

Corporate Overview and Scrutiny Committee

Agenda

Date: Thursday, 15th June, 2017
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 6 April 2017.

3. **Declarations of Interest**

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

4. **Declaration of Party Whip**

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

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

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

Contact: Mark Nedderman

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

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

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

6. **2016/17 Financial Outturn and Review of Performance** (Pages 7 - 92)

To consider a report of the Director of Finance and Procurement (Section 151 Officer)

7. **Digital Customer Services**

To receive a presentation from the Head of Customer Services

8. **Best4Business Oracle replacement.**

To receive a presentation from the Chief Operating Officer.

9. **Work Programme Progress Report**

To review the work programme(to follow)

10. **Forward Plan** (Pages 93 - 100)

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

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Overview and Scrutiny Committee**
held on Thursday, 6th April, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor M Simon (Chairman)
Councillor M Grant (Vice-Chairman)

Councillors B Dooley, S Pochin, J Saunders, A Moran, B Walmsley, H Wells-Bradshaw, J Wray and D Flude

Apologies

Councillors S Corcoran and L Smetham

68 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 9 March 2017 be confirmed as a correct record and signed by the Chairman.

69 ALSO PRESENT

Rachel Bailey – Leader of the Council
Councillor Chris Andrew – Deputy Cabinet Member
Paul Traynor - Strategic Commissioning Manager - Highways

70 DECLARATIONS OF INTEREST

There were no declarations of Interest.

71 DECLARATION OF PARTY WHIP

There were no declarations of the existence of a party whip.

72 PUBLIC SPEAKING TIME/OPEN SESSION

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

73 DEVOLUTION

The Leader of the Council attended the meeting to provide an update on devolution proposals for Cheshire and Warrington.

At this stage in the process, each of the constituent authorities were continuing discussions within their own Councils and with Ministers and civil servants.

This Council had set up an all party working group to pursue the Council's interest and the Leader of the Council paid tribute to the work of that group over recent months.

At this stage it was not known when a final report to Cabinet was expected, but Members of this Committee would be offered an opportunity to consider the final proposals.

RESOLVED –

- (a) That the update on devolution proposals for Cheshire and Warrington be received:
- (b) That an additional meeting of the Committee be convened when the final report of the cross member working party is finalised prior to it be considered by Cabinet.

74 HIGHWAYS CONTRACT PROCUREMENT

The Committee considered a report of the Executive Director of Place relating to the progress of the process to procure the New Highway Service Contract.

The Committee had received a presentation on the procurement process at its meeting held on.

The report, which was due to be considered by Cabinet at its meeting to be held on 11 April 2017, recommended the Council to adopt an integrated services contract model for a period of 15 years with a pre-defined mid-term break clause at year 8.

RESOLVED –

- (a) That the report be received;
- (b) That the work undertaken so far in respect of the procurement of the new contract be supported.

75 WORK PROGRAMME PROGRESS REPORT

The Committee reviewed the work programme.

RESOLVED – That subject to an additional meeting being added to the schedule of meetings, possibly in May, to deal Devolution, the work programme be received and noted.

76 FORWARD PLAN

RESOLVED – That the forward plan be received and noted.

The meeting commenced at 2.00 pm and concluded at 3.01 pm

Councillor M Simon (Chairman)

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Cheshire East Council

Cabinet

Date of Meeting: 13 June 2017

Report of: Director of Finance and Procurement (Section 151 Officer)

Subject/Title: 2016/17 Financial Outturn and Review of Performance

Portfolio Holder: Cllr Paul Bates

1. Report Summary

- 1.1. This report outlines how the Council managed resources to provide value for money services during the 2016/17 Financial Year. The report includes narrative from the Council's Draft Group Accounts, to highlight financial performance within the year, as well as associated annexes to show how the Council has achieved against the outcomes contained within the Corporate Plan as well as other important financial matters.
- 1.2. 2016/17 presented a challenging year for local authorities within the UK as issues, such as inflation and increasing demand, were compounded by reductions in government funding. Adult Social Care services in particular have experienced 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 number of people over 65 years is already higher than national averages and is expected to increase faster than average too. The Council's net expenditure on Adult Social Care services was almost £100m in 2016/17, which is equivalent to three times the required spending on any other service area.
- 1.3. Against a backdrop of challenging circumstances Cheshire East Council has continued to increase satisfaction levels for key services and improve value for money overall. This report provides evidence of how the Council engages with residents, businesses and its partners to achieve positive outcomes.
- 1.4. The Council has continued to build on the achievements of the last three years and the overall financial health, performance, resilience and value for money at the Council has remained strong. The forecast at the end of quarter three was an overspend of £1.7m (or 0.7% against the net budget), which has proved accurate overall, as the outturn position is the same. In line with national trends the position has been strongly influenced by an increase in caseload and costs associated with Children in Care and in

particular from demand for Adult Social Care services. The Council has also had to deal with the collapse of a significant sub-contracted bus provider. Reduced expenditure in Corporate Services have significantly mitigated the final position.

1.5. In quarter four, a few examples of good performance were:

- 89.7% of all schools in Cheshire East were good or outstanding
- Planning application turnaround within timescales improved across all categories
- 398 new affordable homes were delivered, which exceeded targets

1.6. The attached Appendices, set out details of how the Council has performed in 2016/17:

Appendix 1 – Narrative from the Draft Group Accounts – Provides context of the area and it's people, commentary on performance and introduces the financial statements of the Council and the wider Group of Companies for the period 1st April 2016 to 31st March 2017.

Appendix 2 – Outcomes - Provides highlights of Council activities, and achievements, from working with partners and the community throughout 2016/17. The Appendix is set out in line with the six outcomes contained within the Corporate Plan 2016 to 2020

Appendix 3 – Grants – includes details of capital and revenue grants received during 2016/17

Appendix 4 – Requests for Supplementary Capital Estimates and Virements

Appendix 5 – Debt Management

Appendix 6 – Reserves

Appendix 7 – Workforce Development

2. Recommendation

2.1. Cabinet is asked to consider and comment on the financial outturn and review of 2016/17 performance, in relation to the following:

- the narrative to the draft Group Accounts, including the financial outturn and impact on the Council's reserves and Balance Sheet (**Appendix 1**)
- summary of performance against the Council's 6 Outcomes contained within the Council's Corporate Plan 2016 to 2020 (**Appendix 1**);
- the final service revenue and capital outturn positions, overall financial stability of the Council, and the impact on the Council's reserves position (**Appendix 1**);

- fully funded supplementary capital estimates and virements up to £250,000 approved in accordance with Finance Procedure Rules (**Appendix 4, Table 5**);
- changes to Capital Budgets made in accordance with the Finance Procedure Rules (**Appendix 4, Table 8**);
- management of invoiced debt (**Appendix 5**);
- use of earmarked reserves (**Appendix 6**);
- update on workforce development and staffing (**Appendix 7**).

2.2. Cabinet is asked to approve:

2.2.1 A Supplementary Capital Estimate of £776,000 funded by the Department of Transport pot hole fund and virements as detailed in **Appendix 4, Table 6**; and

2.2.2 The allocation of additional grant funding totalling £42,280, as shown in **Appendix 3, Table 1**

2.3. Cabinet is asked to recommend that Council approve:

2.3.1. Fully funded supplementary capital estimates and virements above £1,000,000 in accordance with Financial Procedure Rules as detailed in **Appendix 4, Table 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, which includes outturn reporting at year-end. Quarterly reports reflect financial and operational performance and provide the opportunity for members 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 resources focuses on value for money and good governance and stewardship. Financial 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.
- 4.3. This report presents a new opportunity to identify strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.

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 2016/17 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 during the year.
- 5.3. At final outturn, the Council's reserves strategy remains effective with a modest overspend, in line with the Third Quarter Review, of £1.7m (0.7%) against a net revenue budget of £247.9m. Capital expenditure in the year is £78.7m.
- 5.4. The alignment of the financial outturn, with the Council's activities and achievement against the outcomes contained within the Corporate Plan 2016 to 2020, provides evidence to stakeholders of where the Council is achieving of value for money.

6. Wards Affected and Local Ward Members

- 6.1. All

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. Performance management supports delivery of all Council policies. The final outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2018/21 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 final outturn 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 governed by the Finance Procedure Rules.

- 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 within 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.
- 7.3.2. The Council's Audit & Governance Committee is responsible for reviewing and analysing the Council's financial position at year-end. The Committee received the Draft Group Accounts on 1st June 2017, with final accounts due for approval by 30th September 2017 following external auditing and associated recommendations to the Committee.

7.4. Equality Implications

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

7.7. Public Health Implications

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

7.8. Implications for Children and Young People

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

7.9. Other Implications (Please Specify)

7.9.1. 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 – were factored into the 2017/18 financial scenario, budget and reserves strategy.

9. Access to Information/Bibliography

9.1. The following are links to key background documents:

[Budget Book 2016/17](#)

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

[First Quarter Review of Performance 2016/17](#)

[Mid Year Review of Performance 2016/17](#)

[Third Quarter Review of Performance 2016/17](#)

10. Contact Information

10.1. Contact details for this report are as follows:

Name:	Jan Willis
Designation:	Director of Finance and Procurement
Tel. No.:	01270 686979
Email:	jan.willis@cheshireeast.gov.uk

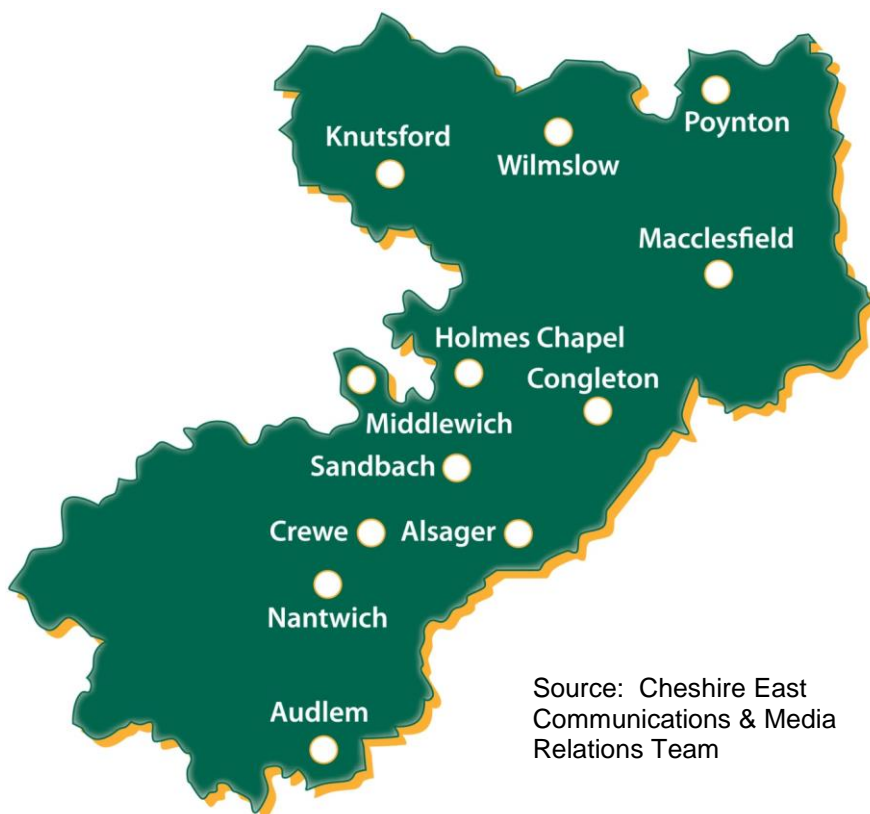
Appendix 1- Narrative Report

An introduction to Cheshire East, the place

Cheshire East Council is an all-purpose 'unitary' local authority providing key public services to over 370,000 local residents in Northwest England. The borders include the towns of Macclesfield, Congleton and Crewe. The area lies within the historic County of Cheshire between the urban areas of Manchester to the North and Stoke-on-Trent to the South.

Cheshire East covers a largely rural area of approximately 117,000 hectares, this makes the Council one of the largest local authorities in England; maintaining the area as a green and sustainable place is one of the Council's planned outcomes.

