Mid Year Review.
52. Other pressures include the retention of the Town Centre Manager at Macclesfield, which presents a pressure of £53,000 for 2016/17, since it was assumed that this position would not be funded within Cheshire East this year.
53. The Green and Rural service is experiencing low volumes of concert sales to date, this has significantly contributed to the pressure on income of £40,000 within this service, in addition to poor weather throughout June.
54. There are some smaller pressures due to unbudgeted recruitment and investment costs.

Infrastructure

55. The Strategic Highways Infrastructure Team continues to make strong progress on the Council's major transport schemes by planning, developing and delivering major highway and transport

infrastructure improvements, in conjunction with partner organisations. Current Delivery Schemes include:

- Poynton Relief Road - Work is now progressing to submit a planning application at the end of July 2016. Public consultation took place in October 2015 and a number of exhibitions were also held. The level of positive feedback received was exceptional for a highways scheme.
- Congleton Link Road – The planning application was successfully made on the 30th September 2015 and an addendum to the planning application was submitted on 2nd March 2016. The planning application has now been approved by Strategic Planning Committee and work continues to be progressed on this scheme in order to successfully deliver the next phase of work.
- Sydney Road Bridge – Work is rapidly progressing with Network Rail and their contractor, Murphys, to develop and finalise design options in order to determine a final preferred option. Initial landowner consultations took place throughout May and June, and went well. Preparation is now underway to progress the scheme to the planning application phase.
- The A6 Manchester Airport Relief Road scheme is currently under construction, the technical approvals process and detailed design checks are nearing completion. The majority of roadworks elements are completed. A Stage 2 Road Safety Audit with all Local Authorities is under review and responses are ongoing, as are structures design checks. Most Technical approvals for major structures are completed with retaining walls and other smaller structures ongoing.
- A500 Junction 16 Pinch Point Scheme – This scheme has been implemented to alleviate congestion at junction 16 of the M6 through the addition of a lane to the eastbound approach to the junction. Works are now complete at junction 16 and work continues to close this project out and address final payments.

- A556 Knutsford to Bowden (Highways England scheme) – This scheme allows for the construction of a new 4.5 mile dual carriageway between M6 junction 19 (near Knutsford) and the M56 junction 7 (near Bowdon). Construction started in November 2014, is progressing well and the scheme is due to complete in 2017.
- Crewe Green Roundabout – Crewe Green is a five-arm signalised roundabout, forming a major confluence of roads to the east of Crewe. Peak period congestion is severe and traffic modelling showed that the recent opening of Crewe Green Link Road (South) was predicted to add approximately 15% more traffic to the junction. A scheme has been developed to manage the revised traffic flows by remodelling the junction and the diversion of one arm of the roundabout. A number of options have now been worked up for the new roundabout design, and a further Cabinet report later in the year will consider a preferred option.
- Leighton West Spine Road - Due to the development of Leighton West, new infrastructure is required to enable the additional demands on the network to be handled. Therefore there is a need for the Spine Road to be developed and built. Work is underway to assess the options around the proposed site. This is part of the North West Crewe Package. Next steps include engaging with key stakeholders, supporting the production of the Bentley Masterplan A and subsequent planning application, in addition to supporting the application for planning permission for Leighton West by Engine of the North.
- Middlewich Bypass – The Feasibility Stage has run to programme and has been used to support a bid for DfT funding to develop the scheme further. The outcome of this is awaited. Design options adjustments are underway to respond to developer input and a public consultation is being prepared.

Subsequent to this consultation, there will be a report to November cabinet to select a preferred route.

- Macclesfield Movement Strategy – A package of transport schemes which looks to support growth and regeneration within Macclesfield. A bid has been submitted to the Local Growth Fund for future funding, the outcome of this is awaited.
56. In addition to the major schemes currently being delivered, the Council is developing an ambitious pipeline of highway and transport infrastructure schemes for future delivery. The schemes under development include Crewe Bus Station, Congleton Public Realm Scheme, improvements to the A51/500 corridor and the Dualling of the A500 from M6 Junction 16 to the A5020 roundabout.
 57. Due to the prolonged winter period resulting in unusually high winter service expenditure throughout April and the exceptional rainfall causing flooding in June the revenue spend in Q1 is currently ahead of the planned profile. However measures are being put in place to ensure that the costs will be managed within the annual budget.
 58. Cheshire East Highways (CEH) performance continues to be managed through a suite of contractual performance measures. At the end of Q1 of the 24 calculated measures to date, CEH are passing in all but one. The failing indicator relates to the timely processing of the monthly valuation and is a non-scoring indicator.
 59. In addition by the end of Q1 the service had received 8,506 enquiries. Of those 8,079 were resolved (95%) in quarter but the figure indicates the level of customer engagement there is with the Highway service.

60. The delivery of the annual reactive maintenance service is generally proceeding in line with the approved business plans. Winter ran into the early months of Q1 with gritters out salting some routes on the network.
61. Pothole repairs are running at high levels with the situation being monitored closely. Due to the wet and prolonged winter, the network is suffering from an increased number of potholes. By the end of the quarter 5,414 had been completed.
62. The capital maintenance and Highway Investment Programme (HIP), funded by the Department for Transport (DfT) Local Transport Plan (LTP) budget and Council prudential borrowing, is making good progress against the approved business plan programmes. All surface dressing has been completed, the Micro Asphalt / Grip Fibre programme commenced in June for completion in July. The surfacing programme is split into two phases with Phase 1 completed in April and Phase 2 was on track to start late July for completion in September.
63. The Footway programme/Level 2 carriageway patching programme and other block programmes are approved and delivery is on track. The DfT Pothole budget is funding the repair of carriageway defects on the Tour of Britain route and will be completed in advance of the event.
64. The LED street lighting lantern replacement and structural column replacement programmes are currently in the survey/design phase with delivery due to start on site in August.
65. The recent flooding event in Poynton was handled very well by the reactive teams in partnership with the emergency services and other key stakeholders and this work has been funded by using some of the Council's Highways Adverse Weather Contingency fund. In the aftermath the Highways service, led by the Structures team and Flood team have engaged with partner agencies to quickly assess the legacy of the flood damage to the highway infrastructure and drainage systems. A report on the damage and costed repair options has been prepared for Management Group Board (MGB) to consider with a request for additional funding for the capital repairs. The outcome of this will determine whether it will be necessary to review and revise any of the currently approved capital programmes.
66. Highways spend at first quarter is slightly above budget; this is due to winter service expenditure incurred well into April 2016, additional flooding expenditure in early June 2016 and the usual higher spend rate for summer activities and longer available working hours. It is anticipated all these costs will be managed within budget or through the use of the appropriate earmarked reserves, and therefore a net nil position is forecast.
67. Car Parks are expecting to generate an under spend of £239,000. The majority of this is due to increased pay and display income which will be ring fenced to provide funding for new pay and display machines. There is also a small staffing under spend in both the processing and enforcement teams. A full staffing review of the service is being undertaken.
68. The Transport commissioning service is currently reporting a potential pressure of £196,000. This relates to a number of budget pressures and additional funding requested by Transport Services Solutions Limited (TSS), the Council's wholly owned company.
69. There is potential non-achievement of £153,000 of commissioner-led savings related to Available Walking Routes. In addition, there is also a pressure from increased demand in SEN of £43,000.

70. The Council will underwrite the pressures subject to progress during the year (Available Walking Routes) and evidenced demand information (SEN), respectively.
71. Cheshire East Council has responded to the recent announcement that GHA Coaches has entered into liquidation. Ruabon-based GHA Coaches employed 320 people and operated 230 vehicles on school and bus routes across North Wales, Cheshire and Shropshire.
72. To ensure that the travel needs of local residents are met, the Council and TSS put in place an emergency plan to cover local bus routes affected by the cessation of GHA Operations. In the short term, this response has added pressure on revenue budgets for local bus support during the transitional arrangements. As the situation is stabilised, on-going cost pressures will be known and reviewed at year end. The contingency, if needed, will be drawn from the ASDV reserves.
74. Despite a very small reduction, the take up of the childcare offer for disadvantaged two year old children in Cheshire East continues to outperform the national average, giving our youngest children the best start in readiness for school; as at quarter one, this stood at 75%.
75. Access to the 2 year old programme is monitored on a fortnightly basis. Every parent whose child is eligible is contacted to ensure the parent is aware of the offer and to support their child's access to local childcare provision. The local authority has set up a 'door knocking' system to support this process. A Health Visitor is working with the service to support the delivery of the 2 year old integrated review.

3 ~ People have the life skills & education they need in order to thrive

Securing the Best Start in Life

73. Quarter one saw the launch of the 'Parenting Journey' in Cheshire East. The Parenting Journey is a universal integrated early help pathway and programme of support for children under 5 and their families. Beginning in pregnancy through to a child starting school there are a series of 'stops' where parents will be offered age appropriate guidance regarding their child's learning and development. It supports every child in Cheshire East to have the best possible start in life.

Highest Achievement for All Learners

76. During the first quarter, students across Cheshire East undertook their GCSE and A-Level examinations, an anxious time for them and their families as they await the result of years of hard work. Result details will be included as part of the Council's Quarter 2 report, with verified results anticipated in November 2016.

Inclusion

77. The Local Authority has worked with local employers through the Chamber of Commerce to provide additional opportunities for care leavers not in education employment or training (NEET). Of the 64 NEET in quarter one, over 39% are engaged in positive activities that are developing skills for the work place. Excluding those pregnant/ with parenting responsibilities and those unavailable to the workplace due to illness/disability/custody there are only 14 individuals that are NEET and able to work. Active support is in place through Personal Assistants for these individuals.

78. Children and Families is forecasting an overspend of £1.5m at the first quarter.
79. This is caused by the underlying pressure of children in care, and the limit to how effectively this can be mitigated against via in year activity.
80. The budget for children in care for 2015/16 was set in anticipation of further reductions in numbers based on reductions experienced previously. This reduction has not materialised and numbers have increased locally, regionally and nationally.
81. At March 2015 there were 357 children in care. The numbers increased by 30 (8.5%) to 387 in March 2015 and have reached 401 in June 2016. Increasing gatekeeping has resulted in the cases which are coming through being more complex and therefore cost more.
82. The 2015/16 outturn for placements reflected an overspend of £2.2m. This pressure was partially addressed through the 2016/17 budget process (in the context of funding limitations) where an extra £1m was allocated to placements (plus £0.3m to fostering allowances).
83. The end result is that the overspend has been reduced but the increase in client numbers and complexity has limited the impact.
84. The service continues to seek better value for money placements that provide the necessary support for vulnerable children and reduce cost on an individual basis. The service is also considering other ways of reducing pressures through local projects to improve outcomes and linking up with bids for Department for Education innovation funding.
85. Although children in care numbers have continued to rise they are still below the average level for similar authority areas.
86. The service has a pressure of £0.15m from a shortfall in adoption income which it expects to manage.
87. In terms of the Directorate generally there are £0.35m of pressures caused by delays in delivering budget proposals. These are intended to reduce staffing costs and will be considered as part of a service restructure in line with the People's Directorate approach in due course. It is hoped that this action will enable the proposals to be delivered.
88. The service could also face pressures of £0.3m as a result of additional unaccompanied asylum seeking children should a national transfer scheme be put in place. This represents the shortfall between additional costs and grant funding available.
89. The service continues to work proactively to permanently recruit Social Workers and Social Work Managers. This is a critical element of our Ofsted improvement plan, and extensive efforts have been made to increase stability in the children's social work teams. Consequently, there has been a significant improvement with 89% of posts covered by permanent social workers.

4 ~ Cheshire East is a green and sustainable place

Planning and Sustainable Development

90. Consultation on the Proposed Changes to the Local Plan was completed as anticipated on 19th April and the Council received 19,572 representations from 4,679 individuals or groups. Each representation has been logged and analysed and a full response prepared in readiness to be submitted to the Inspector in early

July, in line with agreed time scales. The stage is now set for a further 6-7 weeks of hearings starting in September. Each of these steps ensures that the Council continues to meet the rigorous Local Plan timetable agreed with the Inspector.

91. 98% of planning applications are being validated within five working days and 100% of valid prior approval applications are being registered within 24 hours. More information is now available online to customers about what stage an application is at.
92. Turnaround of planning applications within timescales during the first quarter indicate strong performance of 81% for Major planning applications (within 13 weeks). This significantly exceeds the target of 60%, reflecting successful recruitment at Principal Planning Officer level and focus on working with applicants to agree achievable target dates.
93. Turnaround of Minor applications (within eight weeks) fell below target of 65% to 54% during the first quarter. This reflects the loss of experienced staff and difficulty in recruiting experienced planning and senior planning officers. Overall output has improved on recent quarters, but the percentage within the target timeframe is a result of the backlog of older applications.
94. The volume of "Other" planning applications determined significantly increased in quarter one, up by 211 application on the previous quarter. This includes a high number of householder applications. The percentage within target date therefore dropped below target to 64% (against a target of 80%) as the backlog of older applications is worked through. Recruitment at the junior planning officer level is having a positive impact and these figures reflect time taken to train new members of staff in the department.

95. The Building Control, Land Charges and Planning Administration commissioning service is currently forecasting a net nil position against a net budget of £1.8m.

Waste Management

96. **Waste & Landfill** - The Authority continued to need to utilise landfill for approximately 62% of residual waste going to Maw Green Landfill in Crewe this first quarter. The remaining 38% of black bin waste largely from the North of the Borough is being sent to utilise spare capacity at the Stoke-on-Trent waste-to-energy plant. This is possible through a temporary transfer station on the now closed Macclesfield Landfill site.
97. Work is underway to provide permanent transfer facilities for all of the authority's waste from April 2017 at the central Environmental Hub currently under construction outside Middlewich. This will allow greater use of waste-to-energy plants outside the Borough as we seek to meet the Waste Strategy objective of ceasing using landfill as a primary disposal route.
98. **Reuse and Recycling** - During the first quarter the council anticipates collecting 30,000 tonnes of waste for recycling through its silver and green bin schemes and the nine Household Waste Recycling Centres (HWRC). Of this material, 350 tonnes is reused through charitable partnerships and the HWRC.

99. **Waste, Recycling Reuse Figures (Quarter 1 indicative estimated tonnages)**

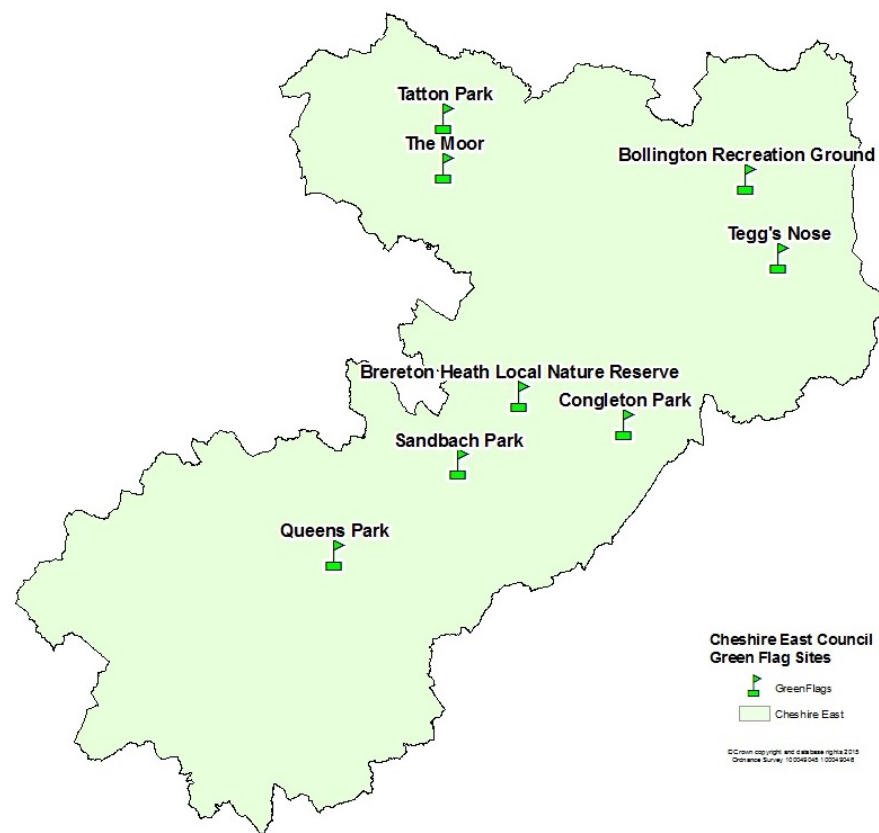
Residual		
Landfill	Waste to Energy	HWRC
10,250	8,100	2,900
Recycling		
Household	HWRC	Reuse
9,300	4,200	350
Green Garden		
Household	HWRC	
14,000	2,200	

100. **Fly Tipping** - The task and finish group, set up via the Environmental Overview and Scrutiny Committee to review fly tipping across Cheshire East, continues to seek to address fly tipping and side waste issues. The funding that was secured for additional resource in the Crewe area to tackle persistent issues has enabled two new staff members to be engaged in the Communities' Enforcement Team. They will begin their work in quarter two. There were 733 reported incidents of fly-tipping/side waste in the first quarter, a rise of 7% from the first quarter last year, equating to an estimated 300 tonnes.

Environment

101. **Parks** – Queen's Park Crewe has been newly awarded a Green Flag reflecting the works to improve the park undertaken over the last few years and the contribution of the parks friends group and work of Ansa's parks staff. Further investment is scheduled this year to complete works of Crewe's Queens Park, Coronation Valley, together with works to Macclesfield's South Park to desilt the lake and refurbish the multi use sports area.

102. The Green Flag awarded to Queen's Park means that it becomes one of eight sites in Cheshire East to be awarded the standard in 2016, joining Congleton and Sandbach Parks along with the Moor in Knutsford, Bollington recreation ground, Brereton Heath local nature reserve, Tegg's Nose country park and Tatton Park. Tatton Park has also received the Green Heritage Award, which is given to places that achieve a high standard in management and interpretation of a site with local or national historic importance.



103. **Playing Pitches** - The Assessment, Strategy and Action plans for playing pitches are currently under development with Sport England and KKP Consultancy to meet required timetables for the Local Plan in the autumn.
104. Investment in playing pitch facilities at King George V Pavilion, with grant contributions from Wren and Cheshire FA, have seen the opening of fully refurbished changing rooms to FA standards to develop Men's and Women's league football in Crewe.
105. A comprehensive programme of countryside events has been scheduled for the year and is currently being delivered by our Partners and the Countryside Rangers. The Countryside Rangers' social media "likes" have increased by between 7.6% - 15.3%, whilst our Twitter followers have increased by 5.6%.
106. Overall Environmental Operations, including Bereavement Services, is currently reporting a £104,000 overspend for 2016/17 against a net £27.2m budget.
107. There is a forecasted shortfall in markets income for the year of £45,000. This primarily relates to Macclesfield indoor and outdoor markets where trader occupancy levels continue to reduce for a variety of reasons. Some mitigation may be possible by way of small 'invest to save' works to refresh vacant units and reduced start up rent for newcomers. Negotiations over the projected transfer of Crewe Markets to Crewe Town Council are continuing.
108. Within Bereavement Services there is currently a forecasted income shortfall of £48,000 for the year. This takes into account a number of variants throughout the year. During the first quarter, Crewe Crematorium became fully operational from May 2016 after an extensive refurbishment programme, offset by a period of down

time at Macclesfield Crematorium due to emergency replacement of the lining.

Affordable Energy, Growing Energy Businesses & Independent Energy

109. The Fairerpower scheme continues to attract new customers, with 1,000 customers in quarter two. Cheshire East is exploring opening the scheme up to other authorities.
110. A £1m bid for ELENA funding from the European Investment Bank has been submitted following Cabinet approval which, if successful, will enable further investigation of an energy service company for Cheshire East.
111. The Skills & Growth Company has secured funding for Cheshire East for a Macclesfield Heat Network Study. Bids have also been submitted for Heat Networks funding for Crewe Town Council and Hurdsfield.
112. The new Joint Venture Partnership with Engie, called Cheshire Energy Networks Ltd, held its launch event, and work is now underway on finalising its business plan. A £2.5m bid has been submitted to the Local Growth Fund for a deep Geothermal project, with a concept bid submitted for a test well and business support programme.
113. The Waste Strategy commitment to investigate the recycling of food and garden waste to create energy is progressing though live procurement with seven bids and due to concluded in February 2017.

114. The construction of the Environmental Hub has begun, and is due for opening in March 2017. Once complete this will provide facilities for the diversion of waste from landfill to waste-to-energy plants outside the Borough.

5 ~ People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives

115. Our Reablement services have successfully helped people to maintain their independence, avoiding the need for long term dependence on care services. We have recruited additional Local Area Coordinators (LACs) to support individuals in the community to find the right support in their locality, bringing communities together to support one another and maximising community outcomes. There are now 8 coordinators across the borough supporting service users to access the diverse range of existing resources within the communities in which they live. By tapping in to no - or low - cost community-based services, we are enhancing the lives of social care customers who suffer reduced life opportunities and health outcomes to improve their social and health outcomes. The LACs have already made a significant impact on supporting individuals and their carers including Mental Health. Social workers and social care assessors feel that the LACs have helped find solutions to 'some conundrums' they'd faced in cases and felt that training with the coordinators had boosted partnership working with service users and their carers.
116. 523 home adaptations were carried out in quarter one, helping our residents to retain their independence.

117. 145 new affordable homes (79 rented/66 intermediate) were delivered in quarter one, helping our residents to access appropriate housing to either rent or purchase.
118. Eight long term empty homes were brought back into use during the first quarter, reducing the negative impact that empty homes can have on the community.
119. **Crewe Lifestyle Centre** – The £15.1m Centre was fully operational on time from 1st April 2016, and was officially opened on 26th May by Sir Philip Craven, President of the International Paralympic Committee and Crewe resident. All services including libraries, leisure, adult social care and family services transferred over a phased period during March to ensure continuity of service. The project has been recognised as a finalist in the Association of Public Service Excellence (APSE) National Awards.
120. **Peter Mason Leisure Centre Congleton** – Following Cabinet approval the project to upgrade the leisure centre has commenced its search for a Development Partner to develop the scheme through to planning approval and build in 2017.
121. As part of Sport England's annual "Active People Survey", Cheshire East has become the most active local authority in the North West with participation in sport and recreation (4 x 30 minutes a month) increasing from 37% to 42.7% since the last survey. This has been reflected in increases in swimming visits recently reported by Everybody Sport & Recreation (ESAR), where in the period 1st January to 31st May there was a 10.4% increase on the equivalent period last year, increasing from 127,077 visits to 140,371. This is at a time where there is currently an 8% national decline in swimming.

122. The first quarter for ESAR showed some excellent results including a 14% increase in attendances at leisure facilities of 774,616 against the target of 678,976. This included increases in all the key user groups of adults (14.2%), young people under 16 (8.6%) and people over 60 (19.7%).
123. There were also increases against the target for leisure volunteering of 11% (1551 hours) and for Bikeability of 43% with 1,700 young people being trained since 1st April 2016.
124. The Leisure commissioning service is currently forecasting a net nil position against a net £2.2m budget.
125. Adult Social Care patch teams are working more closely with health colleagues to improve the experience of those in need of help from social care and health professionals. A number of workshops have been held between health and social care professionals to develop pathways and processes. Work is progressing to integrate around GP surgery patches.
126. The need to commission the Recovery Based Accommodation Project was identified in response to the Vulnerable and Older Persons Housing Strategy and the Homelessness Strategy (2014). Public Health and Housing undertook a joint commissioning process and awarded the contract to Emerging Futures in January 2016. The project is an appropriate accommodation model which provides a safe temporary home to enable Cheshire East residents without accommodation and currently using alcohol or other substances in an uncontrolled manner to recover to the point where they can start to work towards maintaining an independent tenancy. The project provides residents with the support they require to access a pathway to recovery, reducing the risks associated with uncontrolled substance misuse. This service targets the most complex high need individuals who continue to access public sector service such as A&E, Social Care, Housing, Police, Criminal Justice etc. The project aims to break this cycle of individual and societal risk, harm, access and dependency on local services for individuals. So far the project has received 35 referrals which have resulted in:
- 21 residents being housed in total - 16 residents currently housed.
 - 2 evicted due to threats of violence
 - 4 moved to alternative accommodation
 - 8 cancelled by SPA or declined service
 - 8 progressing to be housed
127. The evaluation of a training package for health and care professionals to 'change the conversation' with the people that they work with is getting underway as part of the Cheshire Pioneer Programme. This will develop the concept of empowerment, supporting individuals to take responsibility for their own health and wellbeing. A group of staff are going to participate in a day-long course to test its suitability for consideration for wider roll-out.
128. Recently finalised data supporting the 2015/16 SALT (Short and Long Term Services) Return for Adults Services show that 9,243 requests for support were received for new clients in 2015/16, 80% of which were requests for clients aged 65+. 912 (10%) of these requests led to Long Term Support, and 1,726 (19%) led to Short Term Support to maximise independence.
129. As a result of support, the proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation increased slightly from 84.7% in 2014/15 to 85.4% in 2015/16.
130. Overall, Cheshire East supported 6,211 individuals with Long Term Support during 2015/16, which is similar performance to the support provided in 2014/15.

131. There was a significant increase in Carers receiving Direct Payments (from 25 in 2014/15 to 298 in 2015/16), due to a change in the funding arrangements for the Wellbeing Fund.
132. The Adults budget has a net projected overspend of £3m, before remedial action is taken into account, and remains under constant pressure given both the demographics of the Borough and the increased complexity of service users which are key drivers of costs. It is therefore increasingly challenging to expect the last three years of positive final outturns to be replicated in this and future years.
133. Gross savings of just over £7m are required from the Adults budget in 2016/17. This is before investment (predominantly to fund increased fees being paid to care providers, the increase in 2016 being the first time fees have been increased in the lifetime of Cheshire East Council) which means the overall budget has been reduced by £2m net this year.
134. The main issues behind the £3m budget pressures are as follows:
135. Firstly, whilst positive progress can be reported against the required £7m savings including some major contract reductions and additional income being successfully delivered, this totals just over £5m, leaving a further £2m still to be delivered. In addition, one area currently projected as falling short already had an existing target in the base rolled forward from last year, making the gap this year bigger still.
136. Secondly, care costs excluding the increase in fees mentioned above, have risen and the current year contains the full year impact of rises that begun during the latter part of 2015/16. Care costs normally rise (increase in new cases) during the latter part of

the financial year as this coincides with the winter pressure period that remains a major issue across the wider Health and Social Care world. The impact of the full year effect is compounded this financial year by the fact that monies included in the base last year in anticipation of an earlier fee increase to providers are now being fully utilised within the new prices agreed for 2015/16.

137. Work continues in resolving the funding of Continuing Healthcare / Complex Care and it is pleasing to report that a cash settlement is in operation which will remove the need for detailed negotiations that have been a feature of recent year-ends. Operationally work is ongoing with health colleagues to resolve outstanding cases and to ensure individuals remain properly supported.
138. Given the projected position it is necessary to identify remedial measures, even if these can only be delivered on a one-off basis. These measures can then fill in the gaps where savings have been subject to delay. Work is underway both to identify and then prioritise action in these key remedial areas in order to maximise the financial benefit this year.
139. Areas of remedial action will naturally involve care costs given they represent such a majority of overall costs. Where our costs are benchmarked externally and we are an outlier, for example, against authorities categorised as near neighbours this will provide a focus for attention. Also, where areas of potential weakness are identified locally these will be worked through. It is envisaged that the remedial action will reduce the potential overspend from £3m to approximately £1m by year end.
140. In addition to remedial action the service is working to minimise the financial risk that manifests itself for the Council as a result of the financial position being faced by the Council's biggest partner - the Health service. The local Health economy is under massive

strain with a potential knock-on financial implication for the Council as decisions are taken to cut or stop some services currently funded by Health. Inevitably given the close links between the two sectors there could be financial consequences as service users seek alternative sources of assistance.