The Council operates a commissioning model which matches the best fit provider in terms of quality and cost to meet the needs of residents. The Group now consists of the Council and its wholly owned companies and associate. The accounts for all these organisations, where significant, are combined with the Council's accounts to produce the Cheshire East Group accounts.



Source: Cheshire East
Communications & Media
Relations Team

The Group is focused on achieving outcomes, in line with the Corporate Plan 2016 to 2020, by providing quality local services, within a commercially focused ethos that maximises value for money for local taxpayers.

Cheshire East Council is a multifunctional and complex organisation; its policies are developed by elected Councillors and implemented by professional officers.

The vast majority of services delivered by the Group focus on local residents and businesses. During 2016/17 one company, partially owned by the Council, – Cheshire and Warrington Local Enterprise Partnership Ltd - also provided services to residents of Cheshire West and Chester and Warrington and are jointly owned with those Councils.

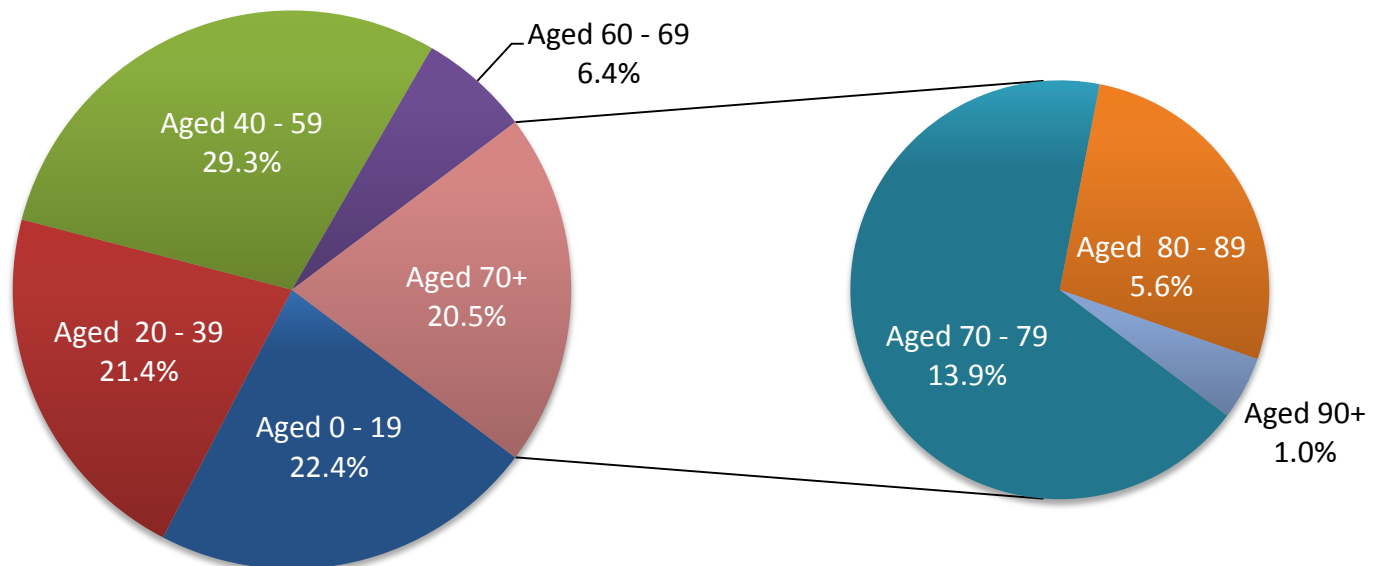
The most significant services provided by the Group are:

- Social Care
- Education
- Planning
- Highways
- Waste Management
- Economic Regeneration

Cheshire East, the people

Population: Office for National Statistics Mid-Year Estimates for 2012 shows an estimated population of 372,100. Cheshire East has a relatively older population than average, with 26.9% of the population aged 60+. This figure is much higher than the national average of 22.7% and is reflected in the Council's targeted outcome to support people to live well and for longer.

Cheshire East Population Structure – Analysis by Age Group



Source:
Office for National Statistics Mid-Year Estimates for 2012

Economy: Economic data tells us:

- In March 2017, Cheshire East's claimant count (the number of people claiming out-of-work benefits) was 2,620, which is 0.8% of the resident population aged 16 and above; this is below the claimant rates for Cheshire West and Chester (1.1%), the North West (1.9%) and Great Britain (1.5%). 2.1% of the Borough's 18-24 year-olds are claiming out-of-work benefits; this claimant rate for 18-24 year-olds is higher than for other age groups, but is lower than in Cheshire West and Chester (2.4%), the North West (3.6%) and Great Britain (2.9%).
- In 2016, 6,700 of Cheshire East residents were unemployed (not in work, but available for and actively looking for work). This equates to 3.6% of the economically active population aged 16 and above. This rate is lower than those for Cheshire West and Chester (4.0%), the North West (5.2%) and Great Britain (4.8%).
- Cheshire East's median household income was estimated to be £33,000, 15.8% above the UK average (£28,500). At individual settlement level, income is below the UK average in only three of the Borough's 24 main towns and settlements: Crewe, Shavington and Handforth. At the other end of the spectrum, median household income exceeds £50,000 in two of the 24 towns and settlements; Prestbury and Alderley Edge which are both in the north of the Borough.

Having a strong local economy is key to the Council's ambition to build economic growth; as is developing life skills to help people thrive and reach their potential.

Government changes to business rate retention and council tax support schemes directly affect the financial health of the Group, and local economic results show how increased commercial development and reduced unemployment help put the Group in a strong position.

The Political Structure of the Council

As a politically led organisation Cheshire East has 82 elected members selected from 52 wards. The electorate in Cheshire East is one of the largest in the UK with almost 300,000 registered voters. Council Elections take place every four years.

Elections last took place in May 2015. The Council is led by a Conservative overall majority.

	2016/17
Conservative	51
Labour	16
Liberal Democrat	2
Independent or Other	13

The Council operates a Leader and Cabinet model as its political management structure arising from the Local Government and Public Involvement in Health Act 2007. The requirements of the Act are such that the Leader of the Council has responsibility for the appointment of Members of the Cabinet, the allocation of portfolios and the delegation of executive functions.

Councillor Rachel Bailey is the Leader of the Council and heads a Cabinet which consists of nine portfolio holders. The Council also has an annually appointed Mayor for civic functions; the Mayor for the period up to 31st March 2017 was Councillor Olivia Hunter.

The Cheshire East Council Group Structure

Cheshire East Borough Council is by far the largest service provider of the Group. It is important to recognise that the Council is a Local Authority whereas the other members of the Group are limited companies which are either wholly or partially owned by the Council. The Council must produce a balanced annual budget and aims to spend within that total. The private companies on the other hand are able to focus on providing a profit. Residents of Cheshire East benefit from this approach as any profit shares retained by the subsidiaries are also retained by the Group and can increase overall value for money.

Cheshire East Residents First Ltd (CERF) is the largest shareholder for Ansa Environmental Services Limited, Transport Service Solutions Limited, Engine of the North Limited, Orbitas Bereavement Services Limited, Civicance Limited and The Skills and Growth Company. CERF owns an 80% shareholding in these companies with the remaining 20% being retained by Cheshire East Council. CERF is wholly owned by Cheshire East Council and acts as a holding company for the council owned companies.

Draft Statement of Accounts 2016/17

The Group Management Structure (2016/17)

The 2016/17 management structure is based on a commissioning model. The Council owns the companies within the Group either wholly or in part, but each company is a single entity with its own governance arrangements which then reports in to the Council's governance arrangements.

Supporting the work of elected Members is the organisational structure of the Council headed by the Executive Leadership Team (ELT). This is made up of the Council's most senior officers and ensures that the key Statutory Officers are represented at the most senior level of the Council.

Company	Role	Name
Cheshire East Council (Gross Revenue Spend £583m; Capital Spend £79m)	Chief Executive (Head of Paid Service)	Mike Suarez
	Executive Directors:	
	• People (Deputy Chief Executive)	Kathryn O'Dwyer
	• Place	Frank Jordan (from September 2016)
	• Chief Operating Officer	Peter Bates
	• Director of Legal Services and Monitoring Officer	Bill Norman
Wholly Owned Subsidiaries: 2016/17 position		
Cheshire East Residents First (CERF)	Chairman	Cllr David Brown
Ansa Environment Services Limited (Turnover £32.5m)	Chairman Managing Director	Cllr John Hammond Kevin Melling
Transport Service Solutions Limited (Turnover £17.1m)	Chairman Managing Director	Cllr Gail Wait Kevin Melling
Engine of the North Limited (Turnover £1.4m)	Chairman Managing Director	Cllr Jamie Macrae Mark Thompson
Orbitas Bereavement Services Limited (Turnover £1.7m)	Chairman Managing Director	Cllr David Marren Kevin Melling
Civacance Limited (Turnover £1.7)	Chairman Managing Director	Cllr Andrew Kolker Ian Bunn
The Skills and Growth Company (Turnover £2.3m)	Chairman Managing Director	Cllr Paul Bates Julian Colbey
Tatton Park Enterprise Limited¹ (Turnover £1.1m)	Chair Directors	Cllr Jamie Macrae Cllr George Walton Brendan Flanagan
Associate:		
Cheshire & Warrington Local Enterprise Partnership Limited¹	Chair Chief Executive	Christine Gaskell, MBE, DL Philip Cox

Note 1: Accounts for TPE & C&WLEP are not consolidated in 2016/17 on the grounds of materiality.

Since 31st March 2017 the management arrangements for the Council have temporarily changed. With effect from 25th May 2017 the Executive Leadership Team consists of Kath O'Dwyer (Acting CEO), Frank Jordan (ED for Place and acting Deputy CEO), Peter Bates (COO), Mark Palethorpe (Acting ED for People) and Jan Willis (Director of Finance & Procurement and CFO). Dan Dickinson is also acting Director of Legal Services and Monitoring Officer.

The subsidiary companies are led by management boards. These consist of a Managing Director, a Chairman and Directors. The Chairman and two directors are appointed from the elected representatives of the Council. The subsidiary Companies report regularly to the CERF board which holds public meetings at least twice a year.

For a more complete list of appointments and further details on each organisation within the Cheshire East Group please refer to the following websites:

Cheshire East Borough Council	www.cheshireeast.gov.uk
Ansa Environmental Services Ltd	www.ansa.co.uk
Engine of the North Ltd	www.Engine of the North.co.uk
Civance Ltd	www.civance.co.uk
The Skills and Growth Company	www.skillsandgrowth.co.uk
Cheshire & Warrington Enterprise Partnership Ltd	Cheshire & Warrington LEP

Accounts for Tatton Park Enterprise Ltd will be published on the Tatton Park website: www.tattonpark.org.uk

Everybody Sport and Leisure Trust (ESAR) was established in 2014/15 through a formation of a trust that took over the leisure service functions previously provided by the Council. ESAR, with its trust status, is not a subsidiary of the Council and has been excluded from the group. For more information please refer to the following website: www.everybody.org.uk/

Accounts for each of the private companies within the Cheshire East Group will also be provided to Companies House as required.

(website: <https://www.gov.uk/government/organisations/companies-house>)

The Group has appropriate governance and control arrangements in place to support the proper management of resources. Each year the Council provides an Annual Governance Statement that highlights how effective the processes and controls are during the year. The Audit and Governance Committee receive the Statement and consider any actions put in place in response to any issues being highlighted. It is important to read this Statement, which can be found on the Council's [website](#) alongside the Group Statement of Accounts to appreciate the proportionate level of control being exercised over the resources of the Group.

Draft Statement of Accounts 2016/17

Group Employees

The Group employs a total of 4,214 people (excluding school based employees).

	No.*	%
Cheshire East Council	3,666	87.0
Ansa	370	8.8
TSS	77	1.8
Civicanace	45	1.1
Orbitas	35	0.8
Skills & Growth	21	0.5
Total	4,214	100.0

*No. represents an average workforce for the year

Engine of the North does not directly employ staff; its human resources including management are provided by Cheshire East Borough Council and by commissioning the services of development surveyors and other professionals from the external market.

The Corporate Plan

The Corporate Plan 2016-2020 sets out five clear residents focused outcomes, underpinned by a sixth outcome based on delivering a responsible and efficient way of working.



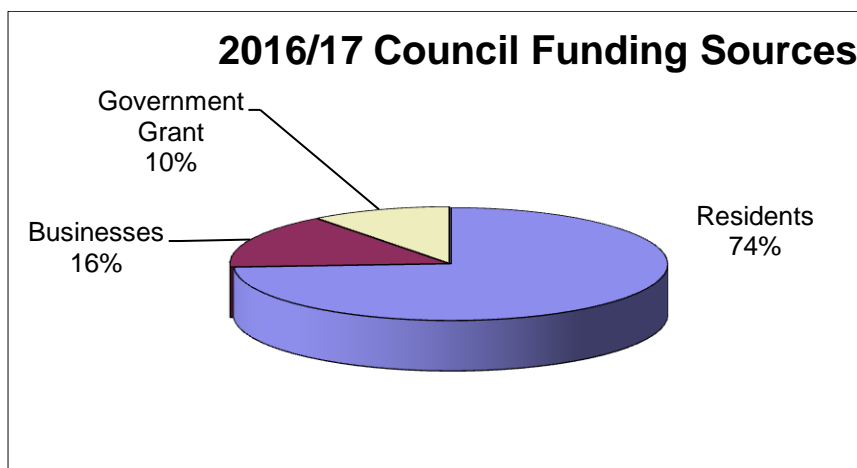
The corporate plan was approved by Council, in February 2016, alongside the 2016/17 Budget. Measurable achievements within each outcome are reported to members and published on a quarterly basis. Quarterly reports were provided to Cabinet and can be found on the Council's website: www.cheshireeast.gov.uk

Financial Overview

Central Government's continuing commitment to reduce the national debt has contributed to local government going through a period of sustained financial challenge. The continuing response from the Cheshire East Group is based on innovation and creativity. The Group also continues to be relentless in its pursuit of greater efficiency and productivity to enable it to deliver a high level of sustainable, quality services for a lower overall cost.

Compared to most other English authorities, Cheshire East is less reliant on government revenue grant as local businesses and residents provide a high proportion of the overall funding.

Residents and businesses funded 90% of the Group's Net Budget of £266.7m*



The Council's strong tax base – and thereby greater independence from government - provides financial stability and offers some 'local protection' from the impact of national economic fluctuations.

The development of the Group structure will, over time, enhance the opportunities for even greater resilience and independence.

The importance of the local economy both to the Council and the country as a whole cannot be underestimated though, with more than 18,000 businesses located within the boundaries of Cheshire East.

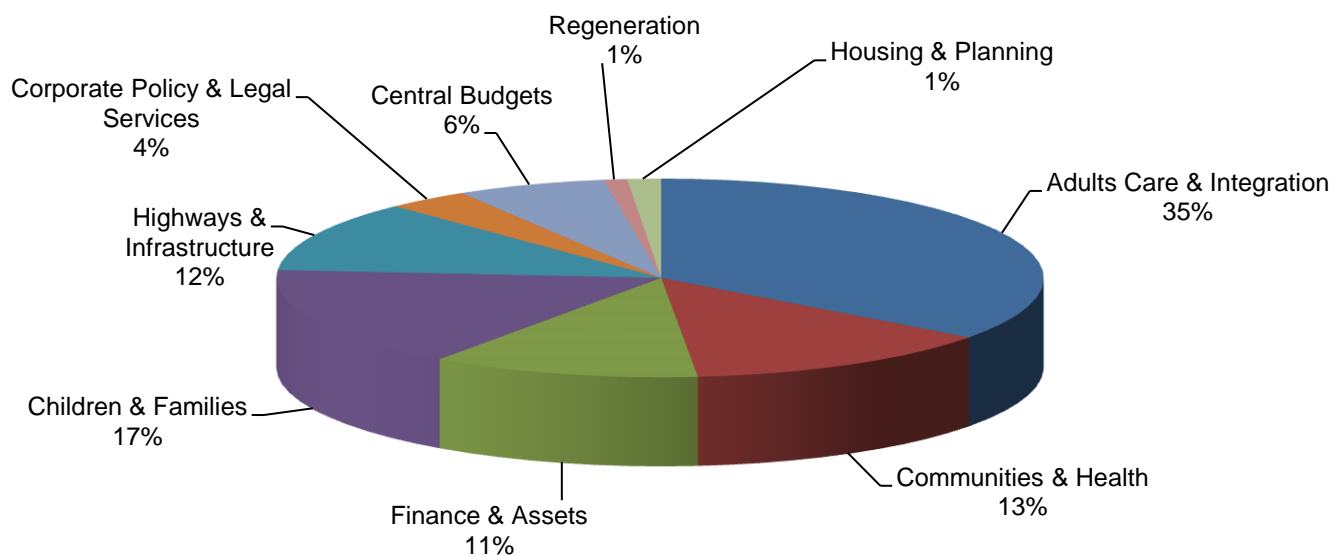
*Note: the Net Budget reflects the amount of business rates, general government grant and council tax that the Council spends each year. This is gross expenditure less capital expenditure and direct funding to services such as Dedicated Schools Grant, Housing Benefits and charges to service users – for full details see the Councils [Medium Term Strategy - Feb 2016](#)

Draft Statement of Accounts 2016/17

Most of the Council's £266.7m Net Budget is allocated to Social Care

The Council invests in a wide range of service providers. Most of the money is spent on achieving social care and community outcomes. The difficult decisions to prioritise and allocate resources to commissioned services mainly rests with elected Members.

The significant majority of education funding however, is passed directly to maintained schools and payment of welfare benefits, although administered by the Council, are claimed back from the government. At present public health expenditure is also ring-fenced for spending on public health services.



Note: the split of services (above) represents the Portfolio Holder responsibilities in 2016/17

Revenue Outturn position

The Group's strong financial position as at 31st March 2017 reflects its innovative delivery arrangements and effective stewardship of public money. Controlled spending during the year provided the flexibility to create earmarked reserves and fund additional capital investment.

The overall financial outturn includes:

- an overspend of £1.7m by commissioning and enabling services of Cheshire East Council. This matches the forecasts published at the Third Quarter, which informed the budget setting for 2017/18; and
- a net profit of £0.171m from the wholly owned subsidiary companies of the Cheshire East Group. This shows a consolidated strong performance from the Council's wholly owned companies, with most companies recording profits and increasing the strength of their respective balance sheets.

Overall revenue reserves of the Group have decreased from £74.7m to £64.6m. This is made up primarily from:

- General reserves for Cheshire East Council of £10.3m, which were decreased in 2016/17 in line with budgeted estimates and the reserves strategy.
- Earmarked reserves for Cheshire East Council of £48.9m.
- Schools reserves and balances of £5.1m.

The overall value of reserves is at a level that is sufficient to continue to protect the Group against its assessed financial risks and also to provide opportunities for future investment. This strengthening of overall reserves, during these challenging times, is a positive indicator of the Groups strong financial control aligned to its strategic intentions.

Each of the single entities of the Group will be separately audited by Grant Thornton LLP Ltd. Any findings will be reported to the relevant board or the Audit and Governance committee and reported on the website of each part of the Group.

Summary details of the relative management accounts for each entity within the Group are as follows:

The Council produces an Outturn Report for the year that reflects the Council's financial and non-financial performance. The report which includes the narrative to the Statement of Accounts, alongside additional information, was reported to Cabinet on 13th June 2017 and can be found on the Council's website: www.cheshireeast.gov.uk



Draft Statement of Accounts 2016/17

Cheshire East Council reported a final outturn position of £249.6m.

2016/17 FINAL OUTTURN (Gross Revenue Budget £583.4m)	Revised Budget (net) £m	Final Outturn Position £m	Over / (Under) spend £m	Change from Third Quarter £m
Service Directorates				
Adult Social Care and Health	94.0	99.3	5.3	2.2
Children's Services	45.2	45.6	0.4	(1.2)
Community and Partnerships	4.5	4.2	(0.3)	(0.2)
People	143.7	149.1	5.4	0.8
Growth and Regeneration	4.4	4.5	0.1	(0.1)
Infrastructure and Highways (incl. Car Parking)	8.1	7.3	(0.8)	(0.6)
Planning and Sustainable Development	(1.2)	(1.1)	0.1	0.1
Rural and Green Infrastructure	2.8	3.0	0.2	0.2
Place Commissioning	18.2	20.2	2.0	1.0
Place	32.3	33.9	1.6	0.6
Corporate and Central Services	45.3	41.2	(4.1)	(1.4)
Corporate Commissioning	29.5	30.2	0.7	0.3
Corporate	74.8	71.4	(3.4)	(1.1)
Total Services Net Budget	250.8	254.4	3.6	0.3
Central Budgets				
Specific Grants	(20.6)	(20.7)	(0.1)	0.0
Capital Financing	14.0	12.8	(1.2)	0.0
Transfer to Earmarked Reserves	2.8	2.8	0.0	0.0
Transfer from Earmarked Reserves (to balances)	0.0	(1.1)	(1.1)	(1.1)
Corporate Contributions / Central Budgets	0.9	1.4	0.5	0.8
Total Central Budgets	(2.9)	(4.8)	(1.9)	(0.3)
TOTAL NET BUDGET	247.9	249.6	1.7	0.0

The wholly owned subsidiaries reported an overall profit.

Company	Turnover £000	Costs £000	Operating Profit/(Loss) £000	Interest Payable & Taxation £000	Net Profit /(Loss) £000	Retained Share Accruals* £000	Shareholder Profit/ (Loss) £000
ANSA	32,496	32,370	126	5	121	(25)	96
TSS	17,143	17,248	(105)	(1)	(104)	15	(89)
SAGC	2,258	2,175	83	0	83	(63)	20
Orbitas	1,718	1,726	(8)	6	(14)	2	(12)
Civican	1,665	1,588	77	1	76	(51)	25
EOTN	1,397	1,388	9	0	9	0	9
Total	56,677	56,495	182	11	171	(122)	49

*Note: The Retained Share Accruals are in accordance with contractual obligations and the funds are allocated to the Council's Trading Earmarked Reserve.

Performance Overview

The Council's outcomes, as described in the Corporate Plan, are achieved through a combination of commissioners and providers both meeting and exceeding performance ambition. Some of the key issues that have affected the level of service expenditure and performance against outcomes during the year are summarised below.

People

Notable successes this year include:



We undertook a major project to improve community-based early intervention and prevention activities to improve public health outcomes. £400,000 was allocated to 103 different organisations over 12 separate events which saw over 800 local residents vote for local projects.



Delivering Differently
in Macclesfield

The 'Delivering Differently in Macclesfield' project resulted in the creation of 7 new resident-led initiatives. The Council is one of 23 authorities that have piloted a scheme exploring what works best for local communities and how to maximise facilities to bring groups together. This work has been estimated to have prevented the Council from having to spend over £238,000, not to mention the beneficial impact on people's lives if they can access local services when they need them without the need for hospital or more serious interventions.



As at quarter 4, 89.7% of all schools in Cheshire East were good or outstanding.



In 2016, 61.9% of pupils achieved 5+ A*-C grades including English and mathematics GCSE, which is above the national average, and Cheshire East is ranked 3rd when compared to statistical neighbours.

The People Directorate net expenditure outturn of £149.1m is £5.4m higher than budget.

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The most significant variance relates to Adult Social Care and Health with an overspend against budget of £5.3m, this includes an overspend on External Care placements. Performance data shows that over the last two years the service has seen a growth of around 500 people, of these over 100 are in Residential and Nursing placements (at a cost of £601 per week) and over 100 are in receipt of long term domiciliary care (at a cost of £332 per work). This alone has created a pressure of around £5.6m on the Care Cost budget, in addition average package costs are increasing, in excess of the fee increases. Early work suggests that 40% of the increase in care costs is attributable to the fees increase and 60% relates to additional volumes of client numbers alongside increasing complexity of clients needs.

In addition to the variance on external care costs there are a number of variances across the other areas of the Adults Department, such as staffing budgets, Commissioning costs and the internal provider of care, Care4CE. The majority of these variances are underspends which, when combined together with the External Care Costs, result in the overall position of a £5.3m overspend.