141. In conclusion, whilst the draft position is one of a material adverse variance this has been identified early enough in the financial year that successful remedial action can be implemented to correct this, either partially or fully, over coming months.

Information, Advice & Guidance, Prevention and Early Intervention

142. During quarter one, just over 3,400 children aged 0-4-years accessed provision at Children’s Centres across Cheshire East. Approximately 155 parenting support and adult learning sessions were provided, and accessed by around 870 parents. The most commonly accessed sessions were Breastfeeding Support and Antenatal Education, closely followed by Baby Massage and First Aid. In addition, the adult learning sessions included literacy and numeracy skills.
143. 234 households were prevented from becoming homeless in quarter one. This was achieved through a number of initiatives including rent deposits, negotiation with landlords and Housing Associations; meditation with family and friends; and engaging / linking in with wider support.
144. Adult Social Care have increased the fees we pay to the care market to fairly reflect the National Living Wage, which will ensure the care market remains buoyant and that quality care services remain available to those in need of care and support. The rates associated with Direct Payments as an alternative for customers to

access their choice of care and support have also been increased to account for the National Living Wage increases – this means more people can recruit their own personal assistants if they wish to do so.

145. The Infection, Prevention and Control (IPC) service was re-commissioned and went live on 1st April 2016. The service provides specialist advice on the prevention and control of infection to the general public (residents, patients, carers, and others) and to non-acute providers of health and social care services across Cheshire East. The IPC Service aims to:
- Prevent significant infections within the Cheshire East community;
 - Reduce the risks posed by Health Care Associated Infections (HCAI) and other communicable diseases in the local population;
 - Provide assurance to Cheshire East Council around infection prevention and control standards within Primary Care (including non-acute NHS providers) and Social Care services;
 - Community Infection Control Team will support the activities of PHE Health Protection Team in responding to cases of infectious disease, incidents and outbreaks in the community. This will usually be a reactive role but could include strategic work, for example implementation of protocols, procedures and guidelines
146. The IPC service governance arrangements include the recently established Health Protection Forum, which meets quarterly to advise on local, regional and national issues that need to be addressed by the local IPC service. The new provider Staffordshire and Stoke NHS Trust (SSOTP) have implemented new innovative practices which has already achieved positive outcomes for example a Care Home Hygiene Award, which has be acknowledged by Public Health England as good practice.

147. Early Intervention and Prevention Proposals were approved by Management Group Board in June, and procurement/development of all schemes has since begun, including:

- Increasing capacity for parenting interventions with a focus on families with Children with mental health needs.
- Investment in children’s mental health services to improve links between schools and mental health services and improved offer to children and young people across the spectrum of mental health needs.
- Investment in physical activity opportunities for primary school children.
- Investment in evidence-based early help to tackle neglect will prevent escalation and further therefore costs to the child and the public purse.
- A wrap-around support service for care leavers in Cheshire East would be constructed via a menu of services tailored to individual need; this would be coordinated as a ‘virtual care leaver’s employment team’.
- Increasing capacity in the Family Nurse Partnership that provides intensive support for first time young mothers (and fathers) aged 19 or under.
- Investment in an intense programme of support for women who have experienced, or are at risk of, repeat removals of children from their care.
- Investment in maternity services to allow additional time for mothers to be with identified mental health needs.
- Extend employment of ‘local area coordinators’ which has been a successful model in improving community support for people deemed ineligible for statutory adult social care services.

Accessible high quality services, Information & Advice

148. Adult Social Care have successfully implemented the Shared Care Record in a busy hospital patch team. The Cheshire Shared Care Record provides health and social care professionals with important information about those in need of help so that people only have to tell their story once. The system may help with hospital discharge planning and will support the person in need by bringing together all those involved in their care and support. Adult Social Care will roll the system out further to all social care teams across the service during the next quarter. The preparatory work for the Shared Care Record has required customers to give their consent for their information to be shared - 80% of our customers consented to share their information.

149. **Stop Smoking Service** - Stop Smoking Services have been recommissioned as part of the Passport to Health Service. Peaks and Plains are now providing specialist services for hospital patients, smoking in pregnancy and smokers with a mental health condition. Services in the community are now provided by a number of providers including pharmacies and an NHS Trust.

150. **Assessment Service & Lifestyle Service** - Peaks and Plains have been awarded the contract to manage the assessment and outreach required for Passport to Health, as well as to offer the Specialist Smoking Service. The procurement of Healthy Eating, Physical Activity and Healthy Weight Management programmes has also now been completed and a contract was due to be awarded in August 2016.

151. **Sexual Health Service** - Following recommissioning in March, there are now 87 providers of sexual health services which include IUCD (Intrauterine Contraceptive Devices), Implants, Chlamydia Postal Kits, and Chlamydia Test and Treat. These providers consist of GPs

and Pharmacists. The contract start date was from 1 April 2016. The Eagle Bridge Sexual Health service was officially opened on 15th July. The facility will provide the full range of contraception and STI testing and treatment services in a convenient, accessible but discrete location.

152. **Health Checks Service** - There are 42 different providers of the NHS Health Checks service following recommissioning in March. These consist of GP Practices as well as an NHS Trust. The new service began from 1st April 2016.
153. The Digital Customer Services programme is building on our existing online services and developing new innovative digital services for customers and colleagues. The existing Cheshire East website has been recognised as one of the best in the country receiving the award for the Best English Unitary Website Award from Socitm, the professional body for IT and digitally enabled services, at the inaugural Better Connected Awards in May 2016. Our website was also awarded 4 stars - the highest rank achievable - by Socitm's supporting 'Better Connected 2016' report. Only 44 of 412 authorities in the UK reached the top standard which aims to identify good practice in local authority websites.
154. However, in the rapidly changing world of online services and digital technology, it is important that the council continues to build on these achievements so it can meet the needs and requirements of all its customers in the future. Therefore the ambition as part of the Digital Customer Service Programme is to innovate and develop digital services even further and ensure we remain the best of the best for years to come.
155. Benchmarking data released for Q4 2015/16 has also recognised that the Cheshire East website is leading the way amongst English Unitary authorities for the numbers of website visitors which gives

confidence that our customers will be quick to adopt improved Digital services. Delays in the development and implementation of new Digital services will impact the realisation of financial benefits within 2016/17.

156. At quarter one the programme is forecasting a reduction in 2016/17 savings from the budget of £0.55m to £0.19m, however, this is expected to be partially mitigated by not replacing vacancies as they occur within Customer Operations and so effectively banking benefits early. This could have a short term impact on the customer experience as customer response times increase until the new Digital services are deployed. This mitigation is anticipated to reduce the benefits from £0.55m to £0.4m.

Public Protection, Health Protection & Safeguarding

157. Cheshire East Council has established a Health Protection Forum as a subgroup of the Health and Wellbeing Board. The Forum is chaired by the Director of Public Health and has the responsibility for ensuring that plans are in place to protect the health of the population of Cheshire East. This is done by identifying threats, assessing risks and reviewing health protection arrangements and plans that all associated organisations have in place. The membership of the groups includes representatives from Public Health and NHS England, Infection Prevention and Control from the acute trusts and community services, Regulatory Services and Health, Emergency Planning, and CCGs alongside members of the Public Health Team.
158. Environmental Protection Officers took part in a six day public enquiry following an appeal against the refusal of planning permission for residential development on the former Harman Technology site in Mobberley. Officers represented views of members and challenged the applicant's proposed noise mitigation

scheme particularly as it was novel and untested and there was doubt about its effectiveness. The Planning Inspectorate subsequently dismissed the appeal on grounds of noise and the impact on residential amenity.

159. The Environmental Protection Team has successfully prosecuted a second defendant in a case involving the burning of waste on land. Earlier this year the team prosecuted the land owner for accepting and burning waste whilst this latest case involved prosecution action against the individual who illegally dumped the waste on land. He was fined £2,085 and ordered to pay additional costs of £821.
160. The Animal Health Team have been involved in the care and sale arrangements for livestock following the sudden death of their owner. Officers ensured that the animals were fed and watered over a two week period before they could gain approval from the Next of Kin to sell the animals. The team had some very positive feedback, including the comment: “An excellent way to run a service helping people rather than simply enforcing legislation”.
161. A farmer prosecuted for Animal Welfare offences and subsequently jailed for non payment of Proceeds of Crime (POCA)confiscation costs has now settled his bill and been released from prison. A total of £42,500 was received with 37.5% retained by the authority to support the POCA role.
162. The percentage of repeat referrals to children’s social care stands at 25%. Whilst there is a small increase in the number of re-referrals, the rate of re-referral remains fairly constant. This continues to illustrate the need to develop better early help for complex families and to support agencies in continuing their lead role with a family.
163. The timeliness of children’s social care work assessments are on target, with 85% of assessments completed within 45 days in quarter one. In addition, we have seen an increased percentage of assessments being completed within 15 days.
164. Improvements have been made around initial health assessments for cared for children in quarter one. Of the 57 children who entered the care system, 55 required a request for an initial health assessment within 48 hours. Requests meeting the deadline have improved from 42% in April 2016 to 88% by the end of June 2016, with a total of 69% for quarter one. Health assessments completed by a paediatrician within 20 days has also improved, although further improvements are required.
165. Public Health continues to operate in a ring–fenced grant funding arrangement which now includes the full year effect in 2016/17 of responsibilities for 0 to 5 year olds transferred part way through the last financial year. The ring- fenced budget now stands at £17.258m. The service continues to expand its range of targeted investments aimed at improving the health of the population of Cheshire East. The latest example is the Integrated Wellness service which targets investment on evidenced priorities such as increased physical activity, reducing obesity and stopping smoking, all of which improve Health and reduce the likelihood of future debilitating conditions. These investments are closely aligned with wider Council spending priorities with the unit working in close collaboration with other Council services, for example, Adults and Children’s as part of the Council’s wider ‘People’ Directorate. The rules surrounding the operation of the ring-fenced grant allow for any unused funds to be carried forward via a specific Public Health reserve held on the Council’s balance sheet. At the end of 2015/16 the balance on the reserve stood at £1.942m. Given the outlined investments now being made, as well of the year-on-year

reductions being experienced to the grant, it is currently envisaged that the reserve will reduce during 2016/17.

6 ~ A Responsible, Effective and Efficient Organisation

166. Feedback from the 2016 Spring “Influence Cheshire East” (Citizen’s Panel) survey indicates further overall satisfaction with the Council; up from 39% in 2011 to 58% in 2016. Alongside the rise in satisfaction with the Council, there has also been an increase in the percentage who agree that the Council provides value for money – up from 23% in 2011 to 40% in 2016. Overall, 84% of residents stated that they were satisfied with their local area as a place to live. The Council’s work towards achieving the six Residents First Outcomes over the course of its new Corporate Plan period will seek to further improve this encouraging trend.
167. The Council is in the running to scoop five prestigious national awards for excellence in public service, having been shortlisted in the Association for Public Service Excellence (APSE) Service Awards 2016. The award winners will be announced at a ceremony in September, and the Council’s shortlisted entries are:
- Best public/ private partnership working initiative – Fairerpower energy supply partnership between Cheshire East Council (CEC) and OVO;
 - Best community and neighbourhood initiative – CEC/Ansa community partnership to recycle Christmas trees and raise funds for Cheshire East Hospice;
 - Best service team: highways, winter maintenance and street lighting – Cheshire East Highways;
 - Best service team: transport and fleet maintenance – TSS, the Council’s own transport company;
 - Best service team: construction and building service – for the new £15m Crewe Lifestyle Centre.
168. Adult Social Care have successfully implemented a new, improved Social Care Case Management system which will improve the efficiency of our social care referral and assessment processes and which will deliver improved business intelligence for service planning. The system integrates fully with the financial system driving customer bills and care market payments in an improved and more efficient way.
169. A thorough review of the disposals programme in conjunction with our Engine Of The North delivery partner has seen the 3-year programme re-profiled ensuring that the data is in line with current projected disposal delivery. Work is also underway on creating additional certainty on forecasting as these pieces of work will improve programme certainty.
170. The service is also working to reduce its use of external consultants, pushing to fill vacancies within the team instead, to maximise capacity and improve customer response times. Additional capacity will allow the service to implement rent reviews in a more timely manner, with Q1 realising an extra £91,000 of income.
171. There is an overall pressure for Customer Operations of £14,000. This pressure is from the Emergency Planning service as they are expecting to receive unbudgeted accommodation costs for the use of buildings in Cheshire West. The other services are expecting to be on budget overall. There is a high risk that the position on the Benefits subsidy could deteriorate given experience over the last couple of years which may lead to an adverse position.
172. At this early stage of the year, the overall budget for Chief Operating Officer Services is forecast to be underspent by £496,000. The forecast underspend is considerably smaller than in

previous years due to the substantial reduction in the 2016/17 budget.

173. Resources & Stewardship is forecasting an underspend of £325,000, with a substantial part of the underspend relating to posts which have been vacant for periods of time. Underspends against budget are being reported by Organisational Development (£99,000); Monitoring Officer & Head of Legal Services (£2,000); Governance & Democratic (£52,000) and Communications (£18,000). A balanced position is being reported by Commissioning.

2. Financial Stability

Introduction

174. Financial performance has continued to improve compared to previous financial years. Improvements in financial planning, governance and stewardship are having a clear impact on the Council's ability to manage its budget and create greater confidence in the medium term plans.
175. Applying the best fit approach towards commissioning means the Council now wholly owns several supplier companies as well as maintaining relationships with private sector suppliers, charitable trusts and voluntary sector organisations. The financial position of the wholly owned companies has a direct effect on the financial performance of the Council and the Council's share of ongoing surpluses are currently held in the Trading earmarked reserve.
176. **Table 1** provides a service summary of financial performance at quarter one. For further details please see Section 1 and the notes below the table. Changes to service net budgets since Original Budget are analysed in **Appendix 2**.
177. The impact of the projected service outturn position is to decrease balances by £2.7m. Further items impacting on the level of the Council's balances are detailed in the paragraphs below on centrally held budgets.

Table 1 - Service Revenue Outturn Forecasts

2016/17 First Quarter Review	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / (Underspend) £m	Outcome Number 1 - 6
SERVICE DIRECTORATES				
Children & Families	45.1	46.6	1.5	3, 5
Adult Social Care	92.7	93.7	1.0	5
Public Health	0.0	0.0	0.0	5
Community & Partnerships	4.5	4.5	0.0	1
People	142.3	144.8	2.5	
Directorate	1.4	1.4	0.0	2
Planning & Sustainable Development	-1.4	-1.3	0.1	2,4
Infrastructure & Highways	8.0	7.8	-0.2	1,2,4
Growth & Regeneration	3.2	3.4	0.2	2
Rural & Green Infrastructure	2.7	2.8	0.1	1, 2
Client Commissioning :				
Building Control	1.8	1.8	0.0	4
Skills & Growth	1.7	1.8	0.1	2
Transport	14.4	14.6	0.2	2
Place	31.8	32.3	0.5	
Client Commissioning :				
Leisure	2.4	2.4	0.0	5
Environmental	28.4	28.5	0.1	4
Bereavement	-1.1	-1.0	0.1	4
Customer Operations	9.1	9.1	0.0	1
Chief Operating Officer (Finance, ICT etc)	37.6	37.1	-0.5	6
Corporate	76.4	76.1	-0.3	
Total Services Net Budget	250.5	253.2	2.7	

Government Grant Funding of Local Expenditure

178. Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2016/17 was £304.2m.
179. In 2016/17 Cheshire East Council's specific use grants held within the services was budgeted to be £259.1m based on Government announcements to February 2016. Further announcements have revised this figure down to £248.2m.
180. General purpose grants were budgeted to be £45.2m, but further in-year grant announcements have increased this figure to £46.8m at first quarter review.
181. Since the original budget was set, specific use grants have decreased by £10.9m. This is due to a reduction of £5.5m in estimated Housing Benefit Subsidy payments, and £5.4m due to 11 academy conversions. A further 6 to 7 schools are potentially converting to academies in September, so it is likely that the grant will reduce further.
182. Spending in relation to specific use grants must be in line with the purpose for which it is provided.
183. Additional general purpose grants of £1.6m have been received during the first quarter of 2016/17. These include an additional £0.7m for Tackling Troubled Families, £0.3m for Youth Justice Board Funding, and £0.1m for Extended Rights to Free Transport. Requests for the allocation of the additional grants received are detailed in **Appendix 10**.
184. **Table 2** provides a summary of the updated budget position for all grants in 2016/17. A full list is provided at **Appendix 3**.

Table 2 – Summary of Grants to date

	2016/17 Original Budget	2016/17 Revised Forecast FQR	2016/17 Change
	£m	£m	£m
SPECIFIC USE			
Held within Services	259.1	248.2	-10.9
GENERAL PURPOSE			
Central Funding	26.3	26.3	0.0
Service Funding:			
Children and Families	0.2	1.3	1.1
Adult Social Care	0.9	1.2	0.3
Place	0.7	0.9	0.1
Corporate	16.9	17.0	0.2
Total Service Funding	18.8	20.5	1.6
TOTAL GENERAL PURPOSE	45.2	46.8	1.6
Total Grant Funding	304.2	295.0	-9.3

Collecting Local Taxes for Local Expenditure

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

Council Tax

186. Council Tax is set locally and retained for spending locally. Council Tax was set for 2016/17 at £1,261.95 for a Band D property. This is applied to the taxbase.
187. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non-collection). The taxbase for 2016/17 was agreed at 142,186.60 which, when multiplied by the Band D charge, means that the expected income for the year is £179.4m.
188. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils. **Table 3** shows these amounts separately, giving a total budgeted collectable amount of £218.9m.

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

	£m
Cheshire East Council	179.4
Cheshire Police and Crime Commissioner	22.9
Cheshire Fire Authority	10.2
Town and Parish Councils	6.4
Total	218.9

189. This figure is based on the assumption that the Council will collect at least 98.75% of the amount billed. The Council will always pursue 100% collection, however to allow for non-collection the actual amount billed will therefore be more than the budget.
190. This figure may also vary during the year to take account of changes to Council Tax Support payments, the granting of discounts and exemptions, and changes in numbers and value of properties. The amount billed to date is £222.0m.
191. **Table 4** shows collection rates for the last three years, and demonstrates that 99% collection is on target to be achieved within this period.

Table 4 – Over 99% of Council Tax is collected within three years

Financial Year	CEC Cumulative		
	2013/14	2014/15	2015/16
	%	%	%
After 1 year	98.1	97.9	98.1
After 2 years	99.0	98.9	*98.2
After 3 years	99.3	*99.0	**

* year to date

**data not yet available

192. The Council Tax in-year collection rate for 2016/17 is identical to the same period last year at 30.2%.
193. Council Tax support payments (including Police and Fire) were budgeted at £16.7m for 2016/17 and at the end of the first quarter the total council tax support awarded was £14.8m. The Council Tax Support caseload has reduced since April 2014 and there have

been more reductions in the Council Tax Support awards in the year than increased or new awards.

- 194. Consultation on changes to the Council Tax Support Scheme for 2016/17 was carried out in summer/autumn 2015, and the final scheme was agreed by full Council in February 2016.
- 195. Council Tax discounts awarded are £19.5m which is broadly in line with the same period in 2015/16.
- 196. Council Tax exemptions currently awarded total £3.6m which is broadly in line with the same period in 2015/16.

Non-Domestic Rates (NDR)

- 197. NDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes annually in line with inflation and takes account of the costs of small business rate relief.
- 198. The small business multiplier applied to businesses which qualify for the small business relief was set at 48.4p in 2016/17. The non-domestic multiplier was set at 49.7p in the pound for 2016/17.
- 199. Cheshire East Council continues to be in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester for 2016/17) for the purposes of Business Rates Retention. The purpose of the pool is to maximise the retention of locally generated business rates to further support the economic regeneration of Greater Manchester and Cheshire Councils. As a pool the members will be entitled to retain the levy charge on growth that would normally be paid over to Central

Government. Cheshire East will retain 50% of this levy charge locally before paying the remainder over to the pool.

- 200. The Cheshire and GM Pool are also taking part in a pilot scheme where the pool is now able to retain locally the 50% of “additional growth” in business rates which in the usual Business Rates Retention Scheme would be paid directly to DCLG. Income from this pilot is currently being held within the pool with distribution yet to be decided.
- 201. **Table 5** demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

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

Financial Year	CEC Cumulative		
	2013/14	2014/15	2015/16
	%	%	%
After 1 year	98.2	98.1	98.1
After 2 years	99.2	99.3	*98.2
After 3 years	99.6	*99.3	**

* year to date
 **data not yet available

- 202. The business rates in-year collection rate for 2016/17 has increased marginally to 29.5% compared to 29.4% for the same period in 2015/16.

Capital Programme 2016/20

203. Since reporting the Capital Programme for the Budget Book in February 2016 the overall forecast expenditure for the next three years has increased by £36.7m as shown in **Table 6**.

Table 6 – Summary Capital Programme

	Original Total Forecast Budget 2016/20 £m	Amendments to Original Forecast Budget 2016/20 £m	Amended Original Forecast Budget 2016/20 £m	Budget Reductions £m	SCE's £m	Revised Total Forecast Budget 2016/20 £m
People Directorate	50.0	1.0	51.0	-1.3	0.0	49.7
Place Directorate	351.0	22.5	373.5	0.0	3.3	376.8
Corporate Directorate	80.8	10.9	91.7	0.0	0.4	92.1
	481.8	34.4	516.2	-1.3	3.7	518.5

204. £19.6m of the change relates to slippage where expenditure had been forecast to be spent by the 31st March 2016, but has now been carried forward in to the 2016-20 programme so that the on-going projects can be completed.

205. There were a number of Supplementary Capital Estimates totalling £14.8m that were approved at the Outturn report stage or were approved by an Officer Decision Record during the last quarter of 2015/16.

206. There have also been a number of 2016/17 Supplementary Capital Estimates for First Quarter Review totalling £3.7m. This includes the Middlewich Eastern Bypass project where the Council has been successful in bidding for development funding for Large Major Projects from the Department of Transport of £1.3m. There is also

an additional £0.9m for the Strategic Highways programme, £0.3m for Highways Work in Poynton, £0.5m for replacement Pay and Display parking meters, and £0.4m for a joint re-procurement of a new Human Resources and Finance System.

207. There are also £1.3m of budget reductions, the most notable being that of the Schools Condition Grant where there was an over estimate of the amount of grant to be received.

208. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 7**.

Table 7 – Capital Funding Sources

	Original Budget £m	FQR Total Forecast Budget £m	Change £m
Grants	197.0	200.5	3.5
External Contributions	48.4	69.0	20.6
Cheshire East Resources	236.4	249.1	12.7
	481.8	518.5	36.7

Capital Budget 2016/17

209. At the First Quarter Review stage the Council is forecasting actual expenditure of £142.7m. The in-year budget for 2016/17 has been revised from the budget book position of £183.6m to reflect the forecast expenditure for the financial year and any slippage reported at Outturn and slipped to future years. A summary of the capital programme is shown in **Appendix 4**.

210. Since the start of 2016/17 slippage on the capital programme has been measured on schemes that are at the Gateway 2 stage and are classed as committed schemes as these schemes should have commenced prior to or during 2016/17 and have a detailed forecast expenditure plan in place. Schemes will be monitored on their progress during the year and re-categorised quarterly. This includes the net impact in 2016/17 of supplementary capital estimates, virements and budget reductions listed in **Appendices 5 to 8**.

211. **Table 8** below shows the forecast expenditure on those schemes against the revised Budget.

Table 8 – 2016/17 Revised Budget compared to Original Budget

Committed Schemes	Original Budget	Revised FQR Budget	Forecast Expenditure	Current Forecast Over / Underspend
	£m	£m	£m	£m
People Directorate	6.7	4.9	4.9	0.0
Place Directorate	51.8	42.3	42.3	0.0
Corporate Directorate	35.1	42.3	42.3	0.0
Total Committed Schemes	93.6	89.6	89.6	0.0

212. At the First Quarter Stage the in-year budget has been revised to align with the latest in-year forecast expenditure for 2016/17.

213. **Appendix 5** details requests of Supplementary Capital Estimates and Virements up to and including £250,000 approved by delegated decision which are included for noting purposes only.

214. **Appendix 6** details requests for five supplementary capital estimates between £250,000 and £1m for Cabinet approval.

215. **Appendix 7** details a request for a Supplementary Capital Estimate for Council approval of £1,257,000 for the grant funding received from the Department of Transport as part of the development funding for Large Local Major Projects in respect of Middlewich Eastern Bypass.

216. **Appendix 8** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

Central Adjustments

Capital Financing Costs and Treasury Management

217. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These costs are partly offset by the interest the Council earns from temporary investment of its cash balances during the year. The capital financing budget of £14m accounts for 6% of the Council's net revenue budget.

218. Investment income to June 2016 is £143,000 which is higher than the budgeted income of £80,000 for the period. The level of cash balances has remained high, whilst market interest rates have remained relatively flat. However, investments in the CCLA Investment Management Ltd property fund and use of corporate bonds has contributed to higher rates of interest earned on investments. Investment returns in future quarters are likely to be lower as cash resources diminish and the cut in Bank Base Rate takes effect.

- The average lend position (the 'cash balance') including managed funds up to the end of June 2016 is £76.7m.

- The average annualised interest rate received on in house investments up to the end of June 2016 is 0.69%.
- The average annualised interest rate received on the externally managed property fund up to the end of June 2016 is 4.89%.

219. The Council’s total average interest rate for the first quarter is 1.10%. The returns continue to exceed our benchmark, the London Inter-bank Bid Rate for 7 days at 0.45%, and is consistent with our own performance target of 1.00% (Base Rate + 0.50%).

Table 9 – Interest Rate Comparison

Comparator	Average Rate to 30/06/2016
Cheshire East	1.10%
LIBID 7 Day Rate	0.45%
LIBID 3 Month Rate	0.61%
Base Rate	0.50%
Target Rate	1.00%

220. As a result of lower debt repayments, due to slippage in the capital programme, there is an anticipated £1.2m underspend on the £14m budget.

221. A contributory factor of not exceeding the £14m budget and maintaining the underspend position, is based on an assumed reliance of achieving capital receipts of £10m in 2016/17 to finance capital expenditure. A list of proposed disposals for 2016/17 is detailed in the **Table 10** below. To date, the first four assets listed below have been sold generating total receipts of £5.1m.

Table 10 – Proposed Disposals 2016/17

Asset Description
Cypress House, Handforth
Pyms Lane, Crewe
Windsor Palace, Congleton
Canal Street, Congleton
Land at Westfields, Sandbach
Newall Avenue, Sandbach
113 London Road, Macclesfield
Browning Street / Limelight Club Easement
Park Green Registrars
Lodmore Lane
Land at Frank Bott Avenue, Crewe
2 Tunnicliffe Road, Macclesfield
Wilmslow Cemetery Lodge, Wilmslow
Land at 6-8 Market Place
Farm Sales

222. All investments are made in accordance with the parameters set out in the Treasury Management Strategy Statement approved by Council on 25th February 2016. Further details of counterparty limits and current investments are given in **Appendix 9**.

223. The Council has £7.5m invested in the CCLA managed property fund. This fund continues to generate income of 4.9% and had been maintaining steady underlying capital growth. Following the referendum decision to leave the EU (Brexit) the capital value of

the fund has been devalued by 4%. This was a prudent industry wide move to prevent forced selling of assets in a potentially volatile market. A full review and revaluation of the fund will be carried out shortly with the expectation that the fund will be valued closer to the pre-Brexit levels.