Place Directorate

Notable successes this year include:



The Regeneration team successfully progressed town centre revitalisation projects in both Crewe and Macclesfield.

The £38m Poynton Relief Road scheme received a resolution to grant planning permission in January 2017.

The £91m Congleton Link Road scheme now has planning permission. Compulsory Purchase Orders have now been served and a public inquiry was scheduled to acquire the land for the Link Road.

Works on the A500 Junction 16 Pinch Point Scheme were completed to alleviate road congestion through the addition of a lane to the eastbound approach to Junction 16.

Pothole repairs for 2016/17 totalled 16,105. Despite a slight increase in the number of programmed repairs (compared to 15,410 in 2015/16), the total annual cost reduced for the year from £921,000 (in 2015/16) to £708,000.



The Connecting Cheshire project continued to reach more premises, with fibre broadband now available to 97% of Cheshire East premises, 93% of which can benefit from speeds greater than 24Mbps.

Planning application performance remained strong with improved turnaround of applications within time over the past 3 quarters of 2016/17

The Place Directorate net expenditure outturn of £33.9m is £1.6m higher than budget. The most significant variance in Place Commissioning relates to the contract with TSSL, increased costs arose due to the requirement to replace local bus services.

Corporate Directorate

Notable successes this year include:



Works undertaken by the Facilities Management Team on energy management solutions have enabled the Council to deliver a 42% saving on CO2 emissions, against a target of 25% by 2016.

The Council reduced costs by £1.6m through the re-procurement of the Council's contracts.

The Assets Service dealt with over 1,590 property requests and enquiries throughout 2016/17, and has reduced the number of outstanding priority cases to less than 50 cases, whilst saving £200,000 per annum on operational costs. It disposed of 21 surplus Council assets during the year.

The Assets Service successfully completed 10 refurbishment, extension or demolition projects (to a value of £7.5m), whilst a further 6 projects (worth £17.3m) are in post-completion progressing through the healthcheck / defects phase.

The Corporate directorate net expenditure budget of £71.4m was underspent by £3.4m. Reasons for the underspends include a one-off change in accounting for Housing Benefits bad debts (£1.1m) and an increase in the level of subsidy recovered (£0.8m).

Savings in staffing costs were achieved in the Project Management Office; Business Solutions; Audit & Risk Management and Finance & Performance teams.

Additional underspends occurred in Procurement; Human Resources and on the Workforce Development training budget.

Notable Corporate Commissioning successes this year include:



The £15.1m Crewe Lifestyle Centre celebrated its first birthday, and continues to win a number of regional and national awards.

Cheshire East is engaged in the delivery of over 20 park improvement projects funded from S106 developer contributions. They are working with local members and local community groups to deliver schemes across the Borough.

The Council has launched its 'No Rubbish Excuses' campaign to help reduce the amount of waste illegally dumped on the Borough's streets in addition to targeting problem areas with public information and enforcement.

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Changes in Pension Estimates

Due to the scale of the pension assets (£1.2bn) and liabilities (£1.6bn) detailed in the Accounts, even small percentage changes in assumptions regarding their value can have a noticeable impact on the reported position.

In 2016/17 the net pension liability (deficit) reported in the Accounts has increased by £103m. This reflects a significant decrease in the net discount rate (much lower discount rate, net of slightly higher inflation). The effect is partially offset by much greater than expected asset returns.

Detailed actuarial valuations are carried out every three years and the formal valuations for English and Welsh LGPS Funds were concluded as at 31st March 2016. The balance sheet position and charge to Profit and Loss for 2017/18 are based on the 2016 formal valuation. This differs to the position as at 31st March 2016 which was based on the 2013 valuation. In effect, the accounting figures are “re-calibrated” every three years following each formal valuation.

Council Tax

Cheshire East collects Council Tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils in addition to its own requirement. The total budgeted collectable amount for 2016/17 was £218.9m. The carried forward surplus on the Council Tax Collection Fund at the end of 2016/17 is £1.6m.

The Council Tax in-year collection rate for 2016/17 is 98.3%, an improvement of 0.2% on the previous year.

Business Rates

Cheshire East collects Business Rates for the whole area and the income is split 49% to Cheshire East, 50% to DCLG and 1% to the Cheshire Fire Authority. The total budgeted collectable amount for 2016/17 was £140.5m as per the NNDR1 return. The carried forward deficit on the Business Rates Collection Fund at the end of 2016/17 is £3.1m.

Cheshire East Council is in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester for 2016/17) to maximise business rate retention locally and support the economic regeneration of Greater Manchester and Cheshire Councils. Pool members are entitled to retain the levy charge on growth that would normally be paid over to Central Government. Cheshire East retained 50% of this levy charge locally (£1.1m) before paying the remaining half over to the pool.

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. Cheshire East are due to receive £2.7m for this growth and this will be set aside in the Collection Fund Management Reserve.

The Business Rates in-year collection rate for 2016/17 is 97.67% which is a decrease of 0.7% compared to the same period in 2015/16. This is largely due to the continuing use of avoidance strategies by businesses in order to mitigate their liability.

Financial Overview - Capital Programme

Capital expenditure represents money spent by the Group on purchasing, upgrading and improving assets that will be of benefit to the community over many years.

Total capital expenditure in 2016/17 was £78.7m compared to the budget of £123.0m. A further £13.8m was spent on the Council's contribution to the South East Manchester Multi Modal Strategy, with matched grant funding from the Greater Manchester Combined Authority. The new relief road straddles Stockport MBC and Manchester City Council boundaries as well as Cheshire East: www.semmms.info/

The forecast for planned spend is updated throughout the year and published in the Quarterly Reviews of Performance. During 2016/17 a number of major projects have either completed or got under way including the Waste Hub (£12.0m), Middlewich Eastern Bypass (£1.5m), Schools Improvement Programme (£4.6m), Connecting Cheshire Phase 2 (£2.8m) and the Highways Investment Programme (£5.3m).

Since the start of 2016/17 slippage on the capital programme has been measured on schemes that are classed as committed as these schemes should have commenced prior to or during 2016/17 and have a detailed forecast expenditure plan in place.

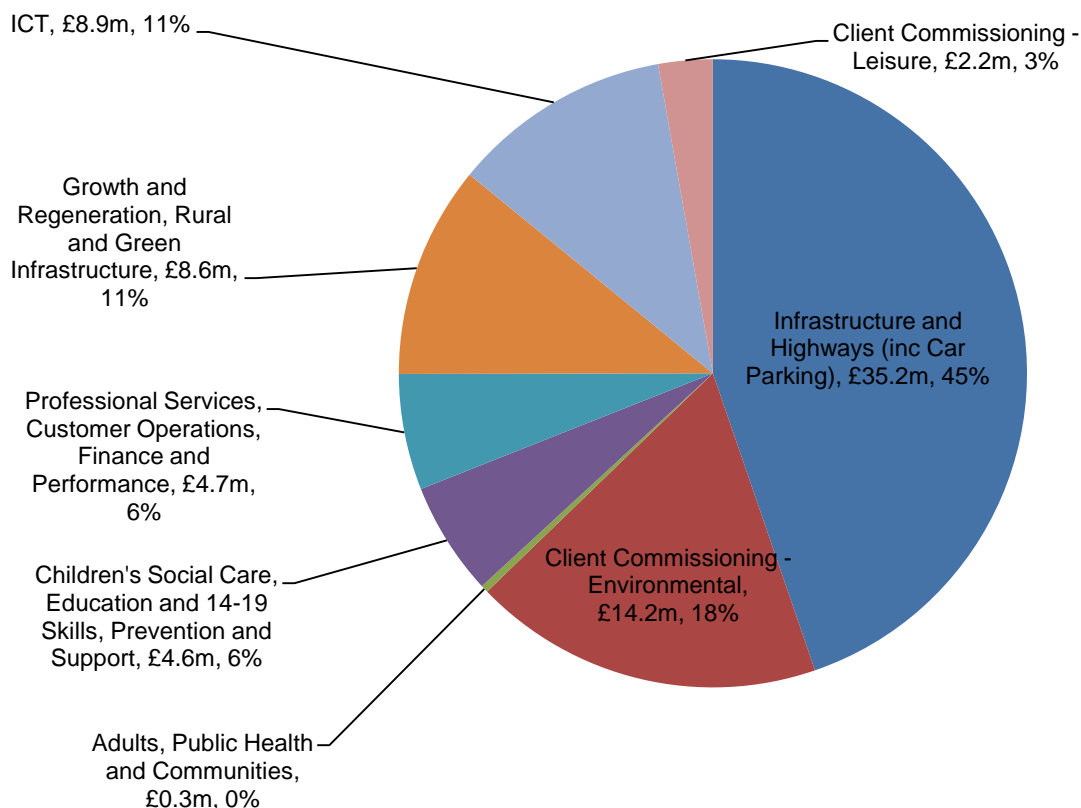
There has been slippage of £25.5m against committed schemes, this includes Care Act Phase 2 (£7.0m), Waste Hub (£5.4m) and schemes within the Places directorate (totalling £10.6m) including the Gypsy Traveller Site, Housing Innovation Fund, Farms Strategy and Strategic Acquisitions.

The 2016/17 capital programme assumed a capital receipts target of £10m. The actual receipts in year amounted to £8.9m (of which £8.6m was used to fund the Capital Programme) from the sale of 21 surplus assets, including Pym's Lane Waste Depot (£4m), Farms Estate (4 lots totalling £1m) and former housing right to buy and VAT shelter receipts (£1.7m).



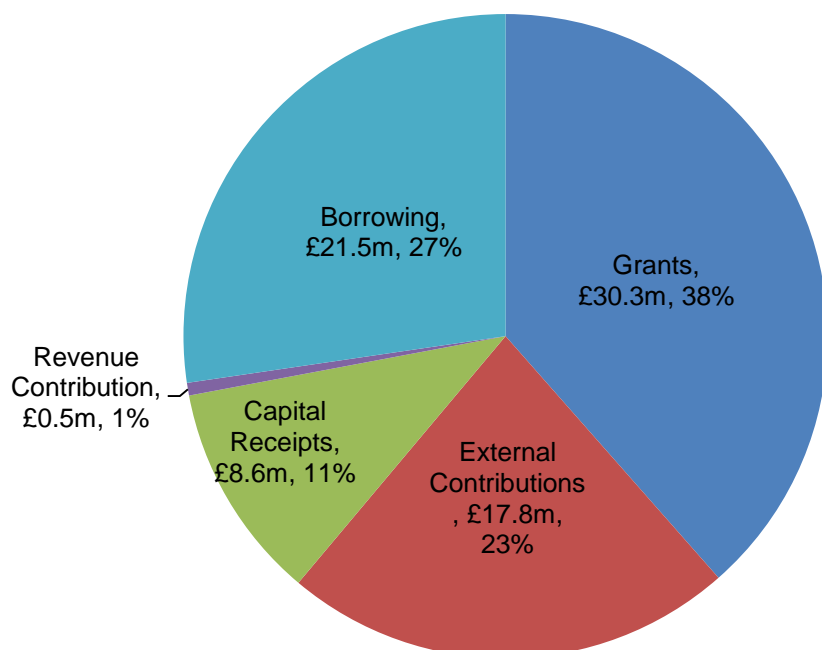
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Capital spending in 2016/17 was highest in Infrastructure and Highways



61% of Capital Spending was funded from external resources in 2016/17

To minimise the impact on financing costs and maximise the benefit of securing external funding sources some of the planned spending is deliberately re-profiled into later years. This also allows additional time to explore further funding opportunities such as grants and developer contributions which helps keep Council Tax bills down.



The Council has been very successful at attracting grant funding and external contributions for capital improvements. This minimises the impact of reducing the funding available for other services such as social care.

Note: During 2016/17 the Council has been able to 'internally' borrow from cash balances and has not had to take out any new long term external loans, with the exception of one interest free loan amounting to £1.1m from Salix, specifically for energy efficient street lighting projects.

Protecting Against Risks

The Council has a risk management framework with hierarchical risk registers forming part of the process which operate at strategic, operational and project levels. Emerging significant risks are escalated to senior members and/or officers as appropriate in line with the potential likelihood and impact of the risk upon objectives. Formal reports with regard to the risk management process are made throughout the year to senior officers and members.

During the year the corporate risk register has been subject to a review and refresh to ensure that interdependencies between the corporate risks are understood. Operational risk registers have also been developed and included in team plans and risk management refresher training has been undertaken with senior officers and members as part of the review and refresh of corporate risk register.

The Council's key corporate risks recognise potential threats from increasing demand for services and the Council's financial resilience; the corporate risk register includes measures for countering fraud and corruption, and risks that may arise as a result of partnership working, recognising that austerity and economic conditions affecting Council's key partners may potentially have a knock-on impact upon the Council.



Narrative Report – Expenditure and Income Commentary

Explanation of the financial statements

The Accounts and Audit (England) Regulations 2015 require the Council to produce a Statement of Accounts for each financial year. These Statements are prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom ('the Code'), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The group accounts have been prepared in accordance with IFRS which require that the financial statements of the reporting authority (Cheshire East Council) and its subsidiaries and associates shall be prepared as of the same date.

In 2016/17 the main change in the Code's requirement which affected the Cheshire East Group of companies related to the introduction of IAS1 Presentation of Financial Statements. This introduced the 'Telling the Story' review of the presentation of the Local Authority financial statements as well as the December 2014 changes to IAS1 under the International Accounting Standards Board (IASB) Disclosure Initiative. As a result the format of the Comprehensive Income and Expenditure Statement and the Movement in Reserves Statement has changed and a new Expenditure and Funding Analysis has been introduced.

Subsidiaries have been consolidated into the Group Accounts on a line by line basis incorporating their income and expenditure fully in the relevant service revenue accounts. Note 34 provides further details of the various companies in which the Council has an interest. Tatton Park Enterprises Ltd and Cheshire & Warrington Enterprise Partnership Ltd have been excluded from Cheshire East Council group accounts on the grounds of materiality.

The statements contain a number of elements which are explained below.

The Group Financial Statements

Movement in Reserves Statement - this shows the movement in the year on the different reserves held by the Group, analysed into 'usable reserves' (those that can be applied to fund expenditure or reduce local taxation) and other reserves. Usable reserves include the Capital Grants Unapplied Account which are grants received but not yet utilised.

The 'Surplus or (Deficit) on the provision of services' line shows the true economic cost of providing the Group's services, which is shown in more detail in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for Council Tax setting purposes.

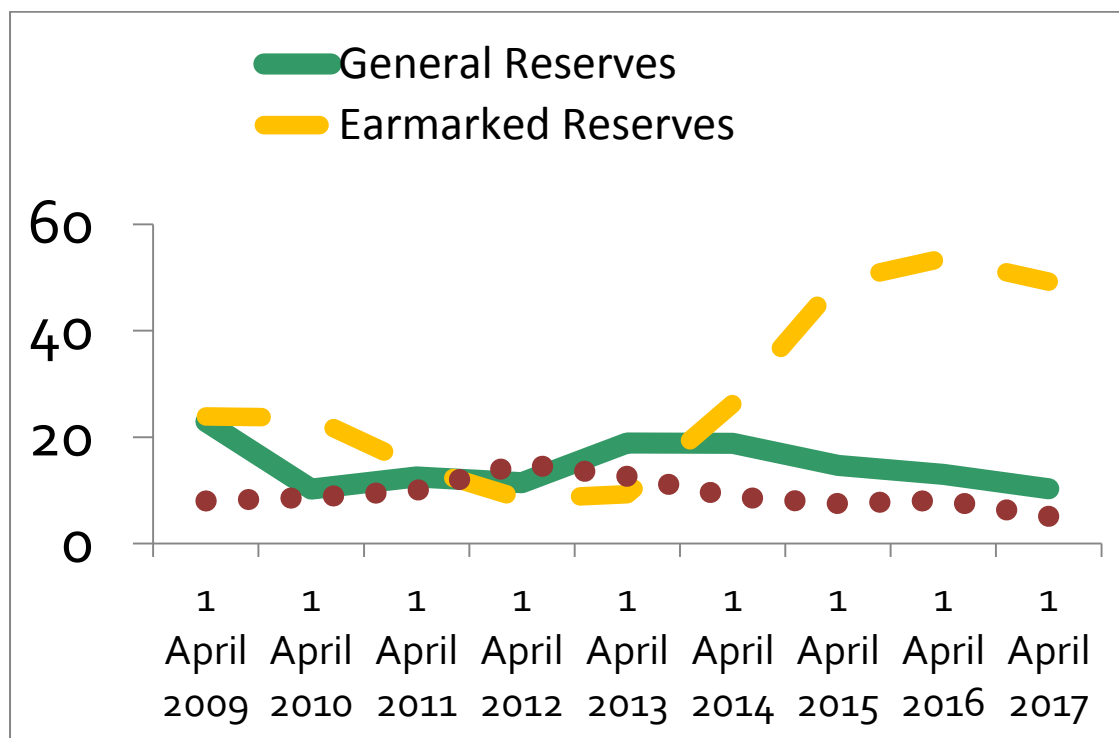
The 'Net Increase / Decrease before Transfers to Earmarked Reserves' line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council.

The Group's long term strategy is to hold appropriate levels of general reserves to provide funds for investment and to protect the Group against financial risks.

General (£10.3m) and Earmarked reserves (£54.3m including Schools) have decreased in 2016/17 to £64.6m. The overall level of reserves is adequate to continue to protect the Group against financial risks and to provide opportunities for investment in the medium term. The impact of rising demand for services, the economic climate, emerging Government policies (particularly in

relation to business rates), and pressure on public services to reduce overall expenditure are relevant, and these present the potential for significant emerging risk. The minimum target level of reserves is quantified by a detailed risk assessment. This approach allows the Council to take account of local circumstances and the impact of economic forecasts.

Reserve levels are considered to be adequate and consistent with the Group's current strategy.



Source: Statements of Accounts, Cheshire East Council, 2009-2017

Comprehensive Income and Expenditure Statement – this statement reflects the sum of all income, expenditure, gains and losses incurred by the Group in the last 12 months and explains how the Balance Sheet position has changed between the two financial years. This statement shows the financial position in accordance with accounting practice which means that the costs include notional charges for items such as depreciation, impairment, capital grants and capital charges.

In 2016/17 there is a deficit on the provision of services of £11.9m.

Balance Sheet – this shows the value of the Group's asset and liabilities at the balance sheet date. These are matched by reserves which are split into two categories: usable and unusable reserves. Usable reserves (e.g. General Fund and earmarked reserves) can be used to support services or to reduce local taxation. Unusable reserves arise out of the interaction of legislation and proper accounting practice, either to store revaluation gains or as adjustment accounts to reconcile accounting requirements driven by reporting standards to statutory requirements. These reserves are not resource-backed and cannot be used for any other purpose.

The Balance Sheet provides a snapshot of the Group's financial position as at 31st March 2017 and includes both the General Fund and the Collection Fund balances. Despite an increase in the pensions liability (£103m) the Group still demonstrates a healthy Balance Sheet, with net assets of £274.1m, an overall decrease of £87.6m (24%).

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Cash Flow Statement – this statement shows the changes in the Group's cash and cash equivalents during the reporting period. It shows how the Group generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Group are funded by way of taxation and grant income, or from the recipients of services provided by the council. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Group's future service delivery.

Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital.

Cash balances at the end of March 2017 have increased by £1.0m to £14.4m compared to the closing balance of £13.4m at March 2017.

Collection Fund – this is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers and distribution to local authorities and the Government of council tax and non-domestic rates.

Statement of Responsibilities - this sets out the respective responsibilities of the Authority and the Director of Finance and Procurement (Section 151 Officer).

Independent Auditor's Report – gives the auditor's opinion of the financial statements and of the authority's arrangements for securing economy, efficiency and effectiveness in the use of resources.



Narrative Report - Future Opportunities and Challenges

Medium Term Financial Strategy 2017/18 – 2020/21

Public services in Cheshire East are facing significant financial challenges based on forecasts of increasing demand and announcements of reductions in government funding. The Council and its subsidiaries are also subject to year-on-year pay and price inflation. Local care services in particular are in line with national trends which show rising caseloads and increasing complexity of care needs as well as rising costs from minimum wage requirements for care providers. The Council has an excellent recent track record for managing spend in line with its financial strategies which has been achieved despite frequent uncertainty around the annual levels of grant support from central government.

In February 2017 the Council provided a balanced three year Medium Term Financial Strategy. Setting the 2017/18 budget has been the most challenging since Cheshire East Council was formed in 2009 and required a significant review of the strategy for setting Council Tax. The ambition to create greater certainty for local residents has not been easy while 2016 provided such significant changes at a national level. Brexit, and a General Election could yet prove to impact on the Council. The local challenge is in managing the levels of demand for services whilst creating a fair, equitable and viable financial outlook for the organisation.

The financial stability of the Council, which determines the amount of money available for service expenditure, should be exposed to less risk from further Government funding shortfalls in the medium term following the submission to DCLG of Cheshire East Council's [4-Year Efficiency Plan](#) in October 2016. This confirmed acceptance of the 2016/17 Finance Settlement funding levels which are now guaranteed up to the end of 2019/20. These were reconfirmed in the Provisional Finance Settlement released on 15th December 2016.

The Council also approved a revised [Corporate Plan](#) for the period 2017 to 2020 in February 2017. The updated Corporate Plan has formed the basis for developing proposals within the Medium Term Financial Strategy. Progress against the Corporate Plan is monitored through quarterly reporting to Cabinet and Overview and Scrutiny Committees. The quarterly reports identify up to date financial and operational performance of the Council and show how the latest priorities are being managed to achieve the best outcomes for local residents.

The Council's domestic and non-domestic tax bases are forecast to continue to grow in line with the Local Plan. The government has started to consult on the technical details for a possible move towards local government retaining 100% of the business rates collected, as opposed to the current split whereby HM Treasury retains 50% of the yield. The Council continues to be engaged in this consultation process, but recognises that the net impact on the local government finance sector is expected to be nil, as new responsibilities may well be transferred from other parts of the public sector if the overall funding package looks likely to increase.

In addition to changing the way some services are designed and delivered to mitigate rising costs, the Council is currently forecasting a potential increase Council Tax each year over the medium term including 2017/18 (4.99%). This reflects the change in national government policy that now assumes Council Tax will be increased each year to 2020 as part of the medium term financial settlement for Local Government. The Council is not considering proposals that would trigger a referendum. Arranging service delivery in this climate will be a challenge but the Council will continue to work hard and engage residents and businesses on how services can be designed in a more affordable way to improve value for money.

Draft Statement of Accounts 2016/17

The planned increase in Council Tax for 2017/18 included the raising of an additional 3% Council Tax to support spending on Adult Social Care. Local authorities can now raise up to 3% in any year, but subject to a maximum of 6% over the three year period from 2017/18 to 2019/20.

The Council's 'best fit' approach will continue to challenge the way all services are commissioned. This also relies on a strong approach to collaboration with partners, one of the risks to the medium term provision of local services is the financial stability of all parts of the public sector. Reform is essential to improve the productivity, efficiency and affordability of the overall public service offer. The Group will continue to explore opportunities for joining up public sector services, whether for the purpose of receiving more effective vital services or simply better value for money for the local tax payer.

Acknowledgements

The production of the Statement of Accounts would not have been possible without the exceptional hard work and dedication of staff across the Council and its subsidiaries. I would like to express my gratitude to all colleagues, from my team and other services and organisations, who have assisted in the preparation of this document. I would also like to thank them for all their support and expertise during the 2016/17 financial year.

I hope you find this narrative and accompanying statements clear and informative. If you require any further information, please contact Cheshire East Customer Services on 0300 123 55 00 (all calls at local rates).