224. The aim has been to increase investments which fall outside of bank bail-in regulations, typically covered bonds and corporate bonds. However, in doing so, the Council should have regard to liquidity – the amount of cash available for investments. Although cash balances are currently high, the expectation is that cash resources will diminish over the course of 2016/17. Most bonds are issued for longer periods which has limited the availability of suitable bonds.
225. Covered Bonds provide security as they are backed up by collateral and still provide a good level of return. The Council has three investments in covered bonds totalling £7.5m due to mature between August 2016 and November 2016. The intention is to hold more of these investments although lack of availability of suitable bonds has prevented this.
226. Corporate Bonds are not protected by collateral but are generally exempt from any bail-in requirements. Investment in Corporate Bonds are only made on advice from our Treasury Management advisors who review the company, the market and country in which they operate, the ranking of the bond and the credit worthiness assigned to it. As at 30th June the Council had investments in one Corporate bond with Centrica plc for £2m. Full details are shown in **Appendix 9**.

Central Contingencies and Contributions

227. A budget of £1.1m is held centrally to meet past service Employer Pension contributions relating to staff transferred to the new supplier companies. Net unallocated savings budgets of £0.3m are also currently held centrally. It is currently forecast that spend on these areas will be in line with budget.

Debt Management

228. The balance of outstanding debt has increased by £6.3m since quarter four of 2015/16. However, this mainly relates to year end invoices raised against Clinical Commissioning Health on which settlement has been agreed. Balances remain within forecast levels and adequate provisions have been made. Details of the Council's invoiced debt position are contained in **Appendix 11**.

Outturn Impact

229. The impact of the projected service outturn position is to decrease balances by £2.7m as reported above (**para 177**).
230. Taken into account with the central budget items detailed above and the approved use of general reserves below (**para 233**), the financial impact described in this report could result in a reduction in balances of £2.5m as summarised in **Table 11**.

Table 11 – Impact on Balances

	£m
Service Net Budget Outturn	2.7
Central Budgets Outturn	-1.2
Use of Reserves approved by Council	-1.0
Total	-2.5

Management of Council Reserves

231. The Council's Reserves Strategy 2016-19 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecast that the risk assessed level of reserves is likely to remain at £11.8m throughout the medium term.
232. The opening balance at 1st April 2016 in the Council's General Reserves was £13.0m as published in the Council's Draft Statement of Accounts for 2015/16.
233. At the February 2016 meeting, Council approved the use of £1.0m of general reserves in 2016/17, to be transferred to earmarked reserves to meet additional costs associated with the Council's planning functions.
234. The overall impact of service budgets, central budgets and Council decisions is identified in **Table 11** above. **Table 12** shows how this impacts on the forecast closing balance of general reserves.

Table 12 – Change in Reserves Position

	£m
Opening Balance at 1 st April 2016	13.0
Impact on Balances at Quarter 1	-2.5
Forecast Closing Balance at March 2017	10.5

235. The projected balance of £10.5m reflects the current forecast that risks associated with budget achievement in 2015/16 may partly materialise, and would bring reserves to below the level planned in the 2016-19 Reserves Strategy. However, the Council will strive to identify remedial actions to bring about a balanced outturn position by year end. Overall the Council remains in a strong financial position given the major challenges across the public sector.
236. The Council also maintains Earmarked Revenue reserves for specific purposes. At 31st March 2016 balances on these reserves stood at £53.3m, excluding balances held by Schools. Contributions of £2.5m to the Transitional Funding reserve, and £451,000 to the Collection Fund Management reserve, and a contribution of £140,000 from the Investment Sustainability reserve were approved as part of the 2016/17 budget.
237. Council also approved the transfer of a further £1.0m from general reserves into earmarked reserves in 2016/17 to provide for additional costs associated with the Council's planning functions. These items brought the earmarked reserves balance available in 2016/17 to £56.8m.
238. During 2015/16, an estimated £17.3m will be drawn down and applied to fund service expenditure specifically provided for.

Service outturn forecasts take account of this expenditure and funding.

239. A full list of earmarked reserves at 1 April 2016 and estimated movement in 2016/17 is contained in **Appendix 12**.

3. Workforce Development

240. This section sets out the Council’s activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the first quarter 2016/17.

Culture and Values

241. The staff survey 2016 was launched on 15th June and ran for four weeks. The response rate (59% compared to 45% in 2014) has been strong, supported by an ongoing communications campaign. The broad themes of the survey have remained similar to the 2014 survey with some small changes to build on the learning from the previous survey. The results are expected late September 2016. Co-ordinated action planning both corporately and locally within services will take place during the autumn.

Building Capability and Capacity

242. The Corporate Training programme and Continuous Professional Development Portfolios ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible standard, providing the best quality services to the residents and businesses.

243. Over 2,026 reservations were successfully arranged for CEC employees to attend a range of regulatory and mandatory learning and development opportunities during the first quarter of 2016/17. A further 19 employees successfully secured funding approval via

the Learning and Development Panel for role specific development, seeing £27,072 investment.

244. Developing management capability at all levels has continued with 12 managers across the Council currently being supported to complete ILM qualifications through an external commissioning arrangement. A leadership and management programme is also being developed for the Council’s top 100 managers, which will run alongside a corporate leadership and management programme.

245. The Workforce Development Team continues to work closely with numerous regulatory and professional bodies and links into several local universities and colleges to ensure academia and research based theories are inherent in everything we do, establishing teaching partnerships with Keele University and local FE colleges too. As a recognised centre of excellence, quality assurance measures ensure that all employees and apprentices receive up to date training and surpass expectations of external verification and examination boards and feel fully supported throughout all stages of their career.



Resourcing and Talent

246. The Council has provided more than 12 work experience sessions for young adults and school children so far this year. The Council's apprenticeship scheme has been reviewed and expanded by extending the range and levels of qualifications offered. A preferred supplier list for the training providers of apprenticeships has also been established, in line with the potential changes coming next year with the Enterprise Act.
247. The Council continues to offer a Graduate Development Programme. The programme includes both permanent staff and recent graduates and recognises the importance of early career development by providing opportunities to build networks, gain skills and obtain wider insights.

Reward and Recognition

248. To enhance the range of employee benefits an on-line "Rewards Centre" is due to be launched shortly for staff. The externally hosted offering will provide a range of high street discounts to staff with over 6,000 different discounts and offers, such as well known high street stores, days out, holidays etc. Discounts will be available at over 120,000 stores including M&S, John Lewis, IKEA, Sainsbury's, Morrisons, B&Q etc. Available through telephone, mobile, or website ordering, the Rewards Centre will help staff make their money go further and will support the attraction and retention of employees.

Education HR Consultancy

249. The Education HR consultancy have continued to offer and provide two levels of service Gold and Silver, with the Silver Service changing from September 2016, to no on-site support being provided. Current take up from schools and academies continues to be strong despite the increasing numbers of Multi Academy Trusts. Crewe UTC will be buying the Gold Package for the first time from September. As an additional buy back option schools and academies who buy back Education HR Consultancy will be able to access the Rewards Centre from September 2016, and it is hoped that this will act as an added incentive for schools and academies to buy back.

Health and Safety

250. The Council has recently received two awards; the first is a fourth (consecutive) Gold Royal Society for the Prevention of Accidents (RoSPA) Award for Health & Safety and the second is a Commended Award in the RoSPA Public Service and Local Government competitive sector. The latter award recognises that the Council achieved third place from all portfolios submitted in this sector. This RoSPA award gave us an opportunity to prove our ongoing commitment to raising health and safety standards and means we are part of a long running and highly respected occupational safety awards programme.

Staffing Changes

251. As shown in **Tables 13 and 14**, Cheshire East’s employee headcount decreased by 2.3% between June 2015 and June 2016.

Table 13: June 2015 headcount and FTE figures

Directorate/Service	Employee FTE Jun-15	Employee Headcount Jun-15
Public Health	21.3	24
Media (Communications and PR)	7.9	8
Strategic Commissioning	2,084.5	2,843
Adults Social Care & Independent Living	874.1	1,145
Children's Services	769.3	1,169
Commissioning and Client Support	23.2	24
Communities	414.9	502
Chief Operating Officer	479.3	592
Commissioning	45.9	50
Corporate Resources and Stewardship	253.1	317
Democratic Services and Governance	56.1	88
Legal Services	31.9	37
People and OD	53.4	60
Apprentices	38.0	39
Economic Growth & Prosperity	281.6	355
Assets	25.0	26
Crewe – High Growth City	2.0	2
Investment	77.1	85
Strategic and Economic Planning	61.2	63
Strategic Infrastructure	7.5	8
Visitor Economy, Culture and Tatton Park	104.1	166
Cheshire East Council Total	2,875.6	3,810

Note: in tables 13 and 14 employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. The Chief Executive has not been included in any of the Directorate/Service information, but is counted in the overall Cheshire East Council

headcount and FTE figures; similarly Executive/Directors will not appear in the “Service” totals but will appear in the overall “Directorate” figures.

Table 14: June 2016 headcount and FTE figures

Directorate/Service	Employee FTE Jun-16	Employee Headcount Jun-16
Public Health	21.6	24
Adults Social Care & Independent Living	748.3	962
Children's Services	780.8	1,176
Chief Operating Officer	1,034.6	1,222
Commissioning	38.6	42
Corporate Resources and Stewardship	429.1	489
Democratic Services and Governance	55.6	83
Legal Services	55.2	63
Media (Communications and PR)	10.7	11
Commissioning and Client Support	8.0	8
Communities	400.3	487
Apprentices	36.2	38
Economic Growth & Prosperity	273.1	348
Growth and Regeneration	78.7	85
Crewe – High Growth City	4.0	4
Lifelong Learning	10.2	12
Planning and Sustainable Development	69.0	71
Strategic Infrastructure	10.5	11
Countryside, Culture and Visitor Economy	96.7	161
Cheshire East Council Total	2,859.5	3,721

Absence

252. As shown in **Table 16**, absence levels over the first quarter of 2016/17 were very similar to 2015/16 and 2013/14, and lower than the same period in 2014/15. Proactive management of sickness absence levels will continue through 2016/17.

Table 16: Average days lost to sickness (per FTE employee), at the end of Quarter 1, since 2013/14

	2013/14	2014/15	2015/16	2016/17
Cheshire East (excluding Schools)	2.59	2.91	2.61	2.61

Voluntary Redundancies

253. The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

254. 11 people have left the Council under voluntary redundancy terms in quarter one, seven of whom held posts within the management grades (Grade 10 or above). The total severance cost for all 11 employees was £529,507 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1.6m (which is the combined accumulated costs of the deleted posts).

Appendices to First Quarter Review of Performance 2016/17

September 2016

Appendix 1 Cheshire East Council Residents First Outcomes



Appendix 2 Changes to Revenue Budget 2016/17 since Original Budget

	Original Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Quarter 1 Net Budget £000
PEOPLE				
Children & Families	44,064	1,107	-13	45,158
Adult Social Care & Independent Living	93,933	5	-1,243	92,695
Public Health	0			0
Community & Partnerships	4,282		180	4,462
	<u>142,279</u>	<u>1,112</u>	<u>-1,076</u>	<u>142,315</u>
PLACE				
Directorate	1,347			1,347
Planning & Sustainable Development	-1,383	22		-1,361
Infrastructure & Highways	7,918		-4	7,914
Growth & Regeneration	2,183		1,064	3,247
Rural & Green infrastructure	2,745			2,745
Client Commissioning :				
Building Control, Land Charges and Planning Support	1,801			1,801
Skills & Growth	1,750			1,750
Transport	14,368	118		14,486
	<u>30,729</u>	<u>140</u>	<u>1,060</u>	<u>31,929</u>

	Original Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Quarter 1 Net Budget £000
CORPORATE				
Client Commissioning :				
Leisure	1,984		383	2,367
Environmental Bereavement	27,246			27,246
Customer Operations	8,845	62	187	9,094
Chief Operating Officer - Other (e.g Finance, ICT, Legal, Facilities)	37,869	104	-414	37,559
	<u>75,944</u>	<u>166</u>	<u>156</u>	<u>76,266</u>
TOTAL SERVICE BUDGET	248,952	1,418	140	250,510
Central Budgets				
Specific Grants	-18,826	-1,418		-20,244
Capital Financing	14,000			14,000
Corporate Unallocated	-119		-210	-329
Corporate Contributions	1,084		70	1,154
Contribution to / from Reserves	2,811			2,811
	<u>-1,050</u>	<u>-1,418</u>	<u>-140</u>	<u>-2,608</u>
TOTAL BUDGET	247,902	0	0	247,902

The Original Net Budgets above have been restated to reflect the new Organisational Structure which came into effect on 1 June 2016.

Appendix 3 Corporate Grants Register

Corporate Grants Register 2016/17		Original Budget	Revised Forecast	Change	SRE / Balances
			FQR		(Note 2)
		2016/17	2016/17	2016/17	
		£000	£000	£000	
		Note			
SPECIFIC USE (Held within Services)					
Schools					
Dedicated Schools Grant	1	146,960	142,268	-4,692	
Pupil Premium Grant	1	6,158	5,399	-758	
Sixth Forms Grant	1	4,164	4,230	66	
Total Schools Grant		157,282	151,897	-5,385	
Housing Benefit Subsidy		84,518	79,000	-5,518	
Public Health Funding		17,258	17,258	0	
TOTAL SPECIFIC USE		259,058	248,155	-10,903	
GENERAL PURPOSE (Held Corporately)					
Central Funding					
Revenue Support Grant		26,340	26,340	0	
Total Central Funding		26,340	26,340	0	

Corporate Grants Register 2016/17	Original Budget	Revised Forecast	Change	SRE / Balances
	2016/17	2016/17	2016/17	(Note 2)
<i>Note</i>	£000	£000	£000	
People - Children & Families				
Troubled Families	195	875	680	SRE
Youth Justice Board	0	299	299	SRE
Staying Put Implementation Grant	0	109	109	SRE
Remand Funding	0	19	19	SRE
People - Adult Social Care & Independent Living				
Independent Living Fund	948	948	0	
Local Reform and Community Voices	0	198	198	SRE
Social Care in Prisons	0	73	73	SRE
Place				
Adult Skills (Lifelong Learning)	749	749	0	
Property Search Fees New Burdens	0	22	22	SRE
Extended Rights to Free Transport	0	118	118	SRE
Corporate - Customer Operations				
Housing Benefit and Council Tax Administration	1,275	1,336	61	SRE
NNDR Administration Grant	562	562	0	
Business Rates Revaluation 2017: S31 Grant Reimbursement	0	1	1	SRE

Corporate Grants Register 2016/17	Original Budget	Revised Forecast	Change	SRE / Balances
	2016/17	2016/17	2016/17	(Note 2)
Note	£000	£000	£000	
Corporate - Chief Operating Officer				
New Homes Bonus 2011/12	870	870	0	
New Homes Bonus 2012/13	1,844	1,844	0	
New Homes Bonus 2013/14	1,037	1,037	0	
New Homes Bonus 2014/15	1,356	1,356	0	
New Homes Bonus 2015/16	1,200	1,200	0	
New Homes Bonus 2016/17	2,444	2,444	0	
New Homes Bonus 2017/18	0	0	0	
Affordable Homes 2012/13	85	85	0	
Affordable Homes 2013/14	82	82	0	
Affordable Homes 2015/16	63	63	0	
Affordable Homes 2016/17	222	222	0	
New Homes Bonus Returned Funding Grant 2016/17	0	90	90	Balances
New Homes Bonus ESTIMATED OVERALL REDUCTION	0	0	0	
Education Services Grant	2,920	2,778	-141	Balances
Transitional Funding	2,973	2,973	0	
Electoral Register Transfer Programme Resource Grant 2016/17	0	58	58	SRE
Additional Election Funding	0	37	37	SRE
Additional Election Funding: N West Deadline Extension Funding	0	9	9	SRE
Total Service Funding	18,825	20,457	1,632	
TOTAL GENERAL PURPOSE	45,164	46,797	1,632	
TOTAL GRANT FUNDING	304,222	294,951	-9,271	

- Notes
- 1 The Dedicated Schools Grant, Pupil Premium Grant and Sixth Form Grant from the Education Funding Agency (EFA) figures are based on actual anticipated allocations. Changes are for in-year increases/decreases to allocations by the DfE and conversions to academy status.
 - 2 SRE - Supplementary Revenue Estimate requested by relevant service

Appendix 4 Summary Capital Programme and Funding

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			
	FQR	Reductions	Reductions	Budget			
	2016/17	During Quarter	2016/17	FQR	2016/17	2017/18	2018/19 and
£000	2016/17	£000	£000	£000	£000	Future Years	
						£000	
People Directorate							
Children and Families							
Committed Schemes - In Progress	6,549	-2,128	-34	4,387	4,387	3,684	1,083
New Schemes and Option Developments	900	1,633	0	2,533	2,533	4,342	0
Recurring Programmes	9,867	-9,097	-370	400	400	5,409	12,779
Longer Term Proposals	2,490	-2,121	-19	350	350	12,516	1,055
Adult Social Care							
Committed Schemes - In Progress	0	281	47	328	328	0	0
New Schemes and Option Developments	0	0	0	0	0	0	0
Recurring Programmes	356	375	-47	684	684	0	0
Longer Term Proposals	0	0	0	0	0	0	0
Community & Partnerships							
Committed Schemes - In Progress	200	12	0	212	212	0	0
Total People Directorate	20,362	-11,045	-423	8,894	8,894	25,951	14,917

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year	2018/19 and		
	FQR	Reductions	Reductions	Budget	2016/17	2017/18	Future Years
2016/17	2016/17	2016/17	2016/17	2016/17	2017/18	2018/19 and	
£000	£000	£000	£000	£000	£000	Future Years	
						£000	
Place Directorate							
Infrastructure & Highways (inc car parking)							
Committed Schemes - In Progress	12,196	18,903	147	31,246	31,246	14,460	3,458
New Schemes and Option Developments	1,491	-315	2,112	3,288	3,288	800	300
Recurring Programmes	13,691	-11,451	0	2,240	2,240	14,717	2,270
Longer Term Proposals	18,072	4,224	0	22,296	22,296	21,276	135,807
Growth & Regeneration							
Committed Schemes - In Progress	38,488	-28,485	51	10,054	10,054	29,194	13,777
New Schemes and Option Developments	13,158	-9,108	0	4,050	4,050	13,971	7,592
Recurring Programmes	3,641	-798	10	2,853	2,853	2,711	1,650
Longer Term Proposals	10,800	-5,800	0	5,000	5,000	1,899	12,557
Rural & Green Infrastructure							
Committed Schemes - In Progress	1,078	-55	0	1,023	1,023	679	0
New Schemes and Option Developments	100	0		100	100	175	0
Recurring Programmes	2,962	-2,380	0	582	582	3,535	165
Longer Term Proposals	0	0	0	0	0	0	13,000
Total Place Directorate	115,677	-35,265	2,320	82,732	82,732	103,417	190,576

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			2018/19 and
	FQR	Reductions	Reductions	Budget	2016/17	2017/18	Future Years
	2016/17	2016/17	2016/17	2016/17	£000	£000	£000
Corporate Directorate							
Environmental							
Committed Schemes - In Progress	16,972	2,584	2	19,558	19,558	16	0
New Schemes and Option Developments	60	0	0	60	60	0	0
Recurring Programmes	140	0	0	140	140	220	0
Longer Term Proposals	2,730	-2,580	0	150	150	230	12,120
Bereavement							
New Schemes and Option Developments	0	150	0	150	150	0	0
Leisure							
Committed Schemes - In Progress	1,765	925	0	2,690	2,690	3,203	5,353
Customer Operations							
Committed Schemes - In Progress	90	153	-102	141	141	0	0
New Schemes and Option Developments	80	0	98	178	178	144	30
Chief Operating Officer - Other							
Committed Schemes - In Progress	16,282	3,707	-73	19,916	19,916	2,015	0
New Schemes and Option Developments	2,500	-2,112	387	775	775	5,112	0
Recurring Programmes	2,001	308	0	2,309	2,309	8,240	4,357
Longer Term Proposals	5,000	0	0	5,000	5,000	0	0
Total Corporate Directorate	47,620	3,135	312	51,067	51,067	19,180	21,860

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			2018/19 and
	FQR	Reductions	Reductions	Budget	2016/17	2017/18	Future Years
	2016/17	2016/17	2016/17	2016/17	2016/17	2017/18	2018/19 and
	£000	£000	£000	£000	£000	£000	Future Years
							£000
Committed Schemes - In Progress	93,620	-4,103	38	89,555	89,555	53,251	23,671
New Schemes and Option Developments	18,289	-9,752	2,597	11,134	11,134	24,544	7,922
Recurring Programmes	32,658	-23,043	-407	9,208	9,208	34,832	21,221
Longer Term Proposals	39,092	-6,277	-19	32,796	32,796	35,921	174,539
Total Net Position	183,659	-43,175	2,209	142,693	142,693	148,548	227,353

Funding Sources	2016/17	2017/18	2018/19 and
	£000	£000	Future Years
			£000
Grants	32,915	59,973	107,605
External Contributions	13,495	3,670	51,819
Cheshire East Council Resources	96,283	84,905	67,929
Total	142,693	148,548	227,353

Appendix 5 Approved Supplementary Capital Estimates and Virements up to £250,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements that have been made up to £250,000		
Supplementary Capital Estimates		
Infrastructure & Highways (inc car parking)		
S106 Next plc, Wilmslow	45,000	Section 106 works to improve walking facilities on Wilmslow Public Footpaths Nos. 80 & 91 in vicinity of Next plc development, Wilmslow
S106 Queens Drive Towpath, Nantwich	53,800	S106 works to improve canal towpath as result of Queens Drive, Nantwich development 12/4654N
Surface Water Management Schemes	137,000	DEFRA grant received towards Surface Water Management Schemes.
Highway Maintenance	60,000	Public Rights of Way, Poynton restoration works, funded by the Severe Weather earmarked reserve.
A500 Widening at Junction 16	10,000	Increase budget for additional expenditure funded from S106
Growth & Regeneration		
Regeneration and Development Programme	10,000	Increase budget for additional funding from Tesco Bags for Life
Development for Housing and Jobs	61,000	Increased budget relating to Homes and Communities Agency funding
Environmental		
The Blue Lamp Carrs Park	2,225	These values relate to S106 funding which is not already recognised in the Capital Programme.
South Park Action Zone S106	365	
Ollerton Playing Fields	243	
379,633		

Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements that have been made up to £250,000		
Capital Budget Virements		
Children and Families		
Dingle Primary School Mobile	60,000	Virement from School Maintenance Project to cover the cost of the window replacement works at Dingle Primary School.
Mablins Lane Primary School	13,237	Virement from Assets - a contribution towards Boiler replacement works as part of the larger project.
Adult Social Care		
Adults Case Management	46,500	Virement of social care capital grant toward post implementation costs of Adults Case Management System
Customer Operations		
Next Generation - Self Service	101,702	A virement is requested to move £101,702 from the Sustainable Libraries project to the Next Generation Self Service project. The budget for the Sustainable Libraries project is to refurbish and upgrade Macclesfield library and to start the investment in the next generation of library digital services. The virement will consolidate the funding for this project
Total Capital Budget Virements Approved	221,439	
Total Supplementary Capital Estimates and Virements	601,072	

Appendix 6 Request for Supplementary Capital Estimates and Virements above £250,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to approve the Supplementary Capital Estimates and Virements above £250,000 up to and including £1,000,000		
Supplementary Capital Estimates		
Infrastructure & Highways (incl. car parking)		
Middlewich Road, Poynton - Flood Damage	250,000	Restoration works and slope stabilisation to Middlewood Road, Poynton. To be funded by Cheshire East Resources.
Replacement Pay and Display Car Parking Meters	500,000	Programme of works to replace the Pay and Display in the car parks across the Borough.
A6 SEMMS Disley	622,000	To increase the budget to take in to account £300,000 S106 funding, £272,000 funding received from Stockport Metropolitan Borough Council and £50,000 LTP funding.
Congleton Relief Road	267,537	Increase budget in line with latest forecast as per cabinet report funded by Cheshire East.
Chief Operating Officer - Other		
Enterprise Resource Planning (Oracle Replacement)	387,000	To increase the budget for the amount to be contributed by Cheshire West and Chester Council.
Total Supplementary Capital Estimates and Virements	2,026,537	

Appendix 7 Request for Supplementary Capital Estimates and Virements above £1,000,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to request Council to approve the Capital Virements and SCEs over £1,000,000		
Supplementary Capital Estimates		
Infrastructure & Highways (inc car parking)		
Middlewich Eastern By-pass	1,257,000	Grant funding received from the Department of Transport - Development funding for Large Local Major Projects - to continue the option development of the Middlewich Eastern Bypass proposals.
Total Supplementary Capital Estimates and Virements	1,257,000	

Appendix 8 Capital Budget Reductions

Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
Cabinet are asked to note the reductions in Approved Budgets				
Children and Families				
Devolved Formula Capital - delegated funding to school	6,192,273	6,006,777	-185,496	To match the existing Devolved Formula Capital budget being provided between 2015 - 2019
Condition Capital grant	6,657,900	5,548,143	-1,109,757	To match the existing Condition Capital budget being provided between 2015 - 2019
Knutsford Achievement	10,000,000	9,981,397	-18,603	Reduction to budget for costs relating to the project being funded from revenue budgets.
Rural & Green Infrastructure				
Congleton Dane Walkway FP23	25,000	18,586	-6,414	Project complete
Walking to Wellbeing	37,972	37,096	-876	Project complete
Environmental				
Adlington Road Park S106	85,583	84,688	-895	WREN grant approved and received less than in the original Delegated Decision.
Total Capital Budget Reductions	22,998,728	21,676,687	-1,322,041	

Appendix 9 Treasury Management

Counterparty Limits and Investment Strategy

1. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment. Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund with a limit of 50% of total investments per fund. There is also a maximum that can be invested in all Money Market Funds at any one time of £50m. Due to their smaller size, unrated Building Societies have a limit of £1m each.
2. The limits in the Treasury Management strategy also apply to investments in foreign banks subject with a limit of £12m per country. Foreign investments held at 30th June 2016 total £11.5m over three countries.
3. To maintain diversification of investments over a broader range of counterparties, the Council is also investing with other Local Authorities and some unrated Building Societies on advice from our treasury advisors who are monitoring their financial standing in the absence of any normal credit rating.
4. The Council is also making use of some Variable Net Asset Value (VNAV) Money Market Funds which invest for a slightly longer duration than the standard money market funds but where the rate of return can be quite variable. At the end of June these were returning 1.32% but this was unusually high at that time. In July this has returned to a more typical 0.70%.
5. Banks' credit ratings are kept under continual review. The 'Brexit' issue has resulted in a review of all UK credit ratings but has not yet had a material effect other than the UK credit rating being downgraded. Subject to availability and cash flow requirements the Council is seeking to invest in high credit quality covered bonds
6. Covered Bonds are fixed period investments (typically three to ten years) which are tradeable and where the investment is secured by collateral. These bonds are exempt from any 'Bail-in' requirements and gives the Council protection in the event the Counterparty gets into difficulties. Bonds are rated depending on their collateral so it is possible that a bond is acceptable to the Council where an unsecured deposit would not be.
7. **Chart 1** shows an analysis of the investments by counterparty type. A full analysis of the types of investment and current interest rates achieved is given in **Table 1** with the maturity profile in **Chart 2** which also shows the value of investments potentially subject to bail-in in the event of counterparty failure and those which are exempt from bail in requirements.