Jan Willis

Jan Willis MBA IPFA
Director of Finance and Procurement (Section 151 Officer)

Appendix 2 Overview of Performance

ACHIEVING THE COUNCIL'S SIX OUTCOMES

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

1 ~ Our local communities are strong and supportive

- 94 organisations have received £170,351 of funding contributing to £2,881,992 worth of community projects
- We have secured the first Public Space Protection Order (PSPO) in the Borough for Poynton Sports Club
- Specialist training was given to increase awareness of issues and signs of vulnerability to terrorism

2 ~ Cheshire East has a strong and resilient economy

- The Regeneration team has progressed town centre revitalisation projects in both Crewe and Macclesfield
- 'Connecting Cheshire' continued, with fibre broadband now available to 97% of Cheshire East premises
- The Lifelong Learning Service has enrolled 337 residents on accredited qualifications

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

- 89.7% of all schools in Cheshire East were good or outstanding
- Cheshire East worked with schools in responding to the Department for Education National Funding Formula consultation proposals
- 61.9% of pupils achieved 5+ GCSE A*-C grades including English and mathematics, above the national average
- The Council has attracted £1.2m of capital funding to extend six nurseries across the Borough
- A new mobile children's centre has been launched to take services into the heart of rural communities

4 ~ Cheshire East is a green and sustainable place

- Planning application turnaround improved, including determining 90% of major planning applications within target timescales
- Consultation ended on proposed main modifications to the Local Plan
- the authority continued to divert almost half its waste to 'waste-to-energy', a key aim of the Waste Strategy to reduce landfill disposal

5 ~ People live well and for longer

- Adult Social Care marked Dignity in Care Day with a series of events
- 398 new affordable homes were delivered in 2016/17
- Adult Social Care revised processes to align with a national initiative to record vital details of people living with dementia in case they ever go missing
- We have supported 407 disabled people to carry out major adaptations to their home
- 2016/17 saw another increase in attendances at leisure facilities, with a total of over 3 million attendances
- New chapters were published in the Cheshire East Joint Strategic Needs Assessment
- Adult Social Care aligned staff in the Crewe and Nantwich area around GP practices to improve the social care experience

6 ~ A Responsible, Effective and Efficient Organisation

- The Assets Service dealt with over 1,590 property requests and enquiries throughout 2016/17
- Works undertaken by the Facilities Management Team on energy management solutions have enabled the Council to deliver a 42% saving on CO2 emissions, against a target of 25% by 2016
- The Council reduced costs by £1.6m through the reprocurement of the Council's contracts

1. Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

1. Cheshire East Council is one of the highest performing authorities in the North West for awarding grants to rural businesses as part of a European funding initiative (EU Leader) to support rural Small to Medium Enterprises ('SMEs'), forestry, rural tourism, cultural and heritage activities. In 2016/17, over £300,000 was invested in the rural economy and at least 20 full time jobs created.

2. The Council has recently agreed an ambitious three-year plan to support our voluntary, community and faith sector. We are fortunate in that we have over 50,000 dedicated volunteers in the Borough who provide over 74,000 hours of support each year to a vast range of organisations. From national charities such as Barnardos helping people to tackle domestic violence to the Lighthouse Centre in Crewe which gives homeless people a place to get a hot meal, warm shower and wash their clothes every week. The plan also includes a contract awarded to Cheshire Voluntary Services Cheshire East (CVSCE) who provide resources and support to the voluntary, community and faith sector across the Borough.



3. We have recruited 12 volunteer 'Community Connectors', a team of local people who are active in their own community, have

energy and drive to listen to people and support them to address local issues. They support their community in accessing services, social groups, activities and social opportunities. The Community Connectors have undertaken a six week training programme to equip them to cope with the challenges they may face such as supporting people to access healthcare, Council services, dealing with hate crime, understanding cultural differences and communicating effectively. All 12 Community Connectors recently graduated this course.



4. In November, the Council supported the Anne Frank Project in five local schools to increase awareness and understanding of Anne and her experiences during the Holocaust and to learn the lessons and consequences of unchecked prejudice and discrimination. Encouraging children to explore, understand, respect and celebrate cultural diversity is important in building strong sustainable communities. Cheshire East Council is a key supporter of the TWISTA (Together We Inspire Striving To Achieve) project which has provided over 100 mentors to young people to encourage them to be the best they can be and not be drawn into crime or other damaging activities.

5. This year has seen the completion of the very successful 'Delivering Differently in Macclesfield' project which resulted in the creation of seven new resident-led initiatives. The Council is one of 23 authorities nationwide that have been piloting a scheme focusing on exploring what works best for local communities and how to maximise the facilities that are available to bring groups together. At the heart of the approach has been one key objective – to deliver services at the right time, by the right people at the right place. The local community have responded fantastically well offering a range of services from smoking cessation, to community cafes and helping those with mental health issues or drug and alcohol dependency. This work has been estimated to have prevented the Council from having to spend over £238,000, not to mention the beneficial impact on people's lives if they can access local services when they need them without the need for hospital or more serious interventions.

6. Putting the community at the heart of our decision making, we undertook a major project to improve community-based early intervention and prevention activities to improve public health outcomes. £400,000 was allocated to 103 different organisations over 12 separate events which saw over 800 local residents vote for local projects.



7. We have supported newly arrived and settled families to integrate into local communities and help them to connect with education, cultural, faith and language services so that they can feel

comfortable living here and help them to overcome some of their difficulties and experiences.

8. We are supporting 87 community venues, as part of work to develop a network of connected community centres across Cheshire East. This enables local services to be delivered where communities need and want them, offering support and engagement for all living in the local area.
9. 94 organisations have received £170,351 of funding contributing to £2,881,992 worth of community projects, all designed to improve quality of life for Cheshire East residents. All of the projects that the Council supports get the maximum value from the grants received to benefit the local community. For example, Mere and Tabley Community Club were awarded £5,000 to help pay for refurbishment of the club's community hall and improve their facilities. The club is run by volunteers, and not only supports the club's own social and sports activities but also provides a great affordable venue for many other community and charity organisations in a rural area.



Communities where you are Safe, and feel Safe

10. Cheshire East Councils works 24/7 to ensure that local people and businesses are safe and our Community Protection (Trading Standards) team investigate consumer and business crimes such as consumer and business frauds, doorstep crime and rogue trading,

scams and mass marketing, age restricted goods, intellectual property (counterfeit goods) and copyright, illegal alcohol and tobacco, illegal money lending and cybercrime. Results over the past year include:

- 18 formal warnings, 4 cease and desist notices, 16 seizures of illegal goods (over 10,000 illegal items and over £20,000 of illicit tobacco)
- 61 months imprisonment for offenders, over 450 hours in community service orders and over £35,000 in court fines
- Visiting 44 vulnerable people who were victims of scams and working with over 25 schools and 800 children as part of our doorstep crime/rogue trader project.

11. The Council operates a 24/7 CCTV service, with a financial contribution from Town & Parish Councils, which monitors the Borough and will alert Police, Fire and other public body colleagues to incidents and issues as they take place. The Council also supplies CCTV evidence where required which can be vital in ensuring that criminals are prosecuted. On average we respond to around 1,300 incidents each month.



12. The Council also tackles community and environmental issues and has introduced evidential standards to ensure that any formal action is robust and can increase the number of successful prosecutions. This strategy is paying off with results since 1 October 2016 (quarter 3 & quarter 4) as follows:
The number of fixed penalty notices at £80 issued:

- 4,116 for dropping litter and we have approximately 40 files per week submitted to the courts for prosecution following non payment.
- 24 for failing to clear up dog fouling
- 28 fly tipping including householders who had got illegal operators to take waste away
- 66 other environmental crimes including abandoned vehicles
- Prosecutions are also sought for non-payment of notices and in serious cases

13. In February and March 2017, we undertook a major survey with over 1,000 residents in Crewe to look at six areas of the town and what issues people were facing around their waste and recycling services, environmental crime and community safety. This work was part of a pilot project in Crewe to tackle issues raised by the community and local councillors. The results of the survey have informed a major publicity campaign and are the basis for discussion at a series of neighbourhood action meetings.
14. We have successfully worked with a number of young people following complaints of anti-social behaviour and have given them advice, warnings, referral to offender services and other interventions which have prevented the need to issue an Acceptable Behaviour Order in over 98% of cases referred to us, thereby seeking not to criminalise young people and also reduce impact on the local community. However, where offenders persist, we will take action and have issued four Community Behaviour Orders to prolific offenders who caused distress to our communities over the past year.
15. We have secured the first Public Space Protection Order (PSPO) in the Borough for Poynton Sports Club. The order comes into effect from 1st May 2017 and will protect members and public using the club from antisocial behaviour from groups of young people who

gather in and around the club's grounds. The PSPO can apply to private land as well as public land and gives the Council and Police the powers to move the offenders on or issue fixed penalty fines. A fixed penalty fine can be as much as £100 and, if court proceedings follow, the maximum penalty can be £1,000. Fines will be issued to any person 16 or over.

16. The Council supports the local Police in tackling serious and organised crime. Following joint working to share information and disrupt organised crime activity, three criminals were arrested including the ringleader of an organised crime group. We have Council officers located in Police buildings to ensure a quick response to requests for information, and in seeking support for operations from the relevant services such as Housing, Fraud and Trading Standards teams.
17. We now have a multi-agency panel in Cheshire East to provide early protection and support to those who have been identified as being vulnerable to being drawn into terrorism. 13 members of

Cheshire East staff have been given specialist training to increase awareness of issues and signs of vulnerability to terrorism. The new "Preventing Vulnerable People From Being Drawn Into Extremism" Strategy was published in collaboration with Cheshire West and Chester, Halton and Warrington, and adopted by Cabinet in October 2016. The Strategy provides a framework within which we will work effectively with partners to reduce the risks to our communities, placing a strong focus on education, maintaining regular and effective dialogue with our communities and safeguarding those most vulnerable to the messages of extremists.

18. The Licensing team continue to ensure appropriate enforcement action against taxi drivers. There have been a number of cautions and prosecutions in year including two further prosecutions in the final quarter. The service continues to promote a rigorous application process to ensure that drivers and their vehicles are suitable and that public safety is protected.

2. Cheshire East has a strong and resilient economy

Business Growth and Tourism

19. The Council commissioned the Skills and Growth Company (SAGC) to support business growth in high value sectors; over the year they have made 124 in-depth business engagements (defined as 6 hours or more). Activity this quarter included: the conclusion of the Bentley Masterplan consultation, with the final report currently being considered by the authority; a visit to Siemens to initiate a project to implement their Business 2020 vision; initiation of the Cheshire Science Corridor Transport Project to facilitate travel of employees to different sites which are currently not well served by public transport. The Company are also facilitating the introduction of a bus service between Alderley Park and Macclesfield Town.
20. The business growth activity delivered by SAGC throughout the year has helped create 270 new SME jobs, with over £3m of capital investment and £9.5m of revenue spend, whilst engagements with Cheshire East's Top 100 led to the development of 29 strategic investment plans committing to £11m capital and £8.6m revenue investments and forecasting the creation of 442 new jobs.
21. The Council successfully attracted Arts Council funding to deliver the "SHIFT" creative and digital programme through its Cultural economy team. "SHIFT" provides a year of diverse programming taking place across Cheshire East throughout 2017 to help raise awareness of the creative 7 Digital sector in Cheshire East, raise aspirations and celebrate digital art and maker culture and stimulate debate on the role of the Creative and Digital sector in quality of place, which includes the 'Weave' Town Talks supported by the SAGC.
22. The Council has also been successful in its bid for 'Cultural Destinations' funding for a three year programme to provide a new platform on which we can attract new visitors to Cheshire and Warrington, improve the positioning of arts and culture in the local economy through enhanced marketing, product development and position the area as a different cultural proposition from our metropolitan neighbours. It will showcase the best of what we have, celebrate the edgy and distinctive, whilst preparing the marketing and supporting partnership for new product to be incorporated on a sustainable long term basis to help drive the growth of the visitor economy, which is already worth over £842m to the Cheshire East economy.
23. Cheshire East successfully attracted and hosted stage 3 of the Tour of Britain, the UK's biggest free to attend sporting event. This had a significant impact on tourism business and in raising the profile of Cheshire East. It attracted 300,000 spectators (highest stage attendance alongside London) with 63% of spectators being from outside Cheshire East. The stage delivered a net economic benefit direct to Cheshire East of £3.5m.
24. The Council successfully delivered a Local Development Order (LDO) at Reaseheath College, which is being promoted as part of a national programme of Food Enterprise Zones endorsed by the Department of Environment and Rural Affairs (DEFRA). Prepared in partnership with Reaseheath College, the LDO identifies 6 potential

development sites which seek to enhance the teaching and learning facilities at the College campus as well as an enhancement of the wider rural economy.