Chart 1 – Current Investments by Counterparty Type

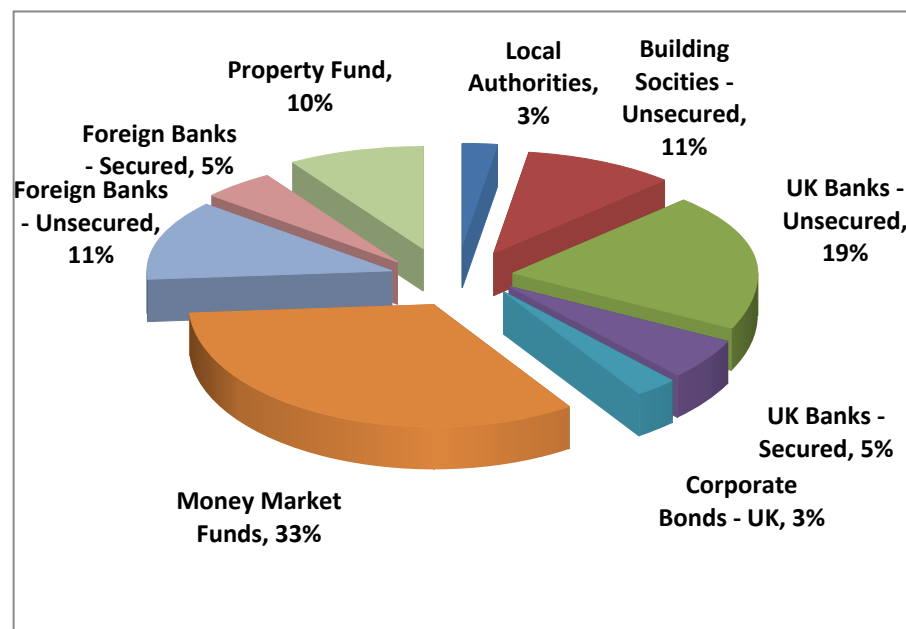


Table 1 – Types of Investments and Current Interest Rates

Instant Access Accounts	Average Rate %	£m
Instant Access Accounts	0.05	0.6
Money Market Funds	0.71	17.7

Notice Accounts	Notice Period	Average Rate %	£m
Money Market Funds (VNAV)	2 days	1.32	6.5
Lloyds Bank	175 days	0.80	5.0
Santander (UK)	90 days	0.90	3.0
Santander (UK)	120 days	1.05	2.0
Santander (UK)	180 days	1.15	1.0
Svenska Handelsbanken	35 days	0.55	4.0

Fixed Term Deposits (Unsecured)	Start	Maturity	Rate %	£m
Lancashire County Council	02/12/2015	04/12/2017	1.00	2.0
Toronto Dominion CD	04/01/2016	03/01/2017	0.90	1.5
Nationwide Building Society	01/04/2016	03/10/2016	0.71	3.0
Coventry Building Society	11/04/2016	11/10/2016	0.60	1.0
Nationwide Building Society	11/04/2016	11/10/2016	0.71	2.0
Lloyds	19/04/2016	19/07/2016	0.65	2.0
Vernon Building Society	28/04/2016	05/08/2016	0.54	1.0
Toronto Dominion CD	12/05/2016	10/02/2017	0.77	2.5
National Counties Building Society	13/05/2016	14/11/2016	0.75	1.0

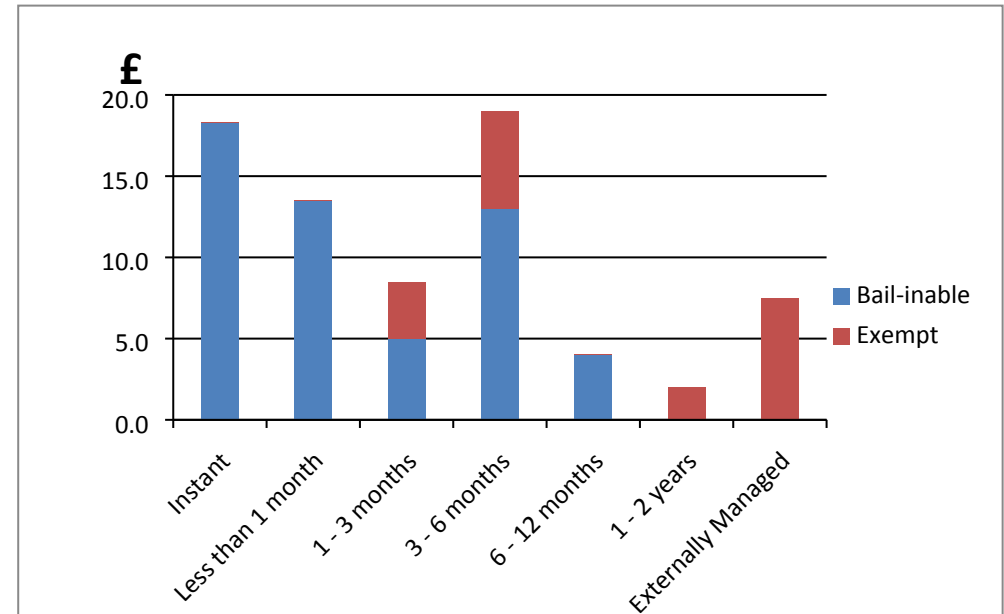
Secured Deposits	Start	Maturity	Rate %	£m
Bank of Scotland	17/06/2015	08/11/2016	0.84	2.5
Bank of Scotland	30/10/2015	08/11/2016	0.95	1.5
National Australia Bank	18/04/2016	12/08/2016	0.65	3.5

Corporate Bonds	Start	Maturity	Rate %	£m
Centrica plc	12/05/2016	24/10/2016	0.98	2.0

Externally Managed Funds	£m
Property Fund	7.5

Summary of Current Investments	£m
TOTAL	72.8

Chart 2 – Maturity Profile of Investments



Appendix 10 Requests for Allocation of Additional Grant Funding

Service	Type of Grant	£000	Details
Children & Families	Extended Troubled Families Grant – Family Focus (General Purpose)	680	<p>In April 2012, the Government launched the Troubled Families Programme, a £448m scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. This programme worked with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.</p> <p>In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme. This increased investment is testament to the Government’s ongoing commitment to improve the lives of troubled families and as this work is taken to a significantly greater scale, to transform local public services and reduce costs for the long-term.</p>
Children & Families	Youth Justice Board (General Purpose)	299	The Youth Engagement Service (YES) delivers a statutory Youth Justice service. A partnership of agencies defined in the Crime and Disorder Act is required to jointly deliver this service. As such any failure to utilise the funding streams identified will result in the dereliction of the Council’s duties under the Act.
Children & Families	Staying Put (General Purpose)	109	<p>The Children & Families Act 2014 introduced a new duty on local authorities to support young people to continue to live with their former foster carers once they turn 18. This duty came into force on 13th May 2014.</p> <p>The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in respect of a young person aged 18 and their former foster carer to continue to live together in a ‘Staying Put’ arrangement. For the purposes of this grant, ‘young person’ means a former relevant child who was looked after immediately prior to their 18th birthday. This supported arrangement can continue until the young person’s 21st birthday.</p>

Service	Type of Grant	£000	Details
Children & Families	Remand Funding (General Purpose)	19	Children and Young People (CYP) who are remanded in youth detention accommodation will be given Looked After Children (LAC) status. The grant is to cover the costs of the LA's responsibility and gives LA's incentives to reduce their secure remands and reinvest any savings achieved in Youth Justice (YJ).
Adult Social Care	Local Reform and Community Voices (General Purpose)	3	Originally budgeted at £195,418 (2015/16). Final allocations for 2016/17 have come in at £198,321. Local authorities have a duty under the Local Government and Public Involvement in Health Act 2007 (as amended by the Health and Social Care Act 2012) to ensure that an effective local Healthwatch is operating in their area, delivering the activities set out in the legislation. The Local Reform and Community Voices grant provides one element of the non-ring fenced funding provided for local Healthwatch, with the larger proportion having been rolled in to the local government settlement in 2011/12.
Adult Social Care	Social Care in Prisons (General Purpose)	2	Originally budgeted at £69,933 (2015/16). Final allocations for 2016/17 have come in at £72,528. The provision of social care in prisons is a new burden for local authorities introduced as part of the Care Act. The Act establishes that the local authority in which a prison, approved premises or bail accommodation is based will be responsible for assessing and meeting the care and support needs of the offenders residing there. The provision of care and support for those in custodial settings is based on the principle of equivalence to provision in the community. The Act clarifies the application of Part 1 for people in custodial settings, including aspects which do not apply.
Economic Growth & Prosperity	Property Searches New Burdens (General Purpose)	22	Land charges payment being made by the Government towards the claims made against each Local Authority. Contingency monies held for about 2 + years re: the Tinkler and APPS claims.

Service	Type of Grant	£000	Details
Economic Growth & Prosperity	Extended Rights to Free Transport (Home to School Transport) (General Purpose)	118	The Department for Education provides additional transport funding to local authorities to support children from low-income families to be able to attend schools further from home than the statutory walking distances. The funding is paid as a non-ring-fenced grant paid via the Department for Communities and Local Government under the Local Services Support Grant (section 31 of the Local Government Act 2003).
Communities	Housing Benefit Administration Grant and Council Tax Support Administration Grant (General Purpose)	61	Administration of Housing Benefit claims & Council Tax Support. Claims to be processed on time to avoid hardship to customers and risk of eviction. Delays in processing work feed into a penalty area and if the threshold is exceeded there will be a loss of Housing Benefit subsidy payable to the Council (from DWP).
Communities	Business Rates Revaluation 2017 Information Sheet (General Purpose)	1	This grant is in respect of expenditure already incurred by the Revenues team during annual billing. It is recompense for the printing and postage of leaflets on behalf of VOA.
Chief Operating Officer	Electoral Register Transfer Programme Resource Grant 2016/17 (General Purpose)	58	The funding is to be used on activities associated with the Individual Electoral Registration (IER) service within the Elections area.
Chief Operating Officer	EU Referendum Administration Costs – Additional Funding (General Purpose)	37	Additional grant aimed to alleviate administration pressures in respect of processing voter registration applications in the run up to the EU Referendum on 23 rd June.
Chief Operating Officer	EU Referendum Administration Costs – Deadline Extension (General Purpose)	9	Further grant funding allocated due to the extension of the EU registration deadline.
Total		1,418	

Appendix 11 Debt Management

1. Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates) for which the performance related data is contained within Section 2 of this report.
2. Annually, the Council raises invoices with a total value of over £75m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing, Markets and Building Control.
3. The Council's standard collection terms require payment within 28 days of the invoice date, however, services receive immediate credit in their accounts for income due. The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.
4. The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor). In 2015/16 the team collected £1.8m on behalf of services.
5. After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of June 2016 was £11.9m. This is higher than at March 2016 due to invoices raised just

before year end in Adult Social Care to Clinical Commissioning Groups remaining unpaid. However, settlement has now been reached, and the debt will be cleared in quarter 2.

6. The total amount of service debt over 6 months old is £3.0m; provision of £3.4m has been made to cover doubtful debt in the event that it needs to be written off.

	Outstanding Debt £000	Over 6 months old £000	Debt Provision £000
Children & Families	402	10	10
Schools	51	28	31
Adult Social Care & Independent Living	9,362	1,937	2,322
Public Health & Wellbeing	0	0	0
Economic Growth & Prosperity	860	309	308
Highways	744	359	359
Chief Operating Officer:			
Environmental	123	121	121
Leisure	11	11	11
Communities	46	11	11
Other	306	246	246
	11,905	3,033	3,419

Appendix 12 Earmarked Reserves

Name of Reserve	Opening Balance 1 st April 2016 £000	Forecast Movement in 2016/17 £000	Forecast Balance 31 st March 2017 £000	Notes
Children & Families				
Children's Social Care	377	-377	0	To support implementation of Children's Social Care bill.
Adult Social Care & Independent Living				
Extra Care Housing PFI	1,879	181	2,060	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009.
Individual Commissioning	450	-450	0	To provide capacity to perform Deprivation of Liberties and Best Interest reviews of care customers following recent case law.
NHS Section 256	3,391	-1,695	1,696	To support adult social care which also has a health benefit, as agreed with Eastern Cheshire and South Cheshire Clinical Commissioning Groups and governed by Cheshire East Health and Wellbeing Board.
Public Health	1,942	-1,942	0	Ring-fenced underspend to be invested in areas to improve performance against key targets. Including the creation of an innovation fund to support partners to deliver initiatives that tackle key health issues.
Highways				
Severe Weather	360	-80	280	To provide for future adverse winter weather expenditure.
Communities				
Communities Investment	586	-244	342	Amalgamation of promoting local delivery; grant support; new initiatives and additional funding from outturn to support community investment.
Emergency Assistance	569	-400	169	Carry forward of underspend on previous years' schemes to provide for future hardship payments.

Name of Reserve	Opening Balance 1 st April 2016 £000	Forecast Movement in 2016/17 £000	Forecast Balance 31 st March 2017 £000	Notes
Economic Growth & Prosperity				
Tatton Park	202	-30	172	Ring-fenced surplus on Tatton Park trading account.
Planning Costs and Investment Service Structure	358	-358	0	To meet potential costs within the Planning Service and Investment Service Structure.
Royal Arcade Crewe	500	-500	0	To provide for future costs relating to the Royal Arcade including repairs and maintenance.
Chief Operating Officer				
Elections	12	-12	0	To provide funds for Election costs every 4 years.
Insurance & Risk	4,581	-81	4,500	To settle insurance claims and manage excess costs.
Investment (Sustainability)	2,744	-1,722	1,022	To support investment that can increase longer term financial independence and stability of the Council.
Collection Fund Management	8,570	319	8,889	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing	11,540	0	11,540	To provide for financing of capital schemes, other projects and initiatives.
Transforming Services	3,345	-2,058	1,287	Funding for costs associated with service transformation; particularly in relation to staffing related expenditure.
Transitional Funding	0	1,287	1,287	To provide financial support to services or projects during a period of transition to a lower overall cost base.

Name of Reserve	Opening Balance 1 st April 2016 £000	Forecast Movement in 2016/17 £000	Forecast Balance 31 st March 2017 £000	Notes
Cross Service				
Trading Reserve	1,179	0	1,179	The Authority's share of ASDVs net surplus to be spent in furtherance of the ASDV's objectives.
Service Manager carry forward	3,186	-3,102	84	Allocations for Cost of Investment or grant funded expenditure.
Revenue Grants - Dedicated Schools Grant	5,158	-1,158	4,000	Unspent specific use grant carried forward into 2015/16.
Revenue Grants - Other	2,404	-1,449	955	Unspent specific use grant carried forward into 2015/16.
TOTAL	53,333	-13,871	39,462	

Notes:

1. Figures exclude Schools balances of £8.058m at 1st April 2016.

2. Forecast Movements in 2016/17 include the following budgeted and approved additions and reductions to earmarked reserves approved by Council

	£000
Planning costs and Investment Service structure	1,000
Transitional Funding	2,500
Collection Fund Management	451
Investment Sustainability	-140
	<u>3,811</u>

Cabinet Paper

Date of Meeting: 13 September 2016

Report of: Andrew Round, Interim Executive Director for Economic Growth and Prosperity

Subject/Title: European Structural & Investment Funds

Portfolio Holder: Cllr Don Stockton, Portfolio Holder for Regeneration

1. Report Summary

- The Skills and Growth Company is currently progressing applications for European funding worth in excess of £12m on behalf of Cheshire East Council, to support our technology, science, energy and skills priorities. Overall this package will directly support over 700 existing and new businesses, enable over 1,500 businesses to access and/or take up broadband, facilitate over £50m of energy investment, and maximise skills opportunities for our 15-24 year olds.
- On the 12th August, the Secretary of State for Exiting the European Union provided clarity on the future of these funds. It was confirmed that projects contracted before the Autumn Statement will be assured of funding going forward. Those which are not contracted by this time are likely to be subject to a review, and may not be prioritised going forward unless they are deemed to be in the National interest.
- This paper recommends that, if any or all of the applications are successful, the authority expedites approvals to contract these projects in order to secure the benefits of this investment across Cheshire East.
- It is considered that any delay in expediting this matter would seriously prejudice the Council's or the public's interests. On this basis, the Chairman of the Corporate Overview and Scrutiny Committee has agreed that the call-in provisions may be waived.

2. Recommendation

That Cabinet delegate the necessary contractual and financial approvals for all of the funding applications detailed in this paper to the Section 151 Officer (Chief Operating Officer), in consultation with the Portfolio Holder for Regeneration, the Portfolio Holder for Finance and Assets, and the Director of Legal Services.

3. Other Options Considered

- 3.1 The following options have been considered as alternatives to that recommendation:

Option	Reason for Discounting
Do not ask Cabinet for delegated contractual and financial approvals for the European funding applications detailed in section 5.	There is a risk that this funding is not re-allocated to Cheshire East following the Treasury’s review of European Funding allocation, and therefore would miss out on up to £12m of European funding

4. Reasons for Recommendation

The Skills and Growth Company working on behalf of Cheshire East Council is currently progressing four applications for European funding worth in excess of £12m (covering digital connectivity, energy, and skills provision) which are key to delivering Cheshire East economic growth objectives. to support our technology, science, energy and skills priorities. These applications have been progressing through the Councils and external funding gateway approval process towards the turn of the year. Overall this package will directly support over 700 existing and new businesses, enable over 1,500 businesses to access and/or take up broadband, facilitate over £50m of energy investment, and maximise skills opportunities for our 15-24 year olds – see outputs detailed in the table below.

Given the result of the EU referendum there has been a degree of uncertainty over these applications, especially in relation to later years of delivery when our status within the EU is uncertain. On the 12th August, the Secretary of State for Exiting the European Union provided clarity.

It was confirmed that ‘the Treasury will give an assurance that all multi-year projects administered by government with signed contracts or funding agreements in place, and projects to be signed in the ordinary course of business before the Autumn Statement will be fully funded, even when these projects continue beyond the UK’s departure from the EU’.

Those which are not contracted by this time are likely to be subject to a review, and may not be prioritised going forward. It is critical that the authority expedites approvals to contract these projects in order to secure the benefits of this investment across the Borough. Full applications for four funding opportunities will need to be submitted by the 3rd October to meet the deadline set out by HM Treasury.

The Skills & Growth Company acting on behalf of Cheshire East Council will seek permission from Cabinet on the 13th September to delegate the necessary contractual and financial approvals for all of the funding applications detailed in this paper to the Section 151 officer in consultation with relevant Portfolio Holders and Director of Legal Services. It is critical that the authority expedites approvals to contract these projects in order to secure the benefits of this investment across Cheshire East.

5. Background

The recommendation relates to the following projects which are being progressed by the Skills and Growth Company, the table below outlines the projects, value and timescales. It also states the stages of development. Full details of all the proposals are available on request.

Project/Summary/Outputs					
Funding Source	Value to CEC	Total Project Value	Start Date	End Date	Application Status
1. Low Carbon Heat Growth Programme					
<p>Stimulating the market for an innovative low carbon heat source locally, through research into the applicability of deep geothermal energy in the Crewe area, alongside an open programme of business support enabling SME's across Cheshire East to receive targeted support to expand operations into low carbon heat and geothermal technology as a result of exploitation of geothermal energy.</p> <p>Outputs Feasibility of deep geothermal in Crewe 41 enterprises receiving support (CO01). 4 new enterprises supported (CO05). 4 enterprises cooperating with research institutions (CO26)</p>					
European Structural Investment Fund	£2.6m	£5.2m	Nov 16	Dec 18	Outline application successful. Full business case due by 3 rd October.
2. Digital 2020- Digitally Connecting Cheshire and Warrington's Science Parks					
<p>C&W has some of the most significant science assets in the UK. This project will make these assets more readily available to businesses and researchers, enhance R&I infrastructure, and encourage business investment in collaborative research.</p> <p>Outputs 54 enterprises receiving support (CO01) 100 researchers working in improved research facilities (CO25) 54 enterprises cooperating with research entities (C026) 5 enterprises supported to introduce new to the market products (C028) 11 enterprises supported to introduce new to the firm products (C029)</p>					
European Structural Investment Fund	£2.0m	£4.0m	Jan 17	Dec 19	Outline Application Successful. Full business case due by 3 rd October.
3. Digital 2020 – Broadband Connectivity, Digital Business Support and Connection Vouchers					
<p>Digital 2020 will enhance access to ICTs for SMEs in the Cheshire & Warrington LEP area. It will improve the quality (speed and reach) of digital infrastructure and boost the use of digital technology by businesses. Digital 2020 will strengthen the competitive potential of SMEs, help develop new products and services, and ensure businesses exploit e-commerce opportunities to access new markets.</p> <p>Outputs 1,632 additional businesses with broadband access of at least 30Mbps (P3) 750 additional businesses taking up broadband with speeds of at least 30Mbps (P4) 599 enterprises receiving support (CO01)</p>					

88 new enterprises receiving support (CO05)					
13 Enterprises supported to introduce new to the firm products (CO29)					
European Structural Investment Fund	£5.3m	£11.6m	Sept 16	Sept 19	Full Application submitted
4. European Social Fund – Information, Advice and Guidance					
To co-ordinate Information, Advice and Guidance (IAG) provision for 15 -24 year old participants on European Social Funded (ESF) projects where required.					
The programme output will be to increase:					
<ul style="list-style-type: none"> - The level of direct engagement with young people aged 15-24 years old. - The development of materials/resources or IT solutions which demonstrate a clear link to career opportunities and Local Enterprise Partnership (LEP) priority sectors. - The level of employer links to schools for Science, Technology, Engineering and Maths (STEM) subjects and career opportunities. - The volumes of Apprenticeship opportunities and progression on to higher level qualifications. 					
Skills Funding Agency	£900K	NA	Sept 16	TBC	Full Application Submitted
5. ELENA Technical Assistance					
Package of technical support for a portfolio of energy priorities – district heating, dry anaerobic digestion, an Energy Services Company, and street lighting. The programme output will be to facilitate e66.92m of energy efficiency and renewable energy investment, delivering 9,896 tonnes of CO2 reduction per annum.					
European Investment Bank	£1.4m (Euro 1.7m)	£1.6m (Euro 1.9m)	Sept 16	Sept 19	Full application submitted. Council approval granted already.
	Total	£12.2m	£22.4m		

Projects 1 and 2 are significantly at risk, with accelerated timelines imposed by DCLG for submission of full business cases on the 3rd October. These are likely to proceed to contract before the Autumn Statement however this is not certain. To minimise likelihood we are working with DCLG and the Local Enterprise Partnership to ensure applications are robust.

Full business case for Projects 3 is already in the DCLG system, and so is less at risk but is still subject to technical appraisal.

Project 4 is being progressed by the Skills Funding Agency, with us in a commissioned or contractual role. It is at an advanced stage of development, and so unlikely to be at risk as a project, but the activity may be impacted by a reduction in overall ESF activity.

Project 5, ELENA, has full council, approval to proceed and is the least likely to be impacted, and it is included in this report only as a precaution against any changes to permissions required.

We are not aware of any other projects impacted by this issue being progressed by Cheshire East Council.

6.0 Wards Affected and Local Ward Members

6.1 The projects related to this recommendation cover all wards In Cheshire East.

7.0 Implications of Recommendation

7.1 Policy Implications

7.1.1 All projects are consistent with the Councils policy objectives, and are being progressed on that basis. The business case for all projects demonstrates the Strategic Case locally, in Cheshire & Warrington, and nationally.

7.2 Legal Implications

7.2.1 There are no immediate legal implications arising from Cabinet approving the recommendations as set out in paragraph 2 of this report. However, overall the legal implications of the projects are well understood, due to the authority previously entering into ERDF and ESF agreements. Legal advice will be taken prior to contracting on individual projects on a case by case basis to ensure that no further legal implications arise.

7.3 Financial Implications

7.3.1 There will be financial implications for all the projects detailed, including the confirmation of match funding for each project. The Authority has experience of these implications and has successfully applied and discharged the financial requirements of European Structural and Investment Funds, ancillary to this a finance officer from the authority will form core elements of project teams responsible for the delivery of each application. The Chief Operating Officer will be consulted further as required.

7.4 Equality Implications

7.4.1 All projects are assessed against the cross cutting themes of the European Structural and Investment Funds to ensure that equalities issues are fully assessed taken into account in project delivery.

7.5 Rural Community Implications

7.5.1 The projects will seek to maximise the benefit to rural communities, especially in relation to digital connectivity.

7.6 Human Resources Implications

7.6.1 The recommendations do not have any direct human resources implications.

7.7 Public Health Implications

7.7.1 The furthering of our energy and digital infrastructure objectives will have a direct positive benefit on public health across the authority through better air quality, tackling climate impacts, and improving access to online services.

8.0 Risk Management

8.1 The risks attached to each project are contained within the applications, and are assessed as part of the approval process. In addition to these the following risks have been identified in relation to this recommendation:

Risk	Mitigation
Significant additional requirements are placed upon the authority above those in previously contracted projects.	The likelihood is low given the static nature of the ESIF process, and that all projects have passed initial approval phases where any significant issues were likely to be raised. Insurmountable risks would result in non-contracting.
Insufficient time is available for clarifications and/or final contractual issues.	This is a significant issue which could delay contractual completion. Project leads are in detailed discussion with the Department for Communities and Local Government to ensure that all submissions meet the requirements, and that any contractual issues are raised early.
Insufficient time to engage project partners.	Project managers are actively engaging project partners to ensure they are aware of the accelerated timescale and requirements of them.

9. Access to Information/Bibliography

9.1 Full project details, including concept and full business case submissions, are available from the Skills and Growth Company.

10. Contact Information

Contact details for this report are as follows:

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Cabinet Paper

Date of Meeting: 13 September 2016

Report of: Steph Cordon, Head of Communities

Subject/Title: Next Steps for Syrian Refugees and Unaccompanied Children

Portfolio Holder: Cabinet Member for Communities and Health

1. Report Summary

- 1.1 At March 2016 Cabinet, work to progress at sub-regional and local level preparations to welcome Syrian families and three unaccompanied children from Kent County Council here in Cheshire East was agreed. This report provides both an update on work that has happened since the March Cabinet along with the proposed next steps for all government refugee programmes.
- 1.2 Warrington, Cheshire West and Chester and Cheshire East have worked together to consider how best to welcome Syrian families (SVPR) and whether collaboration would be beneficial. Primarily, this has focused on central co-ordination for the region, and a single point of contact with the Home Office Resettlement Team. This collective plan has now been considered by both the Chief Executive and Local Authority Leaders groups during July 2016.
- 1.3 The practical delivery of the programme in particular the availability of adequate and affordable housing, to meet health and social care needs, have been all important considerations. We know from other Local Authorities (LA's), who have received large numbers of families at anyone time, that they advise receiving small numbers of families. With this in mind the sub regional proposal for 2016/17 year is to support the resettlement of between 3-8 families collectively.
- 1.4 Locally, there has been considerable work done by a Multi-Agency Group to consider the right area in terms of housing, access to services with the right levels of other community support. This group recommends that the North of the Borough has the appropriate infrastructure to support this Councils contribution to this programme. The proposal is that we support a maximum of 3-5 families dependent on matching family needs with accommodation.
- 1.5 Three Unaccompanied Asylum Seeking Children (UASC) have now been resettled here in Cheshire East, who are from Syria and previously cared for by Kent County Council. Therefore the decision taken by Cabinet at its March 2016 Cabinet has been fulfilled. A Ministerial request for all LA's to assist Kent realised a lower than required response. As a result government is developing

a national dispersal / transfer scheme which would ultimately require LA's to source care provision. This would ensure a fair and equitable distribution across LA's at a national level. A phased implementation of this widening of the scheme commenced in July 2016. The dispersal and distribution of UASC is to be proportionate to the authority's child population; set at 0.07% of the child population.

- 1.6 This Council has previously indicated its support for future delivery of the Asylum Seeker Dispersal Compass (ASD) programme to the Home Office (Cabinet November 2015). This Councils humanitarian support and delivery of governments SVPR and UASC programmes requires delivery resource and management resources across Council departments and also those of our multi agency partners. The impact of this work needs to be fully considered, to inform any future delivery decision for the ASD programme. The Home Office have also requested a meeting with officers to further discuss this programmes delivery.