Jobs and Skills

25. Cheshire East's Lifelong Learning Service has enrolled 337 residents on accredited qualifications, with 286 having already achieved qualification and the remaining working towards their qualification in June/July 2017. In measurement terms set by the funding body this is a 99.65% success rate. Four recent successful external validation inspections of the service, with none requiring action, and a successful funding body audit earlier this year, further demonstrates the quality of this service to Cheshire East residents.
26. Through the Skills and Growth Company, Cheshire East has provided support to businesses working to expand their operations in the area including Radius Payments (500 jobs), Arighi Bianchi and Barclays (900 jobs), and co-ordinated the Higher Education taskforce for Crewe, a group looking at the future vision for the Crewe Higher Education offering.

Inward Investment

27. The Regeneration team has progressed town centre revitalisation projects in both Crewe and Macclesfield during the last quarter of 2016/17.



28. In Macclesfield, conditional contracts were exchanged to sell Churchill Way Car Park to Ask Real Estate – a significant step forward in enabling the development of a quality cinema and restaurant offer which would bring circa £20m investment into the town centre. This project is planned to be sited adjacent to a £11m private sector retail development at the Grosvenor Centre which started onsite during quarter 4 with demolition works well underway. Concept designs are also being progressed for complementary public realm enhancements and a Heritage Asset Regeneration Plan is being developed by Purcell to identify options for unlocking the potential of some of the town centre's key heritage buildings as part of the town centre regeneration programme. Work is now also underway on a new town centre revitalisation strategy to provide a framework to ensure the resources of all those keen to assist with the regeneration of the town centre are aligned.
29. In Crewe, final tenders were received for the redevelopment of the Royal Arcade site in Crewe town centre. Following evaluation, the Council is undertaking post-tender negotiations prior to the formal contract (Development Agreement) being awarded by Cabinet. A number of other workstreams also feed into this, including the development of a Department of Community and Local Government (DCLG) compliant business case to secure the £10m Local Growth Funds allocated by Cheshire & Warrington Local Enterprise Partnership. Regeneration inputs into the Crewe Masterplan are continuing, including development of a land strategy with partners.
30. On other town centre developments, consultancy work relating to future of Crewe markets has commenced. The outcome of this is expected in quarter 1 2017/18, with a view to early implementation starting later this financial year. There has been further dialogue with other town centre landowners/investors,

with a view to other regeneration plans for the town centre, whilst the second phase of the University Technical College is still under construction in advance of opening to a second cohort of students in September 2017. A number of shorter-term regeneration initiatives were implemented, including the introduction of a parking incentive to operate for 11 Saturday afternoons, and vinyls in some vacant shopfronts. In collaboration with Crewe Town Council a number of other initiatives have commenced which will become evident in quarter 1 2017/18 relating to a Town Centre Ranger, Town Centre Projects Officer and some interim public realm improvements.

Infrastructure

31. The Connecting Cheshire project continued to reach more premises, with fibre broadband now available to 97% of Cheshire East premises, 93% of which can benefit from speeds greater than



- 24Mbps. Take-up of fibre has risen to over 43%, one of the highest in the country and a further investment of over £3m in a Phase 3 roll-out was announced in January which will reach a further 6,000 premises by summer 2018. A new programme, Digital 2020, is currently awaiting approval from DCLG, and initial discussions on a 2040 strategy have started by the Skills and Growth Company on the Council's behalf.
32. 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.

33. HS2 and Crewe Hub Station – Phase 2a and the Crewe Hub are progressing towards a Hybrid Bill in July 2017. A Department for Transport (DfT) HS2 consultation on a



Crewe North Junction is anticipated for launch in July 2017 along with an announcement/ consultation on the Crewe Hub by Network Rail (NR). A Crewe Hub Funding Project Board will be tasked with developing a funding, financing and delivery strategy for an optimal hub station at Crewe.

34. The Poynton Relief Road scheme received a resolution to grant planning permission in January 2017. Work is now underway to negotiate the land required for the delivery of the scheme and the drafting of Compulsory Purchase Orders.
35. The Congleton Link Road scheme now has planning permission. Compulsory Purchase Orders have now been served and a public inquiry was scheduled from 16th-25th of May 2017 to acquire the land for the Link Road.
36. Work is progressing with Network Rail and their contractor, Murphy, to develop the agreed option for Sydney Road Bridge. Discussions with nearby landowners are progressing and work is now underway to progress the scheme to detailed

design. A public engagement exercise for ran in conjunction with Crewe Green roundabout from 20th March to 9th April.

37. The A6 Manchester Airport Relief Road scheme is currently under construction. The technical approvals process and detailed design checks are nearing completion with the majority of roadworks elements now completed. The Stage 2 Road Safety Audit is with all Local Authorities for review and the response is ongoing. The structures design checks are ongoing, however most Technical approvals for major structures are completed with retaining walls and other smaller structures ongoing.
38. The A500 Junction 16 Pinch Point Scheme 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.
39. The A556 Knutsford to Bowden (Highways England scheme) scheme allowed 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 and opened on the 6th of March 2017, with an official opening on 24th March 2017. Works will continue on the de-trunking of the old A556 until Autumn 2017.
40. The Crewe Green Roundabout 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. Options have been developed to manage the revised traffic flows by remodelling the junction. In October, Cabinet approved the preferred design solution for design development and on to implementation using

the Scape civil engineering and infrastructure framework. Design is underway to develop the scheme for Construction, and a public engagement exercise for ran in conjunction with Sydney Road Bridge between 20th March and 9th April. A planning application will be submitted shortly.

41. The Middlewich Bypass scheme was awarded funding by the Department for Transport (DfT) to develop the scheme to Outline Business Case stage. A report to Cabinet in November approved the preferred route option. The Outline Business case was submitted to DfT on 31st March. A decision on further progression of the scheme is expected from the Secretary of State in July 2018.
42. A scheme outline and design is being prepared for the dualling of the A500 between M6 junction 16 and Meremoss Roundabout with environmental and traffic surveys currently underway. Consultation with affected landowners, local Members, residents and wider stakeholders is ongoing with formal planning submission likely to be during spring/summer 2018.
43. By the end of quarter 4 the Highways service had received 39,902 enquiries for the year (13,015 in quarter 4 alone). Of these 38,603 were resolved (97%) and the figure indicates the high level of customer engagement with the service.
44. Pothole repairs for 2016/17 totalled 16,105. Despite a slight increase in the number of programmed repairs (compared to 15,410 in 2015/16), the total annual cost reduced for the year from £921,000 (in 2015/16) to £708,000. The Council is targeting a further reduction in pothole repairs in 2017/18 as a result of the commitment to the Highway Investment Programme. As a result of a wet winter 2016/17, with many night frosts, the number of salting treatments also increased from the previous year, proactively working to keep people safe on Cheshire East roads.

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

Securing the Best Start in Life

45. The percentage of pupils achieving a good level of development in the early years foundation stage has increased by 3 percentage points (ppt) in line with the national average level of improvement. The Early Years profile shows that Cheshire East outcomes remain above national average figures but below the highest performing statistical neighbours. Out of the 17 separate measures, Cheshire East is above the national average in 12 and in line with four others.
46. **Key Stage 1** - In 2016, 93% of Cheshire East Year 2 pupils had achieved the required phonics standard by the end of Year 2. This is an improvement of 1ppt compared to last year, placing Cheshire East equal 12th nationally and equal 1st compared to our statistical neighbours. Overall, the performance in Phonics continues to be a real strength across the majority of our schools. In 2016, Cheshire East performance for reading at expected standard or higher was above national average by 1ppt, and Cheshire East was ranked 8th for this indicator compared to statistical neighbours. For writing (teacher assessment only) Cheshire East performed well below the national average and was 10th compared to our statistical neighbours. This performance was due to the interpretation and application of new assessment frameworks which have significantly influenced results for many authorities. Cheshire East performance in mathematics was below national average by 2 percentage points and was ranked 9th against statistical neighbours.
47. **Key Stage 2** - The new Key Stage 2 (KS2) assessment framework in 2016 now refers to the 'expected standard or above'. Cheshire East achieved above national average in mathematics, reading and grammar, punctuation and spelling (GPS). Compared to statistical neighbours, Cheshire East's KS2 test rankings were positive; 2nd in mathematics; 2nd in GPS and 1st in reading. For writing (teacher assessment only) Cheshire East performed well below national average and was 11th compared to our statistical neighbours. This performance was due to the interpretation and application of new assessment frameworks which have significantly influenced results for many authorities. The impact of low writing outcomes has had a real impact on the combined reading, writing and maths measure which places Cheshire East 1 percentage point below national. In relation to average progress, Cheshire East was ranked 3rd with statistical neighbours in reading and mathematics.
48. **Key Stage 4** - In 2016, 61.9% of pupils achieved 5+ A*-C grades including English and mathematics GCSE which is above the national average, and Cheshire East is ranked 3rd when compared to statistical neighbours. Cheshire East is again higher than the national average for pupils achieving the English Baccalaureate, and is ranked 6th when compared to statistical neighbours. For the new measure of 5+ A+-C grades in English and mathematics, Cheshire East was ranked 1st against statistical neighbours (67.5%) and above national. For the other new measures, Cheshire East performed well for Attainment 8 (ranked 4th against statistical neighbours) although the Borough did not perform well for Progress 8 (ranked 10th against statistical neighbours).

Highest Achievement for All Learners

49. As at quarter 4, 89.7% of all schools in Cheshire East were good or outstanding.



50. The development of transparent and collaborative school place planning and school expansion arrangements have resulted in consultations on school expansions in Shavington and Disley in quarter 4. Over the year, the service has introduced greater rigour to in-year school admissions to stop drift and delay. The revised and recently implemented Fair Access Protocol is resulting in swifter, supported reintegration for permanently excluded children to mainstream settings.
51. Renewed, costed bespoke alternative provision for primary aged children has been secured in quarter 4 for the coming academic year via The Crescent. The provision offered at Oakfield Lodge has also been reviewed to provide more support through intervention when a child is excluded from school.
52. In 2016, Cheshire East was ranked 5th when compared to statistical neighbours for the percentage of A level entries achieving A* to A grades and 8th for A level entries achieving grades A* to E.

Cheshire East was also ranked 36th nationally for the percentage of A level entries achieving A* to A grades and 55th for the percentage of A level entries achieving A* to E grades.

53. An Education and Skills Board was established during 2016 to provide a sector-led approach to support and develop the local education offer, and headteachers from across Cheshire East are leading on the improvement agenda. Enhanced arrangements are in place for reviewing outcomes and engagement with all schools to ensure that we know all our schools and can ensure effective intervention where this is appropriate. The co-developed peer-to-peer support programme will be undertaken by sector leaders to support vulnerable schools where appropriate. There is increased formal collaboration with local teaching schools in light of the future restructuring of regional delivery models within a West Midlands footprint involving the Regional School Commissioner, Teaching School Council and authorities. At Key Stage 1 and 2, there has been a considerable increase in gender gaps between boys and girls in reading and writing. At Key Stage 4, the gaps have also increased for 5+ A*-C including English and mathematics. The performance of disadvantaged pupils in all key stages is below the national performance. Gaps between disadvantaged and their peers will always tend to be high due to the high performance of non-disadvantaged pupils and the relatively low numbers of disadvantaged learners. The Education and Skills Board is addressing these areas with priorities which include performance of boys and disadvantaged groups, along with a review of curriculum and assessment processes.
54. There has been an increase in school meal uptake within the last 12 months; current provision shows a daily delivery of over 15,000 school meals across Cheshire East Schools.