2. Recommendation

That Cabinet agree to:

- (i) Thank and show their continued appreciation to the faith communities and partners for their work in preparing to welcome Syrian refugees.
- (ii) To delegate authority to Head of Communities to work with Cheshire West and Chester (CWaC), and Warrington Borough Council to plan for collective delivery of the SVPR programme. This work will coordinate the approach for supporting a maximum of 3-8 families across Cheshire during 2016/17. The total range for Cheshire East being a maximum of 3-5 families across the lifetime of the programme at this stage.
- (iii) To delegate to the Head of Communities the authority to work both sub-regionally and with the Home Office to further consider this Councils involvement in the ASD programme, accounting for the experience and learning from the delivery of SVPR and UASC programmes.
- (iv) To delegate to the Executive Director of People the authority to negotiate this Councils additional support for the widening of the UASC programme, accounting for the support we already provide. To update Cabinet of any financial considerations and implications on the Local Authority and to take these into consideration in any budget planning decisions.
- (v) To receive a further update on progress with the SVPR, UASC and ASD programmes from the Head of Communities at the end of this financial year.

3. Other Options Considered

- 3.1. Government may move to require LAs to deliver UASC, SVPR, and ASD programmes by making specific allocation of families or individuals to ensure fair and equitable distribution across LA's at a national level. We could opt to await this occurring, prior to commencing or expand our local delivery response.

4. Reasons for Recommendation

- 4.1. To update Members on progress made on work since the last Cabinet report March 2016.
- 4.2. To alert Members to the recommendation of the combined Cheshire Authorities the number of SVPR families we are collectively proposing at a sub-regional level.
- 4.3. To ask Members to support the view that we accept up to a maximum of three to five refugee families over the lifetime of the programme into Cheshire East with a possible arrival time schedule starting from late autumn – March 2017. This would enable the Multi-Agency Group to progress local preparation in conjunction with sub-regional co-ordination support.
- 4.4. To set out the possible financial impact and the need for upfront financial resourcing to support preparation for SVPR programme delivery.
- 4.5. To secure delegated authority for the Executive Director of People and the Head of Communities to continue to work on behalf of this Council with Regional and Sub Regional authorities to agree arrangements for programme delivery.

5. Background/Chronology

- 5.1. The SVPR programme was set up to help those in greatest need who are resident in refugee camps. People are granted Humanitarian Protection Orders and have leave to remain for five years, with recourse to public funds and are able to seek employment. Central Government have agreed SVPR funding per person to both Councils (for the 5yrs of the programme) and Health (for Year One).
- 5.2. The Home Office have requested that areas work collectively to pledge accommodation for a certain number of families. From early discussions with the Home Office, Cheshire and Warrington officers have considered our capability to both support and accommodate. The sub regional proposal is to resettle 55 families (approximately 285 individuals) over the course of the remaining 4 year programme (2020). At this stage, Cheshire East are able to offer support for 3-5 families.
- 5.3. For UASC the widening of local authority support would equate to approximately 52 UASC, minus the number we currently accommodate.

Additional capacity of: social workers, care leaver support, and independent reviewing officers to meet our statutory requirements would be needed. Advocacy & interpretation services capacity and how best to source suitable placements will need review. The funding proposal from government and anticipated costs are set out in the financial section of this report. The NW ADCS (Northwest Association Directors childrens Services) group are working collectively with the NWSMP (Northwest Strategic Migration Partnership) to develop collective delivery proposals for the region; this work will further inform our local response.

- 5.4 The ADS programme is lead in the Northwest by the Home Office along with their delivery partner SERCO, and the NWSMP. SERCO require support from the LA in respect of its knowledge of the local area, this is to sense check property locations prior to contract signing for houses of multiple occupation. A post code check meeting would be held, which would include a larger number of properties due to attrition rate.
- 5.5 The Home Office directly fund this programme, SERCO seek economically viable property rentals and pay utility costs. Individuals receive £36 per week personal allocation. Once asylum cases have been processed, individuals will either achieve the right to remain and become eligible to seek work (then likely move to a City region for employment), or have to leave the country as they have not received the right to remain. Demand for this programme (80%) is from single males aged 18 – 40yrs. A Home Office decision on refugee status is generally determined in 182 days.

6. Wards Affected and Local Ward Members

- 6.1. The proposal is to support SVPR families in the north of the borough. UASC may be supported within Cheshire East and/or across the Northwest region, dependent on individual need.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. Currently policy implications are not evident, as planning and delivery work progresses, the Multi Agency Partnership will continue to consider any policy implications.

7.2. Legal Implications

- 7.2.1 The Council is empowered to take the proposed actions under Section 1 of the Localism Act 2011 and can be compelled to assist under Sections 100 and 101 of the Immigration and Asylum Act 1999. The legal positions in relation to ASD, SVPR and UASC are described below.
- 7.2.2 **Asylum Seeker Dispersal:** The Council has neither the statutory duty nor the power to provide financial support or accommodation to asylum

seekers. Section 95 of the Immigration and Asylum Act 1999 provides that the Secretary of State may provide, or arrange for the provision of support for asylum seekers and their dependants who appear to be destitute. This support is provided by the Home Office under the Immigration and Asylum Act 1999, the only exception being cases in which asylum seekers have eligible social care needs. In those cases, the Council may have duties to provide support. Asylum seekers have access to a range of public services including health and education. Section 100 of the 1999 Act makes provision for the Secretary of State to instruct the cooperation and support of local authorities in carrying out his functions under the Act.

For asylum seekers who arrive in our area we have responsibility for assessing and meeting their care and support needs whether they were a child / YP or an adult under the Children Act 1989 and the Care Act 2014.

If an asylum seeker is granted Refugee Status; Humanitarian Protection; Discretionary Leave (unless a “No Recourse to Public Funds” condition is attached); or Indefinite Leave to Remain they are able to access mainstream benefits on the same basis as a British national. Where an asylum seeker is granted one of these statuses the Council may have a statutory obligation to prevent homelessness. This is generally only applicable when the service user can identify that they have a local connection, are at risk of becoming unintentionally homeless, and satisfy criteria identifying them as in priority need.

Failed asylum seekers may remain in the UK with no recourse to public funds until they are served with removal directions by the Home Office. Section 115 of the Immigration and Asylum Act 1999 states that a person will have ‘no recourse to public funds’ if they are subject to immigration control. Public funds include welfare benefits and public housing. Since local authority support provided under community care and children’s legislation is not a public fund, a destitute person with NRPF (No Recourse to Public funds Network) can turn to their local authority for assistance. In those cases, there may be duties on the Council to provide support in the form of subsistence and accommodation. However, if such persons fail to comply with removal directions they will be in breach of immigration law and the Council’s duties would end (subject to the outcome of any human rights assessment).

7.2.3 Syrian Vulnerable Person Relocation: There is no statutory duty to offer accommodation to Syrian families, however, in offering to do so, the Local Authority will be exercising a public function and will therefore be subject to s149 of the Equalities Act 2010. It will be necessary to ensure that the application process does not directly or indirectly discriminate families due to protected characteristics.

These families are not asylum seekers and have leave to remain in the United Kingdom from day one. As refugees they will be granted a five year humanitarian protection visa, which will entitle refugees access to public funds including housing, access to the labour market and the possibility of family reunion.

7.2.4 **Unaccompanied Asylum Seeking Children:** Are supported by Local Authorities in accordance with duties to children under the Children Act 1989. The Immigration Act 2016 provides a legislative framework for UASC; this has four key provisions to assist in the implementation of this national scheme:

- To make the transfer of legal responsibility from one local authority to another much easier.
- Places a duty on the local authority to provide information about available services.
- Places an obligation on the local authority to set out in writing reasons for not supporting the transfer of children.
- Provides a duty to accept the transfer of relevant children under a mandatory scheme, if sufficient voluntary commitment is not provided by local authorities.

Section 20 of the Children Act 1989 (amended by the Children and Young Persons Act 2008) contains a specific, mandatory duty to provide accommodation to a child who meets certain criteria. The criteria are that a child requires accommodation because there is no one with parental responsibility for them, because they are lost, abandoned, or because the person who has been caring for them is prevented from providing them with suitable accommodation or care.

Section 22 of the Children Act 1989 (amended by the Children and Young Persons Act 2008) places a general duty on Local Authorities to secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the Local Authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the Local Authority's area.

7.3 Financial Implications

7.3.1 Syrian Vulnerable Person Relocation (SVPR) programme:

- 7.3.1.1 Financial modelling has been undertaken to estimate the likely costs. In summary, the income from welcoming five families with two adults, two 5-18 year-old children, one child 3-4 years old and one child under 3 years could be £255,600 for Year 1.

7.3.1.2 Based on our modelling, income would cover estimated expenditure for the year (though there will be a need for some up-front, preparatory expenditure, in the order of £10,000, in advance of grant funding being received). Whilst these are best estimates, actual costs may be different and this will become clearer as each family is assessed.

7.3.1.3 In addition to Year 1 funding, Government has confirmed funding for years 2-5 of the programme. On a family's arrival in the UK, an initial payment to the co-ordinating local authority of 40% of the total annual amount would be made. This would be followed by two further equal payments over the year. For Health colleagues, the funding is channelled through CCGs and the initial payment of £2,600 per person is made in full.

7.3.1.4 Cost and income estimates for the SVPR programme will be refined and reflected in the business planning for 2017/18-2019/20.

7.3.1.5 Provision of year-end accounts is required, to include all expenditure and income, and any repayments to the Home Office. The money provided must not be used for any purpose other than the delivery of the programme as detailed in the Statement of Requirements. A ring-fenced account will be created to manage SVPR transactions and facilitate separate financial reporting.

7.3.2 Unaccompanied Asylum Seeking Children (UASC) programme:

7.3.2.1 The Minister for Immigration informed Council leaders in May of this year of a revised funding package for LAs receiving UASC via the dispersal scheme (as of July 2016); this is as follows:

- Under 16 year-olds - £114 p/day or £41,601 per annum
- 16–17 year-olds - £91 p/day or £33,215 per annum
- Unaccompanied minors that go on to attract a leaving care package - £200 p/week

On the basis that the majority of UASC are 16/17 years old it is estimated that an annual grant of £33,215 pa per UASC would be received; for 52 UASCs, this would mean funding of some £1.73m.

A modelled projection of core costs to Cheshire East for a 52-person UASC programme per annum is:

- Staffing (IRO / SW / PA) - £313,151
- Placement Costs for 52 UASC - £1,364,164
- Interpreting Services - £100,000
- Advocacy - £75,000

- Floating Support £100,000
- **Total - £1,952,315 per annum**

Consequently, with estimated funding of £1.73m and subject to the make-up of the children received in the UASC programme, there may be a shortfall in income compared to expenditure. Further updates will be provided later in the year, when the scope of additional support requirements is clearer.

7.3.3 Asylum Seeker Dispersal (ASD) programme:

- 7.3.3.1 The ASD programme is currently funded directly by Home Office. At this stage the financial impact for the Council and its partners of any future programme delivery requires further work.

7.4 Equality Implications

- 7.4.1 An Equality Impact Assessment has commenced and continues to be reviewed by the Multi Agency Group. This provides an active assessment to ensure we consider any unintended consequences for specific characteristic groups through the delivery of these humanitarian programmes.

7.5 Rural Community Implications

- 7.5.1 From our work to date it is seen as important that accommodation has good access to infrastructure services, and transport routes. Therefore it is considered that accommodation in rural areas may not best suite Syrian families who may need or want to travel readily to other areas to connect, to access Mosque and specialist food suppliers.

7.6 Human Resources Implications

7.6.1 We would be able to access stakeholder training sessions in conjunction with CWaC & Warrington provided by the NWSMP and British Redcross. This would assist our local Multi Agency group in considering wider local professional and voluntary workforce support needs.

7.7 Public Health Implications

7.7.1 The delivery of these programmes within the borough would have no specific adverse health implications for our population. Clinical Commissioning Groups are also directly involved in the planning work.

8 Risk Management

8.1 Reputational for Council:

The Council's readiness to deliver these programmes with its partners mitigates any potential reputational risk. We have in place a local Multi Agency Group, and also a Sub Regional Group. A phased approach to this work enables us to deliver, whilst recognising the learning from others, and to work collectively on programme delivery where appropriate.

8.2 Provision of Accommodation for SVPR programme

Cheshire East is working closely with the Faith Sector to support the SVPR programme specifically. This mitigates risk in respect of the wider demand for both social and private rental accommodation. Currently we are not delivering the ASD programme which also provides some risk mitigation.

8.3 Welcoming Communities

Our faith communities are working together to prepare to support this work across their normal footprints. Statutory agencies and the Council are working positively together to provide strategic leadership to ensure that the right support is in place for Syrian families.

8.4 NW regional working

Children & Families are engaged in this regional work to scope out a proposal to address the UASC widening dispersal requirements. This means co-ordinated support and the sourcing of appropriate accommodation will be addressed collectively.

8.5 Financial Impact

The funding provided by central government for the SVPR programme and the UASC programme, has been compared to modelled expenditure and shows that the Council would not be negatively impacted by delivering the SVPR programme, but may for UASC dependent on the make up of the individuals received.

8.6 Government Refugee Programmes

Delivering an offer under the SVPR programme in conjunction with CWaC and Warrington would demonstrate this Council's humanitarian commitment to Government. This programme fits appropriately with our Statutory duties and the support already provided to UASC and the young people we have received from Kent. Delivering this humanitarian support for SVPR and UASC requires both delivery resource and management resource across Council departments and those of multi agency partners. The impact of this work needs to be fully understood, to inform any future decision on the ASD programme.

9 Access to Information/Bibliography

9.1 Cabinet, 10th November 2015

<http://moderngov.cheshireeast.gov.uk/ecminutes/ieListDocuments.aspx?CId=241&MId=5810>

9.2 Cabinet, 8th March 2016

<http://moderngov.cheshireeast.gov.uk/ecminutes/ieListDocuments.aspx?CId=241&MId=5686>

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Cabinet Paper

Date of Meeting: 13 September 2016

Report of: Steph Cordon, Head of Communities

Subject/Title: Neighbourhood Action and Fly Tipping Action Plan for Crewe

Portfolio Holder: Councillor Paul Bates – Communities and Health

1. Report Summary

- 1.1 To set out a proposed Action Plan for Crewe, which addresses the issues identified by the Overview and Scrutiny, Fly Tipping Task and Finish Group. This is a 12 month action plan to facilitate change behaviour and address the needs identified as part of the Crewe Fly tipping pilot. It will be monitored and evaluated, so that lessons can be learnt and actions reviewed to inform longer terms plans and changes to the way services need to be delivered in the future.
- 1.2 In order to work, the project needs to engage with local residents and businesses to identify their issues and support them to implement solutions which meet their specific local needs. To engage effectively with residents, the proposal is to relaunch Neighbourhood Action in Crewe, bringing residents and partners together to develop community-led plans.
- 1.3 The Action Plan is split into 6 themes: Communication; Engagement; Education; Enforcement; Service Changes; and Review. It focuses on 6 zones within neighbourhoods, which were identified using evidence of hotspots from intelligence and reporting, and were agreed in March 2016, by the Scrutiny Task and Finish Group.
- 1.4 It has been recognised that there are a number of areas in Crewe that could be addressed, but in order to maximise impact, a selection of areas have been agreed and will be tackled on a regular basis during the 12 month period. Some of the actions below will involve communities outside of the pilot zones, and learning will be used to benefit the whole of Crewe from August 2017 onwards and services changed across Cheshire East where relevant.

2. Recommendation

- 2.1. To seek support for the Neighbourhood Action Plan and commitment from all council services to work with residents to address their issues.

- 2.2. To approve the launch of Neighbourhood Action in Crewe and support Ward Members to engage in the programme, as part of their community leadership role.
- 2.3. To receive an update of work to date and how resources are being used to address issues.

3. Other Options Considered

- 3.1. Cabinet and Council agreed that Fly Tipping in Crewe needed to be addressed as a priority for 2016/17. The options in this report are based on resident feedback, meetings with Ward Members and recommendations from the Scrutiny and Overview, Task and Finish Group. To be successful the work needs to engage with these stakeholders, and respond to agreed joint actions.

4. Reasons for Recommendation

- 4.1. As a Council that values putting Residents First this programme embraces resident feedback and insight into a multi-faceted behaviour change and enforcement delivery model that is appropriate to the community.

5. Background/Chronology

- 5.1. The issue of fly tipping, littering and dog fouling is not unique to Crewe or Cheshire East. Whilst we accept that this is a problem of concern which we continue to address we must acknowledge that in the main the majority of our residents are responsible and take pride and care to maintain a clean and healthy environment.
- 5.2. Cheshire East Council continues to see a rising level of reported fly tipping, littering and dog fouling incidents. Reports of Fly Tipping in the borough, increased from 2116 in 2014/15 to 2878 in 2015/16. Analysis of the data reveals that generally around 85% of all reported incidents are in the south of the borough and predominantly in Crewe.
- 5.3. As a result of increasing workload and community feedback the Council agreed funding to employ an additional 2 Community Enforcement Officers, for a 12 month period who have responsibility for fly tipping in Crewe. These Officers started their roles at the beginning of September 2016.
- 5.4. Residents across the borough continue to use a number of platforms to express their dissatisfaction and frustration about an apparent lack of action by Cheshire East on the issues in Crewe. This includes a Facebook page called "Crewe Residents Against Fly-Tipping and "Grot Spots", volunteer litter picking groups, letters and articles within local press and MP and Chief Executive correspondence. The Council is working with these groups and residents, and has made progress over recent months, but there is still a lot of work to be done, to address the root causes of the issues, and make the impact required.

- 5.5. In order to do this, we need to engage with local residents and businesses to identify their issues and support them to implement solutions which meet their specific local needs. It is also critical that we ensure all partners work together to deliver the changes required to improve neighbourhoods. To engage effectively with residents, the proposal is to relaunch Neighbourhood Action in Crewe, bringing residents together to develop community-led plans. Neighbourhood Action will involve officers organising regular meetings for residents to come together with agencies to raise issues and develop a local action plan, Ward Walks where Councillors, Officers and partners are out and about in neighbourhoods talking to residents about their issues, and developing small action groups to deliver the changes identified by the community.
- 5.6. The Council's approach to preventing environmental crime has, and will continue to be, to persuade people to change their attitudes and behaviour through education. However, the Council does have a responsibility to protect those members of our community who are affected by the irresponsible behaviour of a minority of individuals who, despite the efforts of the Council to encourage them to do otherwise, commit environmental crime offences. Therefore, our work focuses on engagement, education and enforcement.
- 5.7. The draft Neighbourhood Action Plan (Appendix 1), is split into 6 themes: Communication; Engagement; Education; Enforcement; Service Changes; and Review. It focuses on 6 zones within neighbourhoods (shown in the Action Plan), which were identified using evidence of hotspots from intelligence and reporting, and were agreed in March 2016, by the Scrutiny Task and Finish Group.
- 5.8. Key Actions in the draft Neighbourhood Action Plan include:
- 5.8.1. Communication
- Communicate clearly with all residents in different formats that ensure information is able to be read or received and understood by the individual or group for which it is intended.
 - Develop and run a behaviour change campaign to improve knowledge/raise awareness of fly-tipping and waste disposal in local communities.
 - Ensure everyone understands their Duty of Care responsibilities.
 - Ensure new residents have information on how to manage waste.
 - Ensure Businesses are aware of their responsibilities to dispose of waste appropriately.
- 5.8.2. Engagement
- Identify issues in each of the pilot zones and local views on ways to address.
 - Develop Community Pride in neighbourhoods.
 - Demonstrate how we value and support groups who are actively addressing issues in their neighbourhoods.

- To launch Neighbourhood Action, to engage residents in addressing local issues.
- Increase the number of people actively involved in addressing issues.
- Work with residents and businesses to look at ways to Design out Crime.
- Engage with Dog Owners and encourage responsible dog ownership.
- Increase the information received from Employees and Contractors regularly out in the hotspot areas.

5.8.3. Education

- Work with local schools to educate children and young people about recycling and waste management.
- Work with community groups to promote responsible waste management and recycling.
- Work with Letting Agencies and Landlords to promote effective Waste Management.
- Work with local businesses to improve waste management.

5.8.4. Enforcement

- Search all fly tipping and side waste to obtain evidence to issue Fixed Penalty Notices.
- Use ASB Tools and Powers to address local issues.
- Procure Enforcement Company to provide additional enforcement capacity.
- Ensure businesses have appropriate waste management arrangements.
- Ensure Waste Carrying vehicles have correct licences and are carrying out their duty of care responsibilities.
- Identify new ways to gather evidence which enables prosecutions for fly tipping.

5.8.5. Service Changes

- To use Neighbourhood Action Plans to co-ordinate activity on the ground.
- To ensure households have the correct bins and that they are identifiable.
- To reduce number of bins left on the street before/after collection day.
- To look at ways to enforce action against those contaminating recycle bins and ensure they are removed as quickly as possible.
- Review land ownership and management.
- To review adopted alleyways and use of alleygates based on resident engagement.
- Review current CEC policies and practice based on findings of the project.

5.8.6. Review

- To monitor and evaluate the project, learning from best practice, and making recommendations for future changes.

5.9 By adopting a strategic approach to improving neighbourhoods, which includes environmental enforcement, but tackles much wider multi-faceted issues, we can look to embed cultural behaviour change and offer assurance to our residents that we have listened and acted with them to address their concerns.

6. Wards Affected and Local Ward Members

6.1. Crewe Central – Irene Faysi. Crewe East – Suzanne Brookfield, Clair Chapman, David Newton. Crewe North – Mo Grant. Crewe South – Dorothy Flude, Steve Hogben.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. There are no policy implications from this report.

7.2. Legal Implications

7.2.1. The proposals seek to draw down on a wide range of statutory powers to provide a holistic approach to waste and litter management in the identified Action Plan area. These include powers that:-

- a) enable and regulate investigatory techniques
- b) require and regulate the use of waste receptacles
- c) enable the closure or gating of public rights of way
- d) enable the making of Orders to designate areas that will then be subject to further controls
- e) enable fixed penalty notices to be issued (and ultimately prosecutions to be taken) for fly tipping, littering and dog fouling offences

7.2.2. When it comes to utilising any of these powers the Council will need to ensure that officers (including any contractors) are properly authorised and that all enforcement action is undertaken in accordance with the requirements of the relevant legislation and with due regard for the Council's enforcement policies.

7.3. Financial Implications

7.3.1. The Council has committed £75k funding in 2016/17 for the recruitment of the 2 “fly tipping wardens” and the vehicles and resources needed for a 12 month fixed term.

7.3.2. The environmental enforcement service will be cost neutral to the Council in alignment with evidence from other local authorities.

7.3.3. To have the maximum impact, additional funding may be required e.g. for the proposed campaigns. Resources for this work can be funded through Partnerships and Communities budgets and reserves.

7.4. Equality Implications

7.4.1. The Council aims to be consistent and even-handed in all regards. Taking enforcement action to deal with environmental crime is not intended to have either a positive or negative impact upon equality and diversity or apply differently to any particular group.

7.5. Rural Community Implications

7.5.1. There are no rural implications at this stage as the pilot focuses on Crewe. The longer term recommendations will also address rural issues.

7.6. Human Resources Implications

7.6.1. The work requires additional officer support, which has been agreed and funded.

7.7. Public Health Implications

7.7.1. The work contributes to achieving public health outcomes as it addresses environmental crimes which affect residents’ health.

7.8. Other Implications (Please Specify)

7.8.1. None.

8. Risk Management

8.1. The Council has legislative powers available to deal with environmental crime. Failure to make best use of these powers to improve the local environment may lead to criticism of the Council thereby damaging its reputation.

9. Access to Information/Bibliography

Access

- 9.1. Access to more information can be made by contacting Kirstie Hercules, Principal Manager – Partnerships and Communities, (01270) 686632.

10. Contact Information

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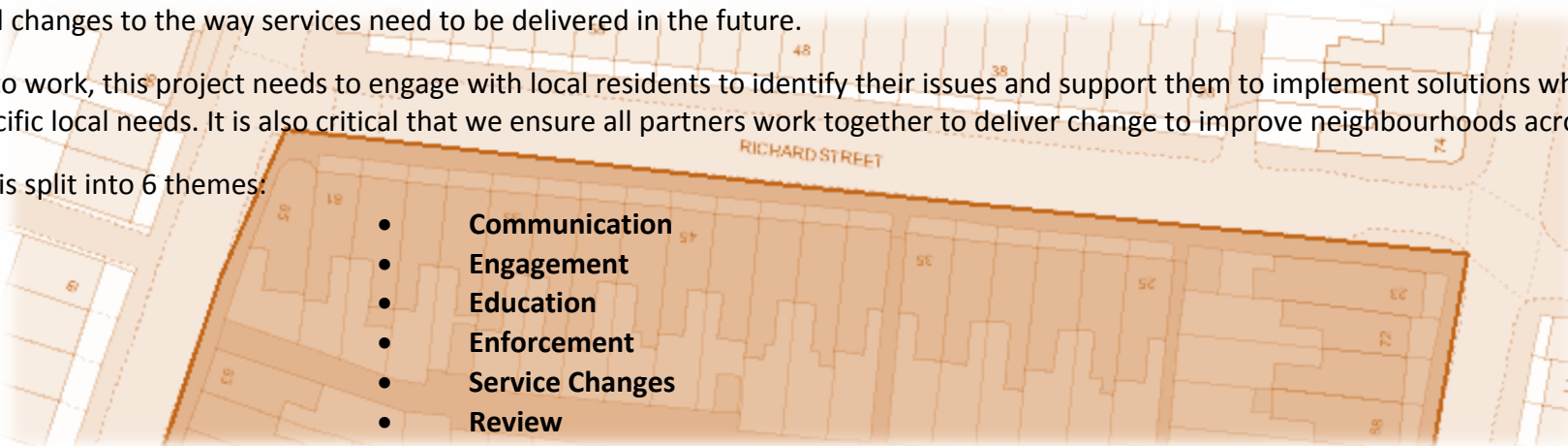
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Crewe Neighbourhood Action

This is a 12 month action plan to facilitate change behaviour and address the needs identified as part of the Crewe Fly tipping pilot. It runs from August 2016 to August 2017, and will be monitored and evaluated, so that lessons can be learnt and actions reviewed to inform longer terms plans and changes to the way services need to be delivered in the future.

In order to work, this project needs to engage with local residents to identify their issues and support them to implement solutions which meet their specific local needs. It is also critical that we ensure all partners work together to deliver change to improve neighbourhoods across Crewe.

The plan is split into 6 themes:

- 
- **Communication**
 - **Engagement**
 - **Education**
 - **Enforcement**
 - **Service Changes**
 - **Review**

The pilot focuses on 6 zones (possible 8 but initial focus on the 6 agreed) within neighbourhoods, which were identified using evidence of hotspots from intelligence and reporting, and were agreed in March 2016, by the Scrutiny Working Group who established the pilot. These have been based on calls received, visits by Ansa and CEC and concerns expressed by members of the public and Councillors. Statistics for all the areas have been based on the period from April 2015 until 22nd February 2016.

It has been recognised that there are a number of areas in Crewe that could be addressed, but in order to gain any feedback/positive outcomes and change, a selection of areas need to be agreed and tackled on a regular basis during the 12 month period. Some of the actions below will involve communities outside of the pilot zones, and learning will be used to benefit the whole of Crewe from August 2017 onwards and services changed across Cheshire East where relevant. Further information and maps on the hotspot zones, are at the end of this plan.

Communication

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Communicate clearly with all residents in different formats that ensure information is able to be read or received and understood by the individual or group for which it is intended</p>	<ul style="list-style-type: none"> • Develop a Communications Plan for the project, with clear and positive messaging • Use clear agreed messages to engage with residents using the platforms they prefer – e.g. Facebook pages. • Ensure all information for the project, is in accessible formats • Use clear English and visuals to promote messages • Translate materials into necessary languages to ensure all residents can access information. 	<ul style="list-style-type: none"> • Sept 16 • August 16 onwards 	<p>Communications Team or KH commissions out</p>	
<p>Develop and run a behaviour change campaign to improve knowledge/raise awareness of fly-tipping and waste disposal in local communities.</p>	<ul style="list-style-type: none"> • Secure resources and skills to develop the campaign • Campaign to be community led – so community message to their community • Clear message that most people look after their neighbourhood, already do this, so why don't you? • Need to agree branding of the campaign and whether we refer to it as "Operation" • Use Crime Stoppers branding & other visuals to reinforce message that it's a crime • Develop & distribute a leaflet – a guide to help stop fly tipping • Use social media/webpages/printed media Stickers on bins, Staff Intranet/Team Talk, Community Newsletters, advertising boards etc. • Ensure information is in accessible formats & translated • Include Duty of Care • Collate information on the issue of fly-tipping and its cost to us, £ and other costs – infographics • Increase reporting via correct routes to capture data and intelligence and message that everyone needs to take part / report 	<ul style="list-style-type: none"> • July 2016 • August 2016 • Autumn 2016 • Ongoing • Ongoing • Autumn/Winter • Campaign • Campaign • Campaign • Name & Shame as court cases take place 	<p>KH working with Communications/commission campaign</p> <ul style="list-style-type: none"> • Residents • Councillors • Council employees • Partner agencies • Schools • Chamber of Commerce • Businesses - specifically Letting Agents, Stores selling white goods/beds, Building material supplies, Tyre fitting companies, Landlords. 	<p>Look at holding Neighbourhood Action weeks in each of the 6 pilot zones</p>

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Ensure everyone understands their Duty of Care responsibilities</p>	<ul style="list-style-type: none"> • Risk/cost of prosecution - your responsibilities as a resident, how many prosecutions there have been and for what amount – ‘name and shame campaign’ (court cases only) • Develop a “Man with a Van” Campaign – duty of care?? • Branding / name Operation • Leaflet – do you know where your waste ends up? • Encourage residents to share their stories with us, and use as case studies where possible. • Distribute leaflets and posters to residents, community venues and DIY outlets/ Builders Merchants • Postcards to houses undergoing works (e.g. having front-gardens renovated, tree-works etc.) to ensure householders have asked contractors to evidence they have waste carriers licences and appropriate insurance • Possible project, issuing and encouraging residents to use Smartwater kits to mark waste removed by waste carriers to ensure it is not flytipped. 	<ul style="list-style-type: none"> • tba 	<p>As above.</p>	<p>Need to discuss and agree if we want to include this.</p>
<p>Ensure new residents have information on how to manage waste</p>	<p>Create and distribute the following:</p> <ul style="list-style-type: none"> • Welcome to Crewe packs for residents to go to all households in 6 pilot zones • Provide packs to residents to post through neighbouring doors in private rented sector homes, especially in areas of high tenant turnover • Pack to include leaflets on waste management • Packs to Letting Agents and Landlords to give out to new tenants • Packs to CEC Services and wide range of partners to give out and make accessible at their venues e.g. RSLs, police stations. • Letter to landlords outlining responsibilities of effective disposal of waste 	<ul style="list-style-type: none"> • Develop November onwards to start using early 2017 • Need to co-ordinate with distribution date for bin calendar 	<p>Project Manager to lead</p> <ul style="list-style-type: none"> • Residents willing to hand out packs • Letting Agents • Landlords (targeted and through forum) • ANSA • CEC 	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Specific Communication to Businesses re. their responsibilities to dispose of waste appropriately, making them aware of available options and fines that can/have been given	<ul style="list-style-type: none"> Information on how to dispose of bulky waste Review and refresh Webpages on waste services Web address contact details for bin calendar 			
	<ul style="list-style-type: none"> Develop Information Pack/Leaflet/Letter for Businesses - specifically Letting Agents, Stores selling white goods / beds/construction companies Possible series of leaflets for specific issues/industries eg. a leaflet about the correct disposal of construction waste working in liaison with Building Suppliers. 	<ul style="list-style-type: none"> March 2017 	Communications/ Commission <ul style="list-style-type: none"> Community Enforcement Officers / Regulatory services/ANSA/ Elected Members to facilitate/ assist distribution Chamber of Commerce 	
Relaunch of the Community Enforcement Team	<ul style="list-style-type: none"> Review role based on outcome of the Environmental Enforcement contract Agree the brand and uniform for the team and launch along with information on their role 	<ul style="list-style-type: none"> Sept 16 	Rick Hughes and Laura W-H	
All Member Information Briefings	<ul style="list-style-type: none"> Regular feedback at Crewe Member Briefing Sessions to update on the pilot 	<ul style="list-style-type: none"> July/August Bi-monthly 	Kirstie Hercules	

Engage

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Identify issues in each of the pilot zones and local views on ways to address	<ul style="list-style-type: none"> • Promote the survey and let residents know in advance. • Carry out Smart Survey to understand the causes of flytipping and the attitudes of residents and businesses in the project area. Discuss issues and ideas with people as part of the survey and encourage them to get actively involved. • Hold briefings with all those involved, immediately before the initial visit to each zone. • To return to properties several times to ensure we engage as many people as possible. • Report issues whilst out so that straight forward fixes are resolved quickly. • Recover all contaminated bins in the area at beginning of work in each zone along with an initial clean-up of the area • Record issues / possible community projects, which residents may want to include in their action plans. • Identify languages spoken in each zone, and return with an interpreter if required. • As part of the survey, talk to residents about their Alleygates, do they help or hinder? • Undertake as part of the smart survey an assessment of the bins that residents have – replace any missing bins, provide extra bins or larger where needed • Encourage Officers, Members, Partners and residents to get involved in carrying out the surveys. • Share summary of the findings with residents in the zone. 	<ul style="list-style-type: none"> • First 2 zones in late July . • 2 early August, 2 late August, 4 September. • August and ongoing • August and ongoing • August – September • July 2016 • August and ongoing 	<p>Laura W-H to lead.</p> <p>Surveys to be carried out by:</p> <ul style="list-style-type: none"> • Community Enforcement Officers • ASB Team • Engagement Officers • Ward Councillors • Partners • ANSA • Probation 	
Develop Community Pride in neighbourhoods	<ul style="list-style-type: none"> • Develop a Community Pride Project/Competition for Crewe, which encourages people to look after their neighbourhood and alleyways 	<ul style="list-style-type: none"> • Spring 2017 	<p>Tina Jones working with CD and CSD Teams</p>	
Value and Support local	<ul style="list-style-type: none"> • To attend meetings when invited and ensure residents 	<ul style="list-style-type: none"> • Ongoing 	<p>CEC and ANSA</p>	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
groups who are actively addressing issues in their neighbourhoods	<ul style="list-style-type: none"> receive feedback on actions. To support Clean Team, Crewe Grotspots Group etc. with community activities in practical ways To recognise the valuable work local people are doing - e.g. Thank you letter 	<ul style="list-style-type: none"> Ongoing TBA – if action, then August onwards 		
To launch Neighbourhood Action, to engage residents in addressing local issues.	<ul style="list-style-type: none"> To hold regular meetings in each Ward, where local residents can raise issues and ideas, and work together with the support of agencies to address. To hold regular Ward Walks in each area, where Officers, Partners, Members and Residents walk the area to identify hotspots/issues and talk to other residents to find out their issues and encourage them to get involved. To arrange 2 visits for the Mayor Neighbourhood Action Groups to develop action plans to address their issues, with support from agencies. Organise and deliver “Clean Up” days, in each of the 6 zones, creating a pride in the community. To include the provision of equipment, cordoned areas for collecting waste to be collected, publicity to all residents and businesses. Highlight information about regular waste collection, recycling etc. Support Neighbourhood Action Groups to deliver projects e.g. creating a Community Garden on disused waste ground. NA to revisit Alleyway Project – where communities take ownership and pride in alleyways 	<ul style="list-style-type: none"> Start in pilot zones from September Start in pilot zones from September Spring 17 Draft Plans October 2016 Pilot in Oct 2016 and programme in for 2017 	<ul style="list-style-type: none"> Community Enforcement Officers to lead with support from Engagement Officers. Invite relevant Officers and partners. As above. Community Enforcement Officers to lead with support from Engagement Officers. As above. Engagement Officers. 	
Increase the number of people actively involved in addressing issues.	<ul style="list-style-type: none"> To increase the number of people engaging in action To provide equipment to any group of residents willing to get involved in cleaning up their neighbourhood (e.g. bags, gloves, fluorescent bibs, collecting rubbish etc.) Increase the number of people getting involved in carrying 	<ul style="list-style-type: none"> September 2016 to August 2017 	Community Enforcement Officers & Engagement Officers – working with ANSA	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Work with residents and businesses to look at ways to Design out Crime</p> <p>Engage with Dog Owners and encourage responsible dog ownership</p> <p>Increase the information received from Employees and Contractors regularly out in the hotspot areas</p> <p>Ensure all those involved are able to identify and know how to report any Safeguarding issues</p>	<p>out surveys, door knocks etc.</p> <ul style="list-style-type: none"> Involve local residents in educating others. E.g. School visits. Encourage people to report flytipping. Dog fouling etc. and increase their confidence to give statements which enable prosecutions Review Home Watch schemes in the area and see if willing to monitor and report environmental crime. 			Next phase - possibly look at incentives e.g., reward for evidence leading to successful prosecution.
	<ul style="list-style-type: none"> In the 6 pilot zones, look at ways to prevent fly-tipping and other environmental crimes – e.g. overhead barriers, width restrictors, target hardening etc. 	<ul style="list-style-type: none"> September 2016 to August 2017 	CEOs lead with support from CEC Services & Police	
	<ul style="list-style-type: none"> Based on findings from Dogwatch campaigns held in other areas, run a series of engagement activities in Crewe which promote responsible dog ownership, engage with dog owners to address issues and lead to enforcement where necessary. 	<ul style="list-style-type: none"> October onwards 	CEOs to lead	
	<ul style="list-style-type: none"> Empower front line employees and contractors to report incidents of flytipping, graffiti, littering and dog fouling. 	<ul style="list-style-type: none"> January 2017 – June 2017 	Project Manager to develop	
	<ul style="list-style-type: none"> To ensure everyone involved has Safeguarding Awareness Training, and know what signs to look out e.g. Neglect, CSE, Prevent, and Human Trafficking etc. Ensure any issues are reported in the correct way Make links with relevant working groups and programmes, to pass on intelligence and address issues Ensure relevant Protocols are in place to address any issues e.g. Human Trafficking 	<ul style="list-style-type: none"> August and ongoing Ongoing Ongoing 	Project Manager working with RH, LW-H and Dawn Clark.	To be part of Briefings before surveys and built into other work.

Educate

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Work with local schools to educate children and young people about recycling and waste management	<ul style="list-style-type: none"> Develop package to be delivered in local schools to engage children and young people. Organise competitions in local schools e.g. Posters Litter patrols outside schools Possible project with schools to look at reusing fly-tipped items for business purposes i.e. sell on old items as they are or create something new out of them. Consider relaunching Junior Wardens to encourage children to look after their environment and tell parents about the waste problems. Work with colleges to look at ways we can educate future tradespersons on construction courses etc. on Duty of Care. 	<ul style="list-style-type: none"> Sept 16 & ongoing Spring 2017 Spring 2017 May 2017 Sept 16 onwards 	Community Enforcement Officers to deliver.	
Work with community groups to promote responsible waste management and recycling	<ul style="list-style-type: none"> Develop package to be delivered to community groups. Distribute leaflets to community venues Look at possible display in community venues. 	<ul style="list-style-type: none"> January 2017 Ongoing March 2017 	Community Enforcement Officers to deliver.	
Work with Letting Agencies and Landlords to promote effective Waste Management	<ul style="list-style-type: none"> To attend Landlord Forums to talk to landlords about waste management and other issues identified. To identify the landlords of properties in the 6 pilot zones. To talk to all HMO landlords, to identify the number of tenants and ensure each property has the necessary bins, providing extra where needed. 	<ul style="list-style-type: none"> Next date Sept - Mar 	Laura Woodrow-Hirst Community Enforcement Officers	
Work with local businesses to improve waste management	<ul style="list-style-type: none"> Review of current position and make recommendations for future changes regarding including Include waste disposal considerations/ procedures/ licences as a 'must-have' for businesses e.g., appropriate disposal mechanisms in place for your trade waste such as a contract for a commercial bin Develop guidance on waste management for businesses in 	<ul style="list-style-type: none"> June-Aug 17 Jan 17 	LW-H Community Enforcement Officers	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
	<p>the area</p> <ul style="list-style-type: none"> Visit businesses to discuss waste, identify barriers, ideas for change and action points. 	<p>onwards</p> <ul style="list-style-type: none"> Feb-March 2017 	Community Enforcement Officers	

Enforce

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Search all flytipping and side waste to obtain evidence to Issue Fixed Penalty Notices	<ul style="list-style-type: none"> Increasingly utilise Fixed Penalty Notices (FPNs) and warning letters Gather evidence which enables cases with unpaid fines, to be taken to court for prosecution 	June 2016 – August 2017	Community Enforcement Officers – with potential for Enforcement Company from Sept 16 onwards.	
Use ASB Tools and Powers to address local issues	<ul style="list-style-type: none"> Develop Public Space Protection Orders (where relevant), which contain prohibitions/requirements that address local issues. Use Community Protection Notices (CPNs), to address issues in particular properties e.g. Landlord responsibilities. 	October 2016 – August 2017	Laura Woodrow-Hirst & Richard Christopherson	
Secure 12 month additional legal support to enable swift enforcement	<ul style="list-style-type: none"> To procure Communities Legal Support for a 12 month period, to process applications to court Use additional legal resource to develop PSPOS and CPNs swiftly and ensure in place effectively to manage local issues 	July 2016		
Procure Enforcement Company to provide additional enforcement capacity	<ul style="list-style-type: none"> To secure additional enforcement capacity by employing a company to carry out environmental enforcement for a 12 month pilot Company to carry out patrols across the borough, providing a visible deterrent and enforcement presence and to issue fixed penalty notices to individuals observed committing litter, fly tipping and dog fouling offences 	<p>Specification to go out June 2016</p> <p>Company to start September 2016 until the end of July 2017</p>	Natalie Robinson	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Ensure businesses have appropriate waste management arrangements Tracey's Power	<ul style="list-style-type: none"> Undertake proactive monitoring/enforcement of businesses regarding whether they have appropriate arrangements for waste disposal and send out warning letters 	Target businesses in pilot zones Sept 16 – June 17	Tracey Bettaney	As part of Environmental Health/Regulatory Services visits
	<ul style="list-style-type: none"> To enforce cases of flytipping on private land where there is 		Tracey Bettaney	
Maximise effectiveness of CCTV to deter and gather evidence	<ul style="list-style-type: none"> Review of surveillance/warning signs in hot-spots, their effectiveness and best way to deploy Review of CCTV use and possible use of cameras to deter littering/flytipping and capture evidence If extend CCTV use to hotspot areas, possible campaign e.g. Caught red handed Scope use of body cameras for Enforcement Officers 	September 2016 – August 2017	Rick Hughes – working with Laura and Jan Griffiths	
Ensure Waste Carrying vehicles have correct licences and are carrying out their duty of care responsibilities.	<ul style="list-style-type: none"> To investigate the possibility of an operation to stop and investigate suspect waste carrying vehicles in partnership with the Police to verify if they have the correct waste carrier licenses / paperwork. If the perpetrator cannot provide appropriate evidence e.g. waste carriers license, the seized vehicle can be destroyed. 		PM/ CEC & Police	The Control of Waste (Dealing with Seized Property) England and Wales Regulations 2015
Identify new ways to gather evidence which enables prosecutions for flytipping	<ul style="list-style-type: none"> Look at possibility of Police to provide a Scenes of Crime To Officer to large flytip incidents?? 		PM/CEC & Police	Staffordshire Police do
Ensure referrals for potential Money Laundering issues are made	<ul style="list-style-type: none"> Suspected money laundering issues (e.g. via HMO's and landlords) are referred to Financial Investigator as an enforcing tactic 	September 2016 – August 2017	Rick Hughes working with Eloise Jones	

Service Change

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
To use Neighbourhood Action Plans to co-ordinate activity on the ground	<ul style="list-style-type: none"> To plan activities so services better joined up. E.g. Enforcement Officers linked to collections. Plans to include other issues such as collapsed walls and drains with actions allocated to address. 	September 2016 – August 2017	Community Enforcement Officers supported by Engagement Officers Dawn Clark to review previous NA	Revisit/ Review previous Neighbourhood Action Plans and ways of working
To ensure households have the correct bins and that they are identifiable	<ul style="list-style-type: none"> To talk to households, to identify the correct number of type of bins required to meet their household needs To ensure they have the correct bins and that each bin has a sticker with their house number in it 	August 2016 onwards	Community Enforcement Officers – work starts as part of surveys	Need to find a way to ensure stickers up to date as only last 12 months
To remove bins left on the street before/after collection day	<ul style="list-style-type: none"> Based on resident feedback to ensure all areas in the pilot zones are able to take their bins off the streets To look at best ways to enforce the removal of bins – possible Section 44 pilot & use of PSPOs 	September 2016 onwards	Kirstie Hercules to pursue S44 with Legal Laura & Richard to lead on PSPOs with legal support	
To enforce those contaminating recycle bins and ensure they are removed as quickly as possible	<ul style="list-style-type: none"> To review current procedure where bins are labelled twice and left on streets/alleyways To introduce new tools and powers which enable us to enforce against those who contaminate bins 		Project Manager	
Review use of Euro Bins	<ul style="list-style-type: none"> To review the pilot use of Euro bins to date 	20.6.16 onwards	Project Manager	2015 pilot – bins contaminated and not emptied. Currently being withdrawn.
Review of Trade licences	<ul style="list-style-type: none"> To clarify how the current process works and why people report being turned away Review process to make it as easy as possible for people to dispose of waste responsibly 	Sept 16	Project Manager	
Review land ownership and management	<ul style="list-style-type: none"> To produce maps for each of the 6 pilot zones which identify land ownership 	July 2016 onwards	Project Manager working with Richard Christopherson,	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>To secure resources to clear all areas, CEC owned and unadopted</p> <p>Review alleygates based on resident engagement</p>	<ul style="list-style-type: none"> To review the management of land in each zone and negotiate possible changes where residents feel services could be provided more effectively. Focus on unadopted land and investigate possible adoption or other ways to manage better 		Enforcement & Engagement Officers – to be co-ordinated via MAAG	
	<ul style="list-style-type: none"> To liaise with Probation to secure support from Community Payback to clear areas not adopted or ownership is unclear To review ANSA's current "Blitz Team" (2007/8 model) approach allocating a team to focus in an area for a week, rotating between 6 pilot zones 	<ul style="list-style-type: none"> July 2016 July 2016 	Kirstie Hercules – contact made – awaiting draft SLA PM/CEC working with ANSA	Probation may require resource to commit their resources ANSA using Agency Staff. Approach may be affected by budget
	<ul style="list-style-type: none"> Review feedback from residents on alleygates Where issues are identified, hold street meetings etc. to discuss issues and possible ways to address Review issuing of keys – can we do it differently? Are we ok about Letting Agents charging up to £50 per key? Where there is resident agreement to remove alleygates, to look at other solutions to help manage the alleyway better Any gates removed to be used elsewhere in Crewe where there is evidence of resident need, or sold and the funds recycled in the community. 	August 2016 onwards	Richard Christopherson to lead via MAAG	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Review current CEC policies and practice based on findings of the project	<ul style="list-style-type: none"> • Ensure CEC services reflect the current and real situation in Crewe as a major town / city – using a place based approach to deliver services differently to meet Crewe’s changing needs • To work with planning regarding requirements for necessary waste management arrangements • Investigate potential of developing Supplementary Planning Guidance e.g. HMOs • Work with Housing to ensure issues identified are fed into future Housing Policy, possible requirement for HMOs to have effective waste disposal • Change where appropriate CEC services in line with findings and what proves to work effectively 	September 2016 onwards and ongoing as part of the project – implement where possible and review in end of Project Report		

Review

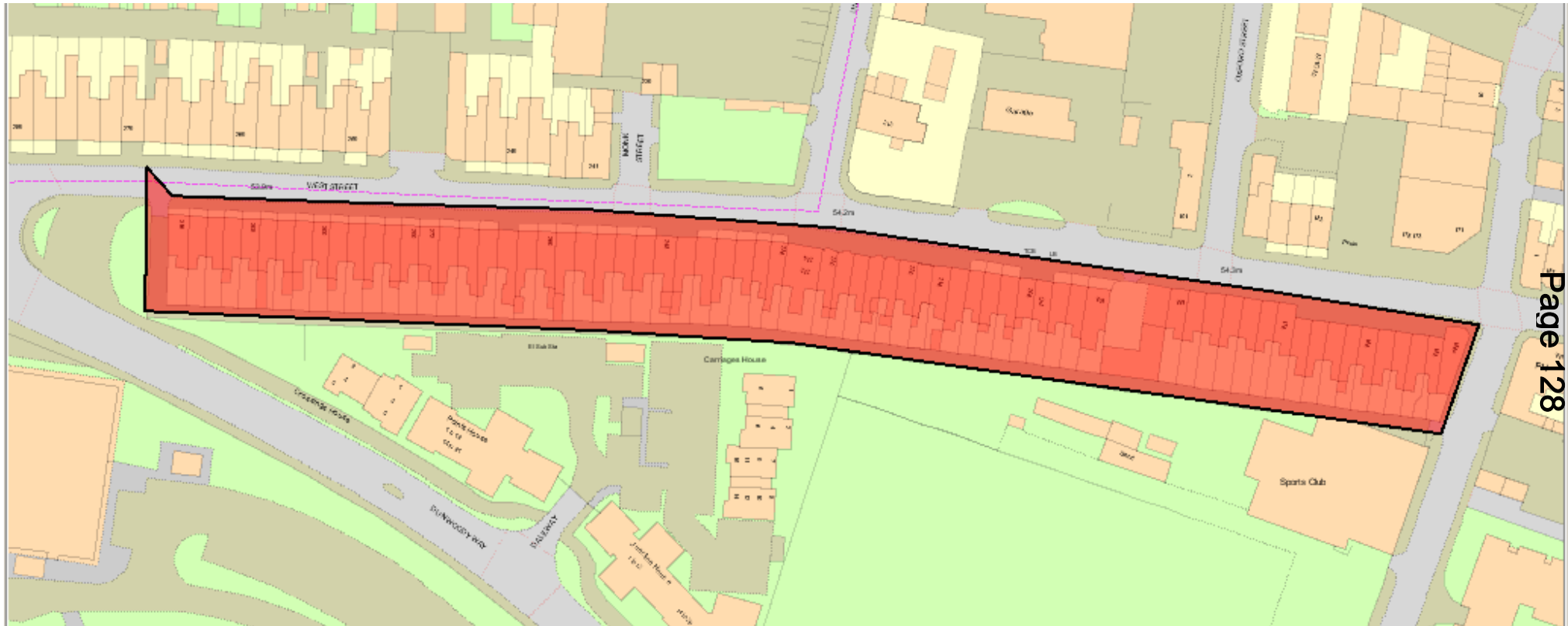
Possible Actions	Delivery Period	Lead & Stakeholders	Comments
Investigate best practice and learn from Councils who’ve reduced fly-tipping in their area; understanding what schemes they have utilised and whether they would be suitable approaches within Crewe.			
Develop the way we gather, analyse and ensure intelligence regarding what is being fly-tipped and at what locations is accurate and shared by services to enable joint-action.			
Litter Fixed Penalty Notice blitz in the area for a specific period. Those caught littering offered a “litter education course” as an alternative to the fine.			
Walls falling down / collapsed drains – ownership – tools & powers			
Lobby local Members of Parliament (MPs) regarding the issue of fly-tipping and the problems this causes; request increased penalties to be available and administered through the courts			
Liaise with and lobby the local court user group regarding the problem of fly-tipping and ensuring appropriate penalties/solutions are administered.			

ZONE 1 – WEST STREET FROM GODDARD STREET TO DUNWOODY WAY

65 Calls to ANSA

156a to 216 West Street approx. 70 properties

Approx. 30 Calls to Wardens



ZONE 2 WEST AVENUE/RICHARD STREET

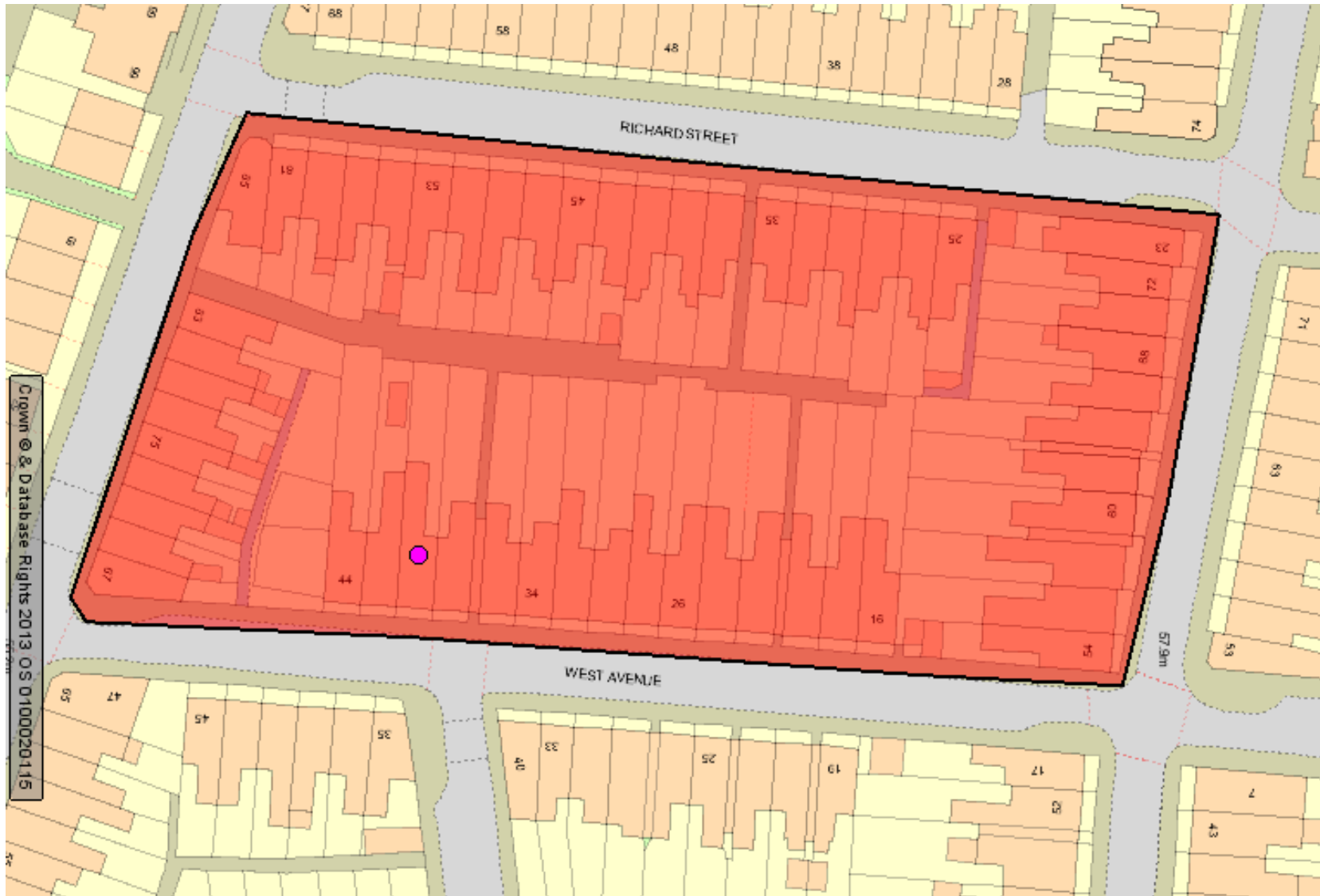
54-72 Samuel Street (10 properties)

61-23 Richard Street (20 properties)

18-44 West Avenue (16 properties)

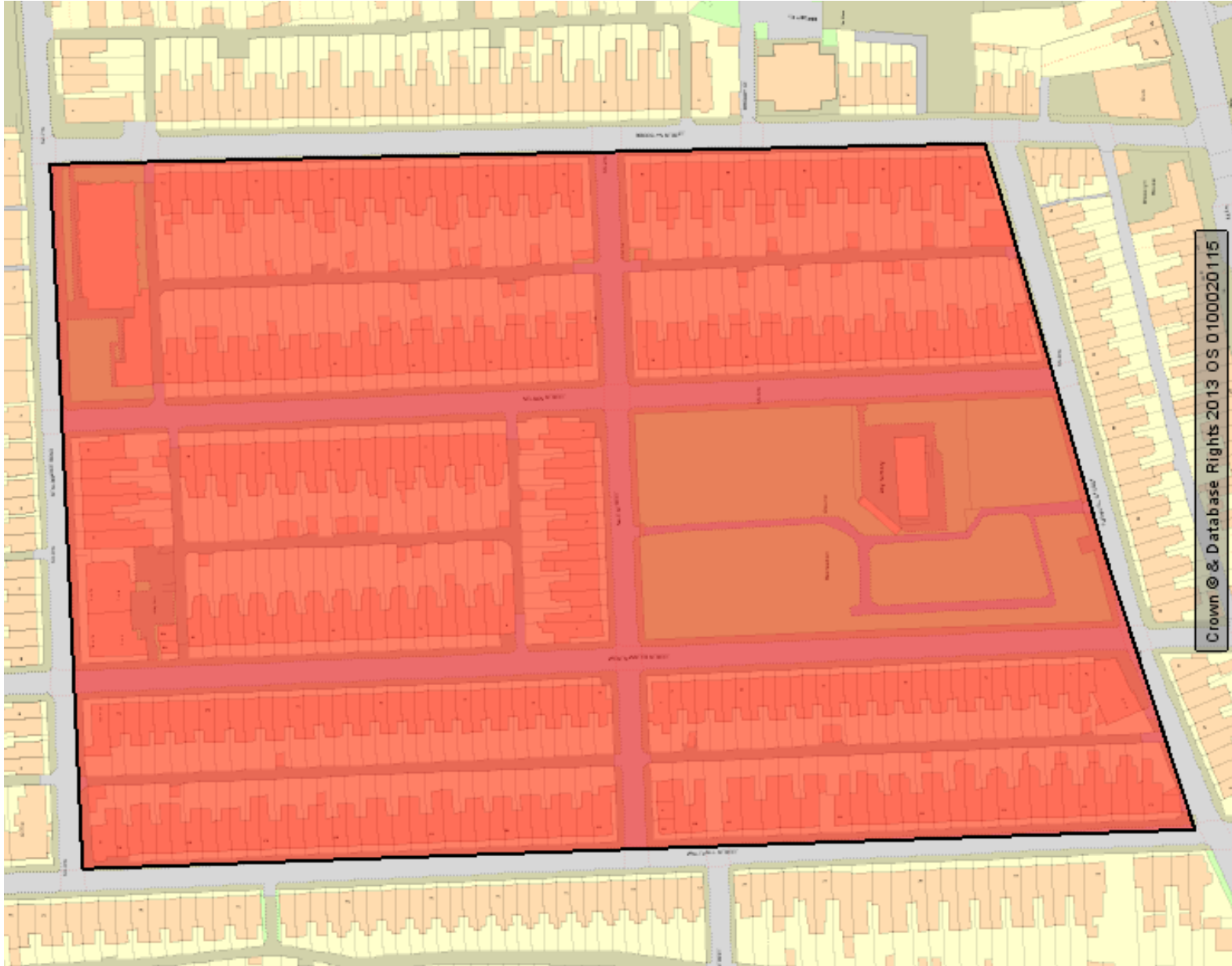
67-85 Richard Moon Street (9 properties)

Total 55 properties 65 Calls to ANSA approx. 16 calls to Wardens



ZONE 3 WESTMINSTER STREET/BROOKLYN STREET/NILE STREET

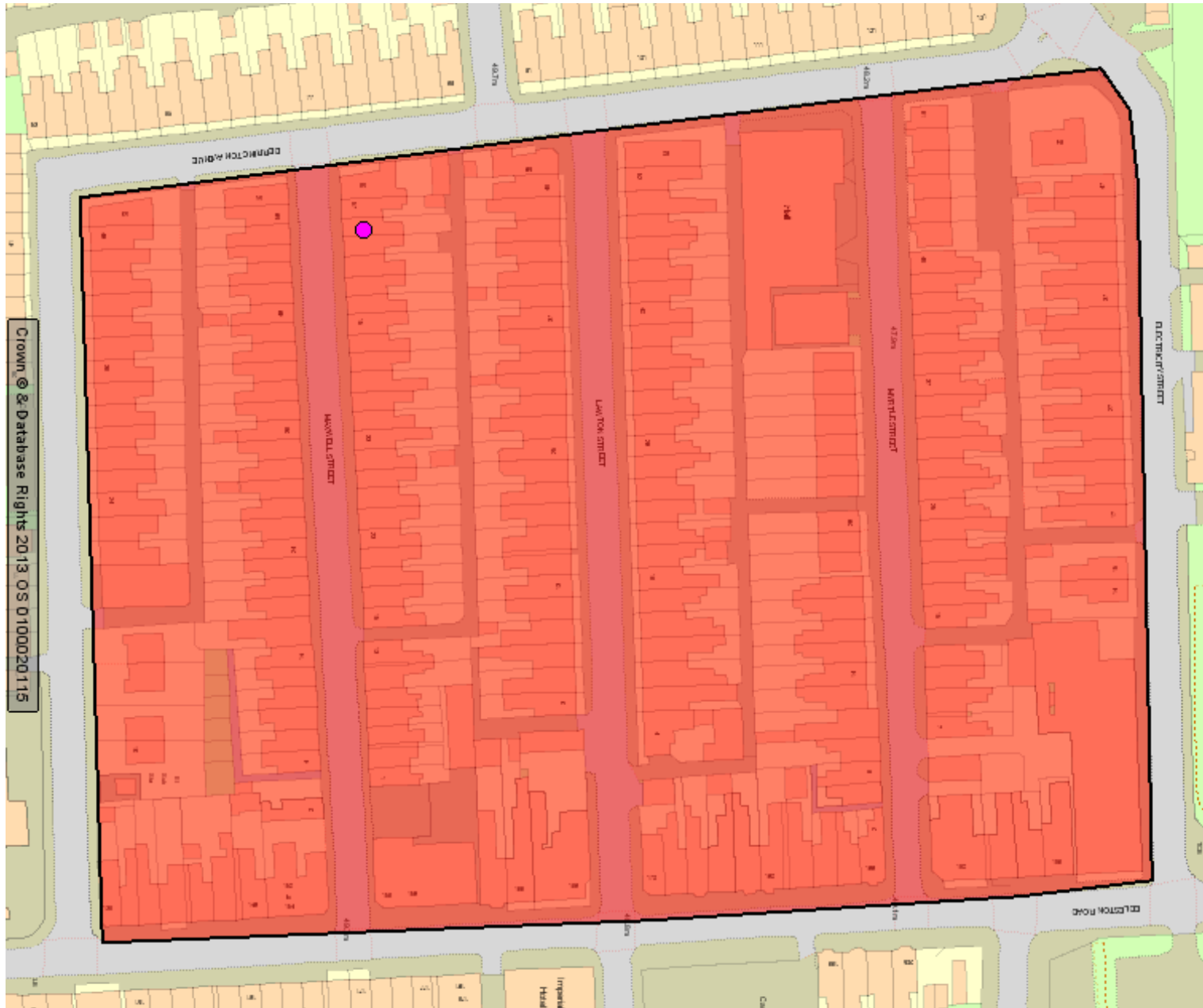
Approx. 350 properties - **99 calls to ANSA**



ZONE 4 LAWTON/MAXWELL AND MYRTLE STREET

268 properties

29 reports to ANSA



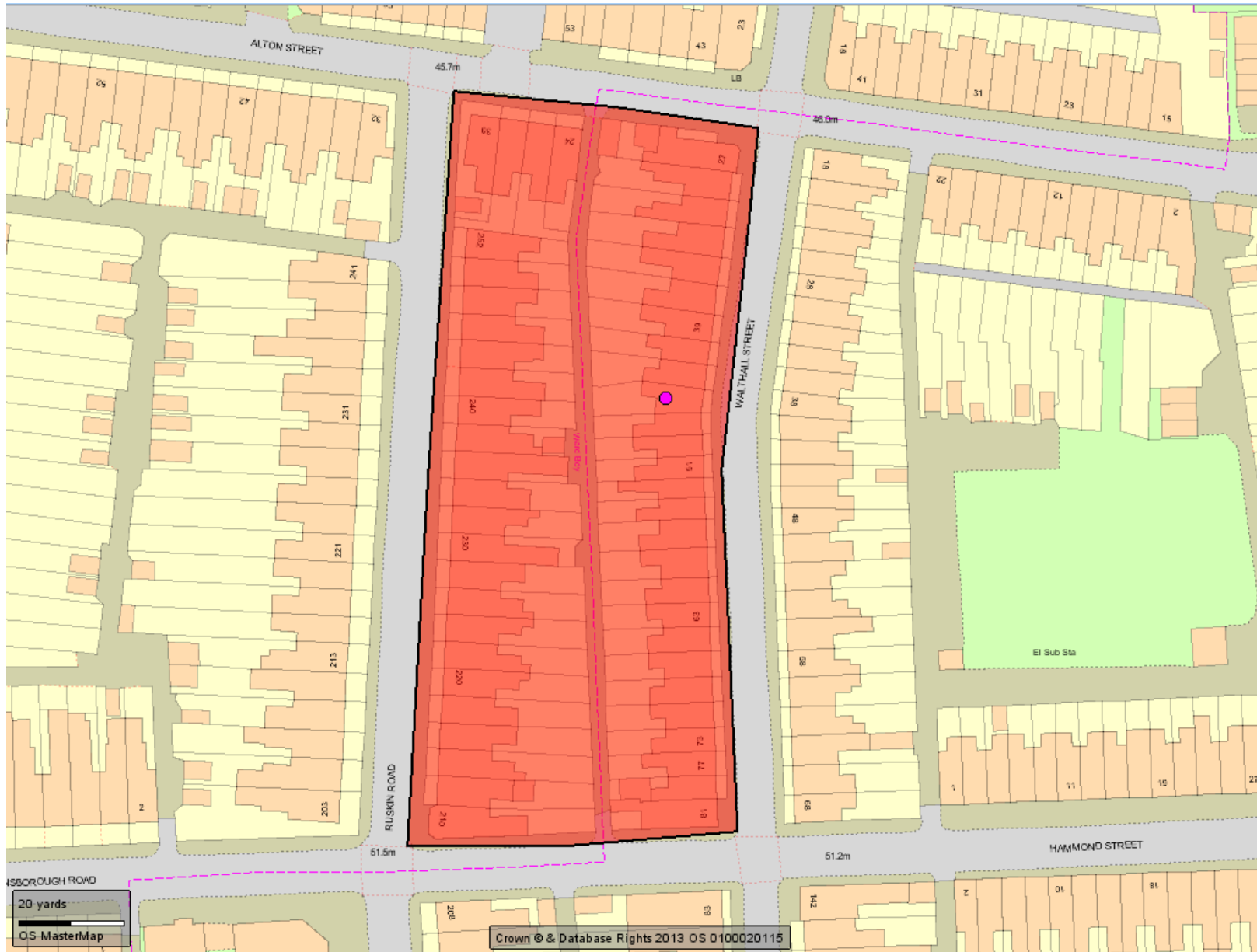
ZONE 5 HEWITT STREET/SOUTH STREET/CHAMBERS STREET

ANSA 16 calls

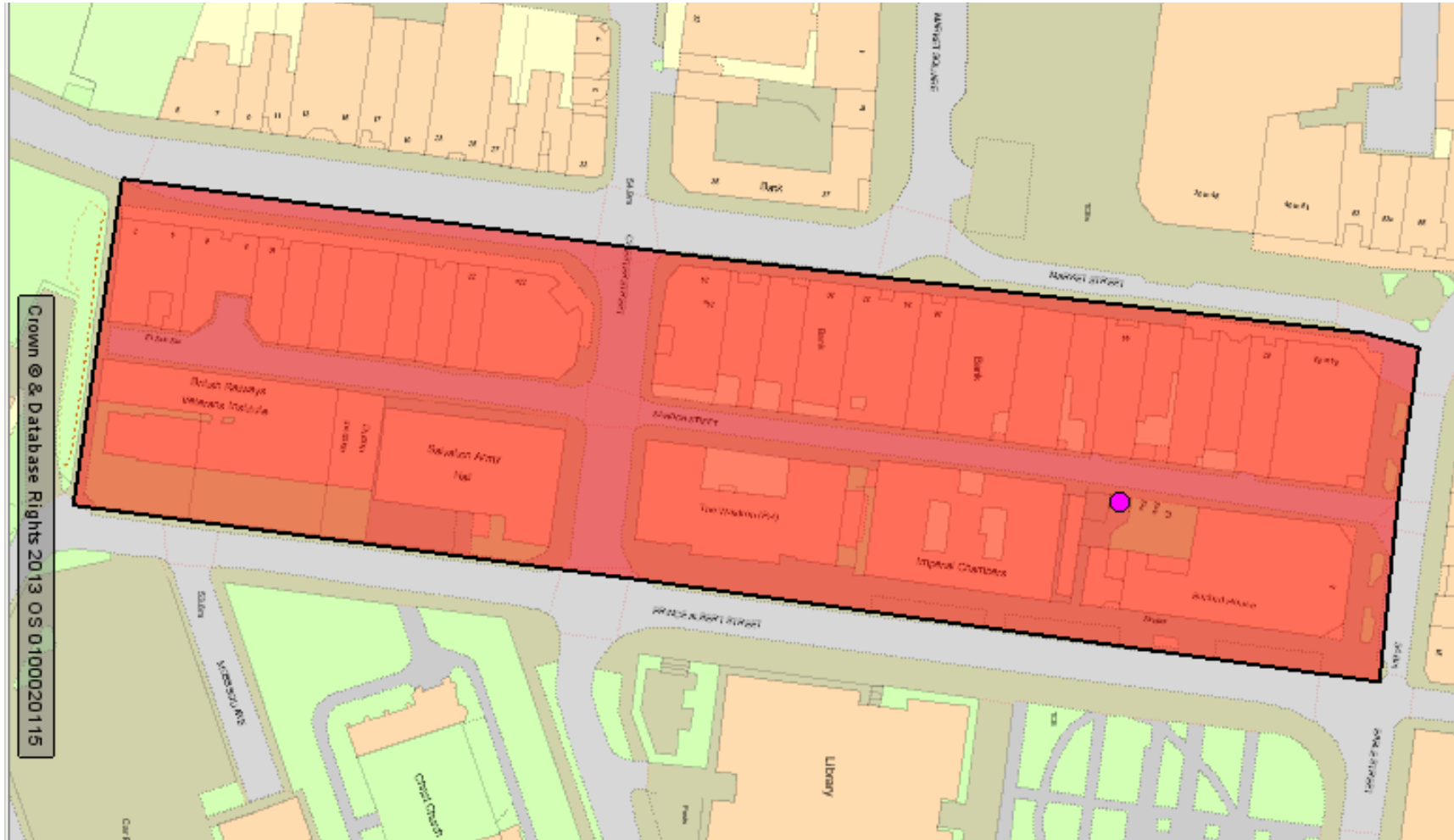


ZONE 6 WALTHALL STREET/RUSKIN ROAD Walthall Street – 27-81 (27 properties) Ruskin Road 210-252 (22 properties)

Alton Street 24-30 (3 properties) - **58 properties**



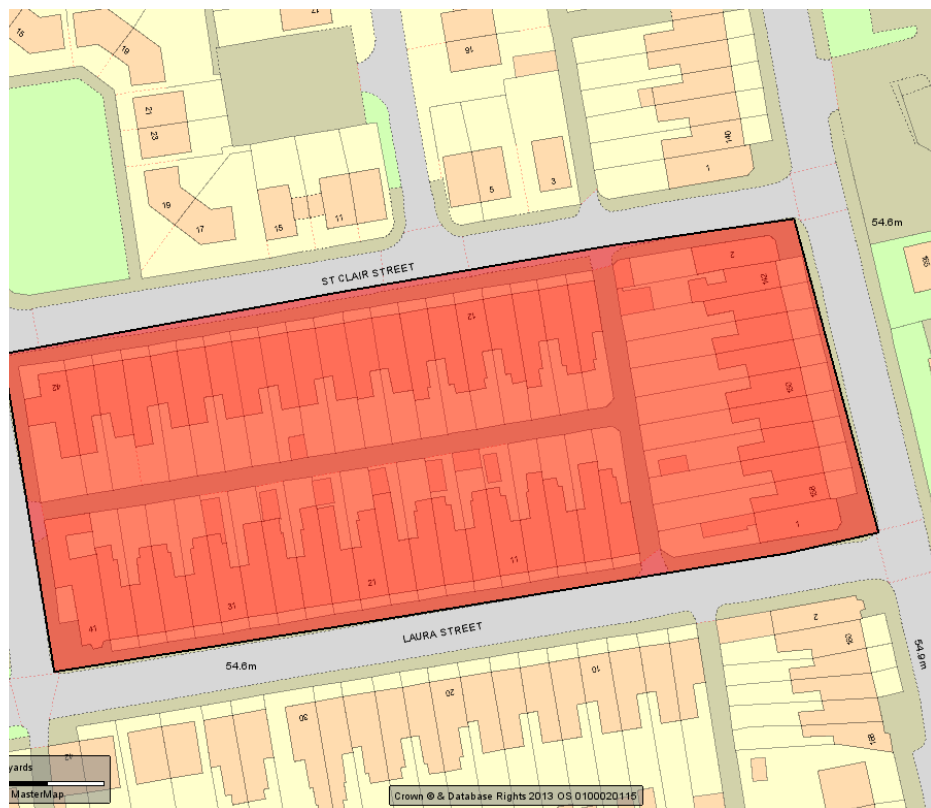
ZONE 7 (NON RESIDENTIAL) SANDON STREET –



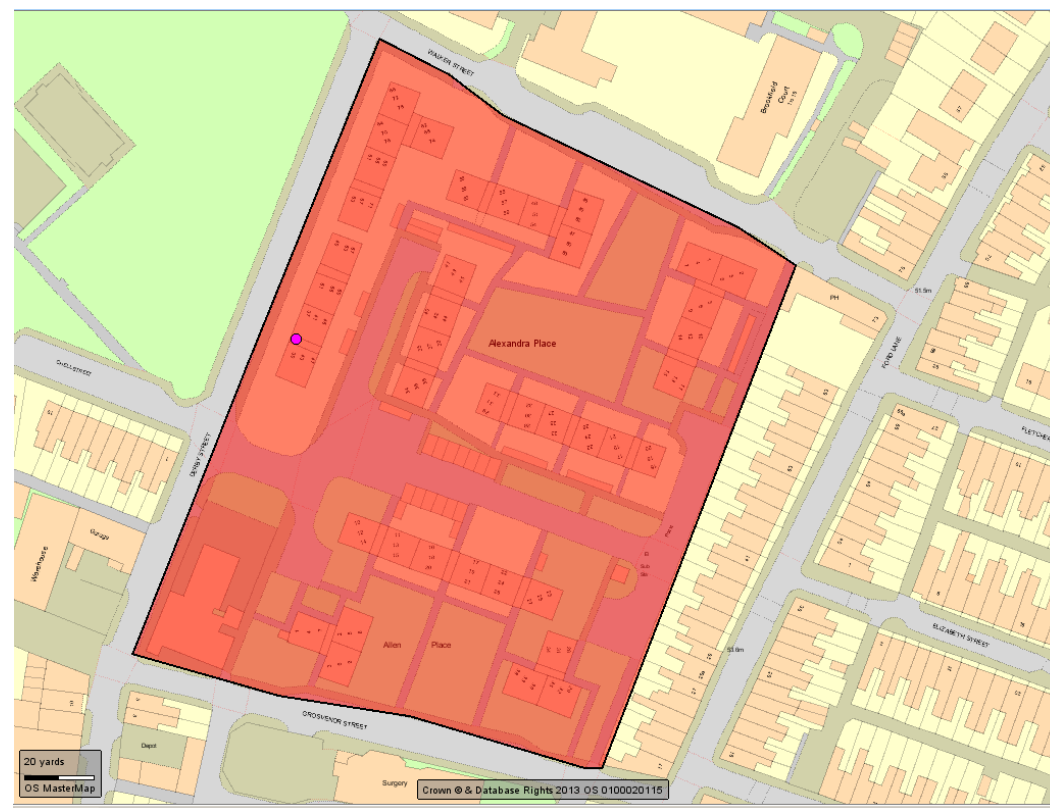
**Sandon Street will remain as an open piece of work throughout this process and is already in the process of undergoing interventions

OTHER SUGGESTED AREAS YET TO INVESTIGATE FURTHER:

LAURA STREET:



DERBY DOCKS AREA:



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Cheshire East Council

Cabinet

Date of Meeting:	13 th September 2016
Report of:	Andrew Round, Interim Executive Director of Economic Growth & Prosperity
Subject/Title:	Speed Management Strategy
Portfolio Holder:	Cllr David Brown

1. Report Summary

- 1.1. This report proposes that Cheshire East Council adopts and utilises a Speed Management Strategy for addressing all matters relating to speed management on the Council's local highway network, ensuring a consistent evidence led approach to provide the best outcome for our residents, businesses and users of the highway network. Road safety and speed is now our resident's second highest priority for the Highway Service behind road condition.
- 1.2. This will be achieved by adopting a consistent evidence led approach, supported by key stakeholders including Cheshire Constabulary, that sets speed limits that are self-explanatory and seek to reinforce people's assessment of what is a safe and appropriate speed to travel that encourages self-compliance.
- 1.3. This approach will ensure that the Council sets local speed limits that are appropriate for individual roads, reflecting the local needs of residents, businesses, local ward members, and town and parish councils in line with national guidance from the Department of Transport Circular 01/2013 'Setting Local Speed Limits'.
- 1.4. Importantly adoption of this approach is strongly supported by Cheshire Constabulary, one of the Council's key stakeholders in the determination of appropriate speed limits and the organisation to whom enforcement of speed limits is the sole responsibility.
- 1.5. This approach will also ensure integrity and resilience in the Council's approach to management of speed across the highway network and encourage public and stakeholder confidence in the Council benefitting its image and reputation through a transparent approach.

2. Recommendation

- 2.1. It is recommended that Cabinet approve the Speed Management Strategy. See Appendix 1 for the Speed Management Strategy.

3. Reasons for Recommendation

- 3.1. The Council does not currently have a formally adopted strategy for the management of speed, the absence of which has in the recent past led to a less consistent approach to the consideration and assessment of requests for changes in speed limits on a number of roads across the Borough. This has led to the introduction of some speed limits that are potentially less self-explanatory and do not necessarily reinforce people's assessment of what is a safe and appropriate speed to travel.
- 3.2. Adoption of this strategy formalises the process currently being applied which is in line with guidance from the Department for Transport and supported by Cheshire Constabulary's own approach to the consideration of speed enforcement requests which itself follows guidelines adopted by police forces nationally.
- 3.3. The introduction of such speed limits in the past few years using a less formal and more flexible process has not necessarily delivered the intended benefits of the promoters, local residents, businesses, local ward members, town and parish councils and road users because the speed limit does not reflect people's assessment of a safe speed for the road, does not encourage self-compliance which in turn increases the dissatisfaction of local residents.
- 3.4. In such circumstances where a less evidence based approach has been used there are cases where the approved speed limit is not encouraging self-compliance and has led for calls from local residents and councillors for speed enforcement. Cheshire constabulary cannot physically enforce some of these speed limits and will not commit limited resources to enforce others where there has been insufficient evidence to support the implemented speed limit and where they have raised concerns and objections to proposed speed limit changes as a consultee to the process.

4. Other Options Considered

- 4.1. The Council has the option to continue to address local speeding concerns through their local Area Highway Groups, however this system does not adequately assess the economic implications or network management implications of speed reductions.

5. Background

- 5.1. The highway network is the largest and most visible Council owned asset. It is used daily by the majority of the travelling public for commuting, business, social and leisure activities. It is fundamental to the economic,

social and environmental wellbeing of our local communities and to the prosperity of the borough.

- 5.2. At a national level our economic prosperity relies on reliable movement of goods and people around the highway network. At a local level the highway network helps to shape the character and quality of local areas and makes an important contribution to wider local authority priorities, including regeneration, social inclusion, community safety, education and health.
- 5.3. The management of speed is essential to economic prosperity at a national and local level in providing for the safe and efficient movement of traffic around the highway network. It is important in helping to shape the character and quality of the local environment for our residents and supporting the Council in delivering against its wider Residents First objective.
- 5.4. The Speed Management Strategy is necessary to formalise the system currently in use by the Council and will provide a clear and transparent system for residents, local ward members, town and parish councils and businesses in line with national guidance and fully supported by key stakeholders, including Cheshire Constabulary.
- 5.5. The implementation of appropriate speed limits and the management of speed on the local highway network is a key element in helping the Council meet our statutory duties to deliver a safe highway network within the Borough for residents, business and other road users. The formal adoption of the strategy supports our goal and collaborative working with others in public sector to help reduce the number of killed and seriously injured on our roads.

6. Wards Affected and Local Ward Members

- 6.1. All Wards and Ward Members are affected.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. The decision will have an influence on the service's contribution to the delivery of the Cheshire East Council Three Year Plan outcomes:

- Outcome 2: Cheshire East has a strong and resilient economy
- Outcome 4: Cheshire East is a green and sustainable place

7.2. Legal Implications

7.2.1. The Speed Management Strategy supports the Council's role as the Local Traffic Authority for Cheshire East in meeting its statutory duties

under the Traffic Management Act 2004 and the Road Traffic Regulation Act 1984. These include for making Traffic Orders for avoiding danger to persons or other traffic using a road, facilitating the expeditious movement of traffic and preserving and improving the amenity of areas through which a road runs.

7.3. Financial Implications

7.3.1. The Speed Management Strategy will provide a clear process for the consideration of speed management related issues that affect the Council's highway network. It provides a clear, consistent and transparent approach for the structured assessment of new proposals that will be managed within the Council's annual budget allocations for Road Safety.

7.4. Human Resources Implications

7.4.1. None.

7.5. Equality Implications

7.5.1. None.

7.6. Rural Community Implications

7.6.1. The Speed Management Strategy is focused on addressing the concerns of all our communities, seeking a consistent approach to better manage traffic speeds.

7.7. Public Health Implications

7.7.1. The Speed Management Strategy will support the Councils Road Safety agenda by reducing the number of killed and seriously injured on our roads where speed is a contributory factor.

8. Risk Management

8.1. The risk of the Highways Service not following approved policies and strategies is that development of programmes could become fragmented and may not follow best practice and national guidance to provide best value. This could result in financial, operational and reputational risks to Cheshire East Council.

9. Access to Information/Bibliography

9.1. The following report is referenced in the production of this report:

Speed Management Strategy – Appendix 1

10. Contact Information

Contact details for this report are as follows:

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Email: paul.traynor@cheshireeast.gov.uk

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DRAFT Speed Management Strategy September 2016



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1. Introduction

Cheshire East Council as traffic authority is responsible for setting speed limits on our local roads. The Cheshire East road network needs to support a local transport system that promotes economic growth, is safe for all road users and improves the quality of life in our communities.

Cheshire East Council, working in conjunction with other agencies, has demonstrated an established and positive track record for reducing the number and severity of traffic collisions and related injuries across the county road network. In so doing Cheshire East have developed relationships, supporting and responding to communities concerned with road safety in their area. Feedback from road users with regards to speed limits is good; although some communities have expressed their concerns about the effect speeding traffic can have on their safety and quality of life. This is particularly the case from vulnerable road users including the elderly and school children.

Cheshire East Council recognises the importance of its highway infrastructure and how an effectively maintained and managed network contributes to the safety of its users. This Strategy has been developed to support the Council's outcomes and other community driven policies and strategies such as Sustainable Community Strategy, Local Transport Plan, Health and Wellbeing Board and Road Safety Policies.

2. Road Safety

The Road Traffic Act (RTA) requires local authorities to prepare and carry out a programme of measures designed to promote road safety and integral to this is the Council's approach in the management of speed on its roads.



Excessive or inappropriate speed is a regular concern raised by members of the public.

- *Excessive* speed refers to speeds above the mandatory limit (speeding).
- Drivers travelling at *inappropriate* speeds are those that whilst within the speed limit are going too fast for conditions such as negotiating a sharp bend, during poor weather or where there are unprotected road users.

The relationship between speed and road casualties is complex, but there is evidence that:

- lower speeds result in fewer collisions and less severe injuries
- reducing a speed limit does not necessarily mean a reduction in collision frequency.

Developed in conjunction with Cheshire East's Road Safety policy and current Government guidance, this *Speed Management Strategy* provides the framework to support on-going delivery through a shared intelligence-led approach, involving various agencies and stakeholders in the provision of:

- **Setting local speed limits**
- **Education** (with Cheshire Fire & Rescue Service)
- **Speed enforcement** (with Cheshire Constabulary)
- **Speed management measures (physical & persuasive)**

In addition, this strategy will also uphold the Council's core values in putting residents first and providing the best service possible to the road user.



3. Vision

Key objectives in Cheshire East are to:

- reduce the number and severity of road traffic collisions and casualties
- create a safer highway environment by reducing incidents of excessive and inappropriate speed
- create environments that are more sympathetic to vulnerable road users
- empower local communities to play a proactive role in reducing incidents of excessive and inappropriate speed
- enhance respect for speed limits and improve compliance
- support a local transport system that promotes economic growth.



4. Delivery

4.1 Setting Local Speed Limits

As well as being the legal limit, speed limits are a key source of information to road users, particularly as an indicator of the nature and risks to be expected. They should be evidence-led, self-explanatory and reinforce people's assessment of what is a safe speed to travel and encourage self-compliance.

The Department for Transport (DfT) is responsible for setting guidance on how speed limits are set and provides us with a **Speed Limit Appraisal Tool** which is used to provide an intelligent led decision on appropriate speed limits along with their circular document 1/2013 Setting Local Speed Limits ⁽¹⁾.

Where a speed limit is set too low and is ‘out of kilter’ with a drivers’ perception’ of reasonable safe speed, compliance is likely to be poor. If unrealistic low speed limits are widespread, this leads to a lack of respect and poor compliance with speed limits in general.

Any changes to speed limits should be based on the following assessments:

1. What is the function of the highway corridor and the surrounding environment? Is the predominant function movement of vehicles or is it access and sense of place where quality of life and social interaction become more of a priority.
2. Casualty numbers. Is the collision rate and/or severity pattern higher than expected?
3. The need to promote walking and/or cycling and whether a lower speed limit would help encourage this.

4.2 Rural Principal and Distributer Routes (Routes of more than local importance)

These link the larger settlements and comprise of A and B roads and some C roads. The predominant function is movement of vehicles and drivers expect to travel at reasonable speeds. They are also important in supporting economic growth for the Borough.



On these routes the following criteria will be taken in to account where considering new speed limits:

Speed limit (mph)	Where limit should apply:
National	<ul style="list-style-type: none"> • Recommended for most high quality strategic A and B roads with few bends, junctions or accesses.
50	<ul style="list-style-type: none"> • Should be considered for lower quality A and B roads that may have a relatively high number of bends, junctions or accesses. • Can also be considered where mean speeds are below 50 mph, so lower limit does not interfere with traffic flow.



Where these pass through settlements the access and quality of life for residents become more of priority.

Lower speed limits in settlement areas will be considered according to the following criteria:

Speed limit (mph)	Where limit should apply:
40	<ul style="list-style-type: none"> • Settlement has shop(s), school(s), public house, petrol station etc. • Significant development on both sides of road, but not necessarily continuous, with some development in depth, overall frontage exceeds 400m in length • Some pedestrian/cycle activity throughout the day with possible peaks associated with schools etc. • Some provision for pedestrians/cyclists or acknowledged need and possible warning signs
30	<ul style="list-style-type: none"> • Settlement has a clearly defined core –shopping area, town/village green, etc. • Numerous facilities generating pedestrian/cycle activity - schools, shops, public house, play areas, etc. • Almost continuous frontage development exceeding 600m in length • Significant development in depth • Significant pedestrian activity throughout the day with provision of footways and or crossings

In order that travelling along these routes is more uniform and to avoid excessive changes in limits, the length of any speed limit will be a minimum of 600m with consideration given to buffer zones of a minimum of 400m where there would be a drop of 2 or more levels in limits, for example 60mph to 40mph.



4.3 Rural Minor Network

The vast majority of these roads are subject to *national speed limit*. On these roads the majority of drivers are travelling below the speed limit due to the environmental characteristics of the road.



A speed limit of 40 mph may be considered:

- where the function is predominantly local access or recreational for example in national parks
- where there is a high volume of vulnerable road users for example on a recognised recreational route.
- where there is a history of collisions.

Such limits require repeater speed limit signs at regular intervals which can be aesthetically detrimental and a hindrance to maintenance of hedgerows.

Cheshire East will consider the installation of area wide 40mph zones that negate the need for normal signage in areas where mean speeds are already in line with such a limit.

4.4 Urban Areas

The standard speed limit in our urban and village areas is 30mph.

20mph speed limits and zones can be considered in areas of high concentrations of vulnerable road users where vehicle movement is not the primary function.

Research has shown^(2,3) that signed-only **20mph speed limits** generally lead to only small reductions (about 1mph on average) in traffic speeds and therefore such limits are most appropriate where mean vehicle speeds are already low.

Mandatory 20mph speed limits and zones will only be considered in those locations that are generally self-compliant due to the nature of the road layout or the presence of traffic calming features.

20mph limits can be introduced over an area where mean speeds at or below 24mph are already achieved over a number of roads. However, 20mph zones without physical measures will only be considered:



- where at least 90% of roads in the proposed zone have existing mean speeds of 25mph or below
- where 0-10% of roads in the proposed zone have existing mean speeds above 25mph, but below 27mph.

If existing speeds do not meet this criteria physical measures will be required.

When considering to implement a mandatory 20mph speed limit or zone, Cheshire East will consider the full range of options and their benefits, both road safety and wider community, and environmental benefits and costs.

From 2016 Cheshire East has committed to rolling out a programme of advisory part-time 20 mph speed limits outside its 160 schools.

5. Education

Cheshire East continues to facilitate road safety education to Primary Key Stage 2 (9-11 year olds) and Secondary Key Stage 4 (14-16 year olds) pupils within its schools across the Borough. This is provided by Cheshire Fire and Rescue Service under agreement and provides nationally award winning education programmes to support better understanding of road safety and speed awareness.

Other education programmes include driver awareness days, "Think Drive Survive" course for young drivers, Advanced motorcycle training, Bikeability - cycle training for young people, Junior Road Safety Officers for Year 6.

6. Speed Enforcement

Enforcement of speed limits can only be carried out by the police. However, through strong partnership working, Cheshire East will assist in the targeting of locations that experience excessive or inappropriate speeding. The Cheshire Constabulary Speed Management Process is used for all speed related complaints that are received. This is an evidence led process and any engineering works identified will be fed through to the Council's minor works programme. Cheshire Police will undertake various speed awareness activities across the network along with active speed enforcement through the use of mobile speed camera vehicles.

The Authority advocates the partnership approach demonstrated by the Community Speed Watch (CSW) programme supported by Cheshire Police. CSW is a locally driven initiative where active members of the community join together with the support of the Police to monitor speeds of vehicles using speed detection devices. The registered owner of any vehicle recorded as exceeding the speed limit is sent a letter by the local neighbourhood policing team, advising them that speeding is unacceptable to the local community and of the potential consequences of any future offence.

7. Partnership Working

Cheshire East continues to be an active member of the Cheshire Road Safety Group. The aims of this Group is to reduce the number of people killed or injured on Cheshire roads by encouraging greater compliance of speed limits through the operation and maintenance of speed and red-light safety cameras.

A multi-agency approach to road safety and speed management will be co-ordinated by the Cheshire East Road Safety Executive Board. This Board will be made up of representatives from Cheshire East Council, Cheshire Fire and Rescue Service and Cheshire Constabulary and will produce a formal multi-agency road safety plan each year. This will include Education, Training & Publicity, Enforcement and Engineering and will be monitored and reviewed quarterly.

8. Speed Management Measures

The management of speed on the highways falls generally into two types of measure. They are:

Persuasion measures – seek to influence driver perception indirectly to bring about a reduction in speed.

Physical measures – directly influence driver behaviour to bring about a reduction in speed.

In Cheshire East the full range of speed management measures will be considered within the design of the highway implemented improvements. Such tools may include:



- Guidance and advice to Parish and Town Councils in setting up local initiatives – reducing local concerns related to traffic speed
- Improved signage at speed limit changes
- Community involvement – temporary and permanent Parish Speed Indicator Devices, community speed watch
- 20mph zones – with repeater speed sign, speed roundel road marking, traffic calming
- Gateways at village

- boundaries – help reinforce perception of different environment
- Vehicle Activated Signs (VAS) and Speed Indicating Devices (SIDs)
- Increase size of sign or use yellow rectangular backing boards



- Priority working/chicanes
- Colour surfacing/lining.
- From early 2016 Cheshire East will implement an **advisory 20mph speed limit programme** outside its schools during peak times. During a 3 year programme the signs will be installed in the vicinity of 160 schools and will operate during peak travel times around schools.



Speed Indicating Devices:

- Following our Road Safety consultation with residents Borough wide, 47 **Speed Indicator Devices (SIDs)** were installed during 2015 at sites where it was considered that they would have a positive impact on speeding. These temporary devices will be monitored, reviewed and when appropriate redistributed to other areas that meet the following policy;

SIDs will be considered for locations where there is a proven personal injury collision record over the most recent 5 year period, or a history of inappropriate speed. An inappropriate speed is identified where the recorded 85th percentile speeds are in excess of the Association of Chief Police Officers' (ACPO) level for enforcement. (10% + 3mph higher than the posted speed limit) This is the nationally accepted method for speed measurement and takes account of inaccuracies in equipment and vehicle speedometers.

Speeds are recorded by an approved method over a 7 day period between the hours of 7am and 7pm, in order to obtain an accurate picture of the situation. If the criterion is met, a site visit is carried out to assess whether there is a safe and suitable location to site the SID, once one becomes available.

The SID is intended as a temporary measure and will be relocated at a future date. This is to ensure regular users of the road in question do not become over familiar with its presence and its effectiveness therefore becomes diminished. Research has shown that the effect of SIDs on vehicle speeds reduces as the "novelty" effect wears off (Poulter and McKenna, 2005).

9. References

- 1 Norfolk County Council, *Norfolk Speed Management Strategy 2014*
- 2 Hertfordshire County Council, *Speed Management Strategy 2014*
- 3 Department for Transport Circular, *Setting Local Speed Limits*, January 2013
- 4 Royal Society for the Prevention of Accidents (RoSPA), *20mph Zones and Speed Limits*, June 2015
- 5 Public Health Summary of Evidence – 20pmh Zones .
https://www.lbhf.gov.uk/Images/20mph_speed_limit_Public_health_report_CJ_SL_tcm21-196724.pdf#

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Cheshire East Council

Cabinet

Date of Meeting:	13 th September 2016
Report of:	Chief Operating Officer
Subject/Title:	Re-tender of Cheshire East Council's Corporate Insurance Portfolio
Portfolio Holder:	Cllr Peter Groves - Finance and Assets

1. Report Summary

- 1.1. Cabinet are being requested to approve the approach to re-tendering the Council's Corporate Insurance portfolio via a formal OJEU compliant tender process. The approval is necessary as the current arrangements expire in March 2017
- 1.2. Cheshire East Council spends approximately £1.2 million per annum on insurance premiums across its Corporate Insurance portfolio
- 1.3. The majority of current insurance contracts have been in place since 1st April 2012 following a tender exercise carried out in conjunction with Cheshire West & Chester Council. The exception to this is the Council's Combined Liability contracts which have been in place since 1st April 2014 following a break in the Long Term Agreement with the incumbent Insurer, Travelers at that time which necessitated going out to the market again to tender for these specific policies. All insurance contracts are now due to expire in March 2017.

2. Recommendation

- 2.1 Cabinet is requested to:
 - i) Approve the procurement of the Corporate Insurance portfolio via a formal OJEU tendering process.
 - ii) Delegate authority to the Chief Operating Officer, in consultation with the Portfolio Holder for Finance and Assets, to award and enter into contracts with the successful providers, following a fully compliant OJEU procurement exercise for contract periods covering either,
 - an initial period of 3 years with the option to extend the contract for a further 2 years (Total 5 years), or,

- an initial period of 3 years, with the option to extend the contract for a further 2 years plus a further 2 years after that point (Total 7 years)

3. Reasons for Recommendation

- 3.1. The Council provides insurance cover that complies with statute and provides adequate value for money protection against the Council's key insurable risk areas, including, property and motor fleet damage, employer and public liability. The current insurance contracts are due to expire on 31st March 2017.
- 3.2. The deadline for the publishing of the tender is 4th October 2016, with the tender submission deadline being 10th November 2016. The date to award the insurance contracts and to notify successful bidders has been set as 22nd December 2016. In the event of the contracts being awarded to new suppliers, a 3 month transition period is recommended to ensure a smooth and effective transition.
- 3.3. In order to comply with the timetable for the awarding of insurance contracts and to allow sufficient time for transitional arrangements to take place, Cabinet is recommended to delegate the decision to award and enter into the contracts to the Chief Operating Officer.

4. Background and Options Considered

- 4.1. Contracts will run for a period of either 3 years with an option to extend of either a 2 or '2+2' years basis. Based on 2016/17 annual premium costs payable, the estimated contract value over both contract period options proposed above is forecast to be in the region of £6,000,000 (3+2) or £8,400,000 (3+2+2) respectively. The preferred option for contract term will be determined by the outcome of tender bids received.
- 4.2. The recommendation to conduct this procurement via a formal EU tendering process has been based on the results taken from a comparative assessment of the 'CCS Insurance Framework RM3731' or 'OJEU process' route to market options.
- 4.3. Having assessed the potential positive/negative aspects of both options and having canvassed other local authorities for their chosen routes, the decision to recommend formal EU tendering process was largely based on the following factors;
 - OJEU provides the widest possible market engagement. This option would open up the procurement to any insurers registered and licenced to transact in the UK.

- Whilst there are 27 Insurers currently signed up to the CCS Insurance Framework RM3731 (most of whom are either currently dealt with by this Authority or are capable of submitting bids for a sizeable Unitary Authority's insurance programme), there are number insurers not signed up to this Framework agreement. This includes current Cheshire East Council's Insurers plus a number of insurers whom this Authority would wish to attract bids from.
- Use of the CCS Insurance Framework RM3731 attracts an annual Management Fee of 0.75% of total costs (i.e. premium and Insurance Premium Tax) over the full contract period. Based on 2016/17 premiums payable, this equates to additional unbudgeted costs of circa £45k over a 5 year contract period or circa £63k over a 7 year contract. The OJEU route to market does not incur any additional management fees.
- Recent new entrants to the public sector insurance market are noted to have been submitting extremely competitive tender bids, particularly for Property risks and as a large Unitary Authority with an excellent risk profile with insurers currently, this tender will attract interest from a wide range of insurers. The OJEU route to market will therefore ensure that the Authority gains access to this increased competition which it is anticipated will result in competitive bids.

5. Wards Affected and Local Ward Members

5.1. All

6. Implications of Recommendation

6.1. Policy Implications

6.1.1. No significant policy implications

6.2. Legal Implications

6.2.1. The current contracts will expire in March 2017 and the majority cannot be extended further (with the exception of the combined liability policy).

6.2.2. The aggregate value of the Council's requirement for insurance cover services is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU compliant tender exercise

6.3. Financial Implications

6.3.1. Based on 2016/17 premium costs, annual expenditure on insurance premiums is approximately £1.2 million. The recommended tender process is expected to identify the widest choice and value for money services available.

6.4. Human Resources Implications

6.4.1. None

6.5. Equality Implications

6.5.1. None

6.6. Rural Community Implications

6.6.1. None

6.7. Public Health Implications

6.7.1. None

7. Risk Management

7.1. A timetable for the awarding of the contracts is in place to ensure that the required deadlines are met and that the Council's insurance cover is continuous.

7.2. Insurance Services are an intrinsic part of the Council's risk management processes.

7.3. To minimise risk, Aon as the Council's Insurance Broker, have applied their expertise to the optimum 'route to market' decision process and will support the Council throughout the entire procurement process. Whilst there are pros and cons with the different routes to market, the advice from Aon is that the full OJEU route will provide the strongest response and value for money in overall terms.

8. Background Papers

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

9. Contact Information

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	13 th September 2016
Report of:	Peter Bates, Chief Operating Officer
Subject/Title:	Pension Provision in the Council's owned and controlled companies
Portfolio Holder:	Peter Groves, Cabinet Member for Finance and Assets

1 Report Summary

1.1 This report considers the future pension provision in the following Council owned and controlled companies:

- Cheshire East Resident's First Limited ("CERF")
- Ansa Environmental Services Limited ("Ansa")
- Civicance Limited
- Engine of the North Limited
- Orbitas, Bereavement Services Limited
- The Skills & Growth Company Limited
- Transport Service Solutions Limited

Together "the CERF Group".

1.2 The CERF Group now delivers a wide variety of services to the residents of Cheshire East. Following their successful launch the trading members of the group now wish to continue with their development and consolidate their position in the marketplace by exploiting the commercial opportunities that are available. This desire to develop and become more competitive has prompted a review of the pension provision offered to new starters within the CERF Group. The Council wishes to work collaboratively with the CERF Group on this issue. Any future pension provision must ensure that the CERF Group continues to operate on a stable and sustainable basis that maintains the high standard of services to Cheshire East residents as well as new customers. This report only looks at options for altering pension arrangements for new recruits to the CERF Group – pension arrangements for all existing staff will remain completely unchanged.

2 Recommendations

2.1 That Cabinet note the future growth ambitions of the CERF Group and recognises that the provision of a suitable alternative stakeholder pension scheme and the closure of access to the Local Government Pension Scheme ("LGPS") to new starters by the CERF Group could facilitate this future growth.

- 2.2 That Cabinet authorise the Chief Operating Officer in consultation with the Portfolio Holder for Finance to work collaboratively with the CERF Group to help them design, identify and procure a suitable and high quality alternative stakeholder pension scheme (“the Alternative Pension Scheme”).
- 2.3 That Cabinet authorise the Portfolio Holder for Finance (in consultation with the Chief Operating Officer) to grant any necessary consents, authorisations or approvals to enable the Alternative Pension Scheme to be implemented.

3 Other Options Considered

- 3.1 The only alternative is the status quo which means that the Council and the CERF Group will continue to carry the full risk of operating a defined benefit pension scheme. Defined benefit schemes protect employees by guaranteeing their benefits with the employer bearing all the risks by having to provide sufficient funding to deliver these benefits. Every three years employer contribution rates are assessed by the Fund Actuary, with employers having no choice other than to pay the rate as determined by the Actuary. The current contribution rates paid directly by the CERF Group range from 18.4% to 23.7% of salary costs, and in addition the Council pays past service deficit contributions attributable to their staff of a further 11.9%. This means that total pension costs attributable to the operation of the LGPS in the CERF Group are above 30%, which is expensive compared to the average employer contribution rate to a defined contribution scheme in FTSE 250 company of 8.1%. This clearly places the CERF Group at a competitive disadvantage when compared to most private sector competitors and could hamper their efforts to generate new income by winning new customers.
- 3.2 The Portfolio Holder for Finance has recently (10th June 2016) taken a decision to move to a pension ‘pass through’ agreement with the CERF Group. This effectively transfers all pensions assets and liabilities back to the Council and fixes the employer contribution rate paid by each company. This effectively de-risks continuing participation in the LGPS for each company but does nothing to reduce the overall level of pension costs met by the Council and company combined. A significant reduction in the level of pension costs over the medium to longer term will only be delivered through the decision to close access to the new starters in the CERF Group.

4 Reasons for Recommendations

- 4.1 In 2012 the Council embarked on a ‘best fit’ approach to service provision. This approach has led to the formation of a range of different service delivery vehicles with hundreds of Council staff successfully transferring to new employers, all with their existing terms and conditions fully protected under the Transfer of Undertakings (Protection of Employment) Regulations.
- 4.2 Today, the Council has the CERF Group (encompassing 6 companies), Tatton Park Enterprises Ltd and a charitable trust which between them

employ over 700 staff. Collectively, the Council pays these service delivery vehicles annual management fees of £46m, which equates to 18% of the Council's net revenue budget.

- 4.3 The track record of the CERF Group to date has been overwhelmingly positive with improved levels of service being delivered alongside generally strong financial returns. At the end of 2015-16, the CERF Group delivered a collective financial surplus of £0.6m, which was shared between the Council and the CERF Group. Over the same period measurable service levels improved significantly, for example within Ansa missed bin rates declined by 14%, with recycling up by 5% and customer satisfaction rates maintained at a record high of 75%.
- 4.4 Building on this success to date, the next stage of development for the CERF Group is to become more entrepreneurial, to develop new products and services and win significant levels of new business. By generating new income the CERF Group will be better placed to both protect existing jobs and increase employment opportunities in the borough. The Council wishes to support and encourage commercial development within the CERF Group and, where possible, will facilitate this development.
- 4.5 In order to expand and grow it is important that the CERF Group keep a tight control of their cost base and look at options to improve their competitiveness. Their ability to win new business and deliver on their ambitious income targets will clearly be improved if they can compete effectively with private sector companies.
- 4.6 Pension costs form a major part of the CERF Group's cost base and since formation the Council has permitted all new starters to join the LGPS. The cost of the LGPS to employers has increased significantly in recent years. The current employer contribution rates paid by the CERF Group vary between 18.4% and 23.7% of salary costs. This compares to the average employer contribution rate in a large FTSE 250 company of 8.1%. Over half of all private sector companies pay employer contributions of between 4% and 8%. These lower rates exist as almost all listed companies have closed their defined benefit pension schemes. The large disparity in pension costs paid clearly places the CERF Group at a considerable disadvantage when compared to most private sector competitors and this is likely to hamper their efforts to generate new income and win new business.
- 4.7 In addition, every three years all employer contribution rates to the LGPS are reset by the actuary as part of their tri-ennial valuation process. This means that employer contribution rates can vary significantly over time, making it extremely difficult for the CERF Group to predict their cost base and price their services when bidding for contracts in a competitive environment.
- 4.8 Therefore, it is the CERF Group's ambition, working in partnership with the Council, to close access to the LGPS to new starters and instead enrol new staff in the Alternative Pension Scheme. It is anticipated that the Alternative Pension Scheme will be procured by the CERF Group and the new pension offering will be at least comparable to the best on offer within the private sector. This new approach to pensions in the CERF Group will enable them to

compete more effectively in the market, to win new business and create new jobs in the borough.

5 Background/Chronology

- 5.1 The Council’s approach to the treatment of pensions in the CERF Group was set out in the 24th March 2014 Cabinet report ‘Decisions for Alternative Service Delivery Vehicles’. This report recommended that all new starters could become members of the LGPS so long as the Council gave approval for them to do so. To date, the Council has approved all such requests but is under no obligation to continue to do so. Now, in response to the CERF Group’s aspirations to develop a more commercial approach, the Council would consider not approving any future LGPS membership requests for new starters if the Alternative Pension Scheme was available instead. To examine the case for taking this course of action the Council has commissioned several actuarial reports. These reports have examined the impact on both the Council and the CERF Group of any decision to enrol new starters in controlled companies in a hypothetical alternative stakeholder pension scheme. The results of the financial modelling undertaken are included in the Appendix in Part 2 of the agenda and show that there is a strong financial case to support the procurement of an alternative stakeholder pension scheme and closure of the LGPS to new starters.
- 5.2 The Alternative Pension Scheme will have to be put in place for the CERF Group if the LGPS is closed to new starters. There is a legislative requirement that all companies must auto enrol all new employees in a registered pension scheme – staging dates for the CERF Group vary between August and November 2017 as set out below in Table 1.

Table 1 – Auto Enrolment Dates for the CERF Group with employees

Company	Auto Enrolment Date
Ansa Environmental Services Ltd	1 st August 2017
Orbitas, Bereavement Services Ltd	1 st August 2017
Transport Service Solutions Ltd	1 st August 2017
Civicance Ltd	1 st October 2017
The Skills & Growth Company Ltd	1 st November 2017

- 5.3 As a reputable organisation the Council will want to ensure that a high quality alternative scheme is ready for use as soon as possible. It is envisaged that the Alternative Pension Scheme could be operational by 1st April 2017. It is therefore recommended that the closure decision is effective from this date and all new starters in the CERF Group are auto enrolled in the alternative stakeholder scheme from this date. An indicative timeline for setting up an alternative scheme is shown below in Table 2:

Table 2 – Closure Decision and Implementation Timeline

13 th Sept 2016	Cabinet, CERF and the CERF Group consider future pension provision for new starters in the CERF Group
Sept 2016	Appoint Pension/Financial consultant to advise on design and implementation of alternative scheme
Sept 2016 start	Scheme design and selection of provider
January 2017	Portfolio Holder for Finance, CERF and the CERF Group to consider closure decision of the LGPS to new starters and approval of the alternative scheme
Jan- March 2017	Implementation of alternative scheme
1 st April 2017	All new starters in the CERF Group to auto enrol in the scheme

- 5.4 To enable the above work programme to be implemented a cross service working group will be formed from representatives of the Council and the CERF Group including experts from the Procurement and Legal teams as well as appropriate external professional input. The cost of engaging an external pension advisor, plus other project costs is expected to be approximately £80,000. This will be funded from within the existing Chief Operating Officer budget for 2016-17.
- 5.5 As part of the work programme consideration will be given to putting in arrangements which facilitate the ease of movement of staff between the Council and the Cheshire East family of companies. The Council does not wish to discourage free movement between the companies and the Council and vice versa and will examine arrangements to assist free movement.

6 Wards Affected and Local Ward Members

- 6.1 Does not affect individual wards but impacts on workforce of all the CERF Group.

7 Risk Management & Implications of Recommendation

- 7.1 External legal advice has been obtained and this is included in the Appendix.
- 7.2 If the decision is taken to set up an alternative scheme, it is recommended that the Portfolio Holder for Finance receives a further report setting out various scheme design options and costs for decision.
- 7.3 Finally, it is recommended that, as far as is practically possible, all savings from the closure of access to the LGPS to new starters in the CERF Group are ring-fenced and retained until such time as the alternative pension scheme is firmly established and is operating successfully.

8 Access to Information

- 8.1 Cheshire Pension Fund Annual Reports for 2013-14 and 2014-15, Actuarial reports commissioned by the Council from Hymans Robertson.

9 Contact Information

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