55. **National Funding Formula for schools** - The local authority has worked with schools over recent months in responding to the Department for Education Funding consultation proposals. On the 14th December 2016 they published stage 2 of the consultations, which modelled the potential local authority and school allocations using the proposed formula. The consultation closed on 22nd March 2017. The consultation proposed the introduction of a national funding formula for schools and high needs from 2018/19 and set out changes to the funding for local authority services to schools.
56. Historically this local authority has been one of the lowest funded authorities nationally. In 2015/16 the Department for Education allocated £390m nationally to bring poorer funded local authorities closer to the national average and Cheshire East benefitted by receiving £5.7m, which is now built into school budgets.
57. The indicative figures provided as part of the Department for Education Funding consultation proposals, show an overall reduction in school funding of £4.1m, which is 2.1% of current school funding. In addition, as Cheshire East has moved funding into the school block, to protect schools due to the poor level of funding, this budget will also be removed from the Cheshire East baseline with a further loss of £5.2m. Key facts include:
- 131 schools out of 146 will see a reduction in budget.
 - The funding gap between highest and lowest funded local authorities (and therefore schools) remains at £2,679 per pupil. This gap has only reduced by £231 per pupil.
 - Compared to any comparator group of authorities Cheshire East will receive less funding.
58. Schools in Cheshire East will not have enough money to fund a basic education for all their children, including for children with special educational needs. The current proposals are likely to leave the local authority with insufficient funds to maintain adequate provision in our schools. If implemented as proposed, this will lead to many or all of the following consequences:
- The number of teachers will reduce and class sizes will increase in primary and secondary schools
 - It will be harder to recruit and retain the best teachers
 - GCSE and A level courses will be cut leaving our students with fewer options
 - Reductions in support staff will lead to less support for vulnerable children
 - Opportunities outside the classroom will dwindle or disappear
 - Training for teachers will be cut and time to plan lessons will be reduced
 - There will insufficient money to keep textbooks, computers and other classroom resources up to date
 - Standards in schools across all subjects, including English and mathematics, are likely to fall
59. The new formula must be sufficient for any of our existing schools to operate effectively regardless of their intake. We support the principle of schools that serve disadvantaged communities receiving additional support but this should not be achieved by making other schools unviable.
60. **Education Support Grant** - In addition, local authority and academies will see the removal of the Education Support Grant. Local authorities will receive a Central School Services Block to deliver statutory services but this will be less than previous funding with an overall reduction of £2m locally.
61. **High Needs Funding** - The consultation proposes a formula through which funding will be provided to the Council. The Council then uses this funding to support the high costs of supporting children with Education and Health Care Plans and other vulnerable

children. Cheshire East will see a potential reduction of 7.8% (£2.5 million) through these proposed changes, due to attracting insufficient funding through the proposed health, attainment and deprivation factors. However, it is proposed to protect Councils at the current level of funding until 2019/20.

62. **Local Action/Response** - The Local Authority, schools and MPs met with the Minister Nick Gibb on 9th January 2017 and he agreed that DfE officials would work with Cheshire East to model the basic rate needed to run a school and to look at any exceptional circumstances that relate to Cheshire East. A follow up meeting took place on 7th March 2017 with DfE Officials who took away scenarios which showed that schools would not be able to operate at the proposed funding levels without dramatic action.

63. In the meantime schools across Cheshire East have campaigned with support of the Local Authority as the consequences to them are significant. The Local Authority facilitated a briefing session with all Headteachers and Chairs of Governors to ensure they all understood the implications and to agree the overall key message to go back through the consultation. The Local Authority submitted a response to the consultation, and the Leader of the Council forwarded a petition signed by schools, along with parent petitions and letters from pupils which schools had provided to us. A further letter will be sent to Minister Nick Gibb following the Cabinet's meeting in April.

Inclusion

64. **SEND Sufficiency** - Initial work has been completed to assess the sufficiency of places for children and young people with special educational needs and disabilities (SEND). Currently 446 children and young people access their education out of Borough and a programme of work is underway to develop more places in the

Borough over the next few years. The Council has also submitted an expression of interest to develop a free school for children with social, emotional and mental health needs. The bid is for the Lodgefield Primary School site and, if successful, will provide a further 40 places for local children.



65. **Early Years Capital Grants** - The Council has scored a major success in attracting £1.2m of capital funding to extend six nurseries across the Borough. This will allow a significant expansion of early years provision, supporting the creation of 266 more childcare places ready for the introduction of 30 hours of free childcare per week for working families of 3 and 4 year olds. The proposal is to extend sites at:

- Bramley Hedge Day Nursery, Wrenbury
- High Hopes Nursery, Gawsworth
- Mosley Pre-school, Congleton East
- Rope Green Farm Day Nursery, Willaston and Rope
- St Michael's Academy Nursery, Crewe North
- Oakdean Nursery, Wilmslow

66. **Early Years Funding** - Agreement has been reached on the new funding formulas for providers of childcare in early years. All hourly rates have increased this year, and agreement has been reached to pay supplements for some children meeting certain criteria. This

includes an enhanced rate for children living in disadvantaged areas, in rural communities or if they have SEND.

67. **Mobile Children's Centre** – As part of the Council's ongoing commitment to reshaping service provision to support the changing needs of local communities, a new mobile children's centre has been launched that will take children's centre services into the heart of rural communities. The mobile unit has been

visiting villages and outreach centres to consult with parents on what services they need and the best locations to park the unit for easy access. The full programme of activities will commence in Summer 2017.

68. **Ofsted Annual Conversation** - The Children's Services' "Annual Conversation" with Ofsted took place in quarter 4. This involved the service setting out its strengths and areas for development.

4. Cheshire East is a green and sustainable place

Planning and Sustainable Development

69. The consultation on the proposed main modifications to the Local Plan has now ended and any further representations to the plan will be duly considered by the Inspector. The Inspector's final report is expected during quarter 1 2017/18. The Council will then seek to formally adopt the Plan thereafter.
70. Planning application performance has remained strong with improved performance across the board being sustained over the past 3 quarters of 2016/17. Performance in determining major planning applications within timescales stood at 90% in quarter 4. The results reflect hard work across the team and improved reporting procedures. This is against continually challenging conditions including 2016/17 seeing the highest number of applications ever received.

Waste Management

71. **Waste & Landfill** – In quarter 4, the authority continues to divert a little less than half its waste to 'waste-to-energy' at the Stoke-on-Trent waste-to-energy plant. This is a key aim of the waste strategy to reduce landfill disposal. The remaining black bin waste goes to Maw Green Landfill site for disposal.
72. Work is underway to provide permanent transfer facilities for all of the authority's waste from summer 2017 at the central Environmental Hub currently under construction outside Middleswich. This will allow greater use of waste-to-energy plants

outside the Borough as we seek to meet the Waste Strategy objective of ceasing to use landfill as a primary disposal route.

73. **Reuse and Recycling** - During this quarter the Council anticipates collecting around 23,000 tonnes of waste for recycling through its silver and green bin schemes and from the nine Household Waste Recycling Centres (HWRC). Around 350 tonnes of this material is reused through charitable partnerships and the HWRC.

74. **Waste, Recycling Reuse Figures** (quarter 4 indicative estimated tonnages)

Residual		
Landfill	Waste to Energy	
13,100	8300	
Recycling		
Household	HWRC	Reuse
10,000	3,600	350
Green Garden		
Household	HWRC	
3,000	1,200	

75. **Fly Tipping** - There were an estimated 860 reported incidents of fly-tipping/side waste in the fourth quarter, a similar figure to the fourth quarter last year. The Council has launched its 'No Rubbish Excuses' campaign to help reduce the amount of waste illegally dumped on the Borough's streets in addition to targeting problem



areas with public information and enforcement.

Environment

76. **Parks Strategy Delivery** - The Coronation Valley Restoration Project is completed in Queens Park Crewe and the Macclesfield South Park Lake Project is now entering the final phase (planting of marginal vegetation). The Council is currently looking at future funding and prioritised investment in our key parks guided by the principles of the Parks Strategy.

77. **Playing Pitches** – The Playing Pitch Strategy is currently in its final phase of development. Following Cabinet endorsement, the documents are out for public consultation.

78. **Parks** – Cheshire East is engaged in the delivery of over 20 park improvement projects funded from S106 developer contributions (in excess of £700,000) working with local



members and local community groups (Friends of Parks) to deliver schemes across the Borough.

79. **Bereavement Services** – The refurbishment at Crewe Crematorium has been completed, resulting in increased usage. The engineering works at the Valley Remembrance Garden in Macclesfield Cemetery have also been completed.

Affordable Energy, Growing Energy Businesses & Independent Energy

80. In terms of Cheshire East's ambition to create local heat distributions utilising geothermal and low carbon heat sources, a Macclesfield Town Centre Heat Network study has been completed, demonstrating a capital cost of just over £1m and an internal rate of return of approximately 4.8% - which could increase to a commercially attractive 11% with £400,000 grant funding. We are waiting to learn whether a £1m ELENA (European Local Energy Assistance) bid for European investment to assist us in our clean energy work has been approved, with the funds to be used to develop heat networks, solar battery storage and low carbon street lighting.

5. People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives

81. Strategic Housing services have awarded the contracts for Housing Related Support (accommodation based and floating support) across the Borough. The services will commence on 1st April 2017 and will provide 200 units of accommodation and 155 units of floating support for some of the most vulnerable residents of our Borough. The design of the services are outcome-focused, allowing families and single people the opportunity to access support at a time of need.



82. Housing Options have awarded the contract for its ICT provision for accessing social housing as well as modules for advice and prevention and homeless assessment. The new ICT provision will save Cheshire East Council and its housing association partners £75,000 over 5 years as well as being an investment in the latest technology so customers can access information on mobile platforms.

83. Housing Options have been successful with a share of a funding award of £366,288 alongside Cheshire West and Chester and Warrington Councils to provide upstream services to people at risk of rough sleeping. The services will provide peer mentor support to people in Cheshire East who need the early intervention and tailored support necessary to prevent rough sleeping. This could be income maximisation, finding employment, mediation with family and friends, referral to supported housing, or help with finding private rented accommodation.

84. We have increased our inspection programme for Houses in Multiple Occupation by 28% within existing resources, ensuring safe housing conditions and educating landlords about necessary safety improvements.

85. Through early intervention, we have assisted people in self-managing their housing needs to prepare for later life. We have utilised the Disabled Facilities Grants to deliver 407 home adaptations for disabled people.



86. 398 new affordable homes were delivered in 2016/17. These include homes for rent through Registered Providers and subsidised home ownership through Shared Ownership and Shared Equity. 6 new units of affordable housing have been created in Macclesfield town centre by converting empty office/commercial

space into residential dwellings. The apartments were let as affordable rent through Cheshire Homechoice.

87. The **Stepping Stones (Cheshire East Substance Misuse Service)** is delivered by Cheshire and Wirral Partnership NHS Trust (CWP) and subcontracted providers include Acorn Recovery and Intuitive Thinking Skills. Data indicates that the Cheshire East Substance Misuse Service is performing well for Adults in comparison to national Local Authority benchmarks, with improvements in waiting times and service users who have successfully completed and not re-presented (within 6 months) to Adult drug and alcohol treatment. However, there needs to be an improvement in terms of Adults who are in treatment and have remained in treatment for 6 years plus. The Young Persons element of the service was previously delivered by Catch22, however Catch22 are no longer subcontracted by CWP who are now also deliver the Young Person's element of the service in addition to Adults. A huge programme of engagement and co-production is underway with service users and wider stakeholders; this includes the Service User Journey, which has been a catalyst for embedding the service user voice in service improvement and re-design.
88. The **Transitional Recovery Accommodation Project** which was jointly commissioned by Public Health and Housing (April 2016) is starting to see improved outcomes for homeless people with drug and alcohol needs. The project supports the most complex, chaotic, high level need individuals, who have been in and out of services and support, in some cases for many years without any change or stability. The project provides a safe, warm home, with volunteer/peer support to develop routine, structured activity, life skills, social connectivity and harm reduction and recovery support for substance misuse. Accommodation is currently available in Crewe and Macclesfield, with plans for additional accommodation in Congleton. Outcomes include tenancy management, harm

reduction, personal and community safety, health and wellbeing, life skills, economic wellbeing, social connections and relationships. There has been a significant reduction in blue light calls as a result of the project, with the longer term prevention or delay in health and social care input. So far 48 individuals have been supported through the programme, with two individuals achieving private rented accommodation, three individuals moving onto supported housing, two individuals moving home and six individuals moving in with family or friends.

89. We have supported five Syrian Families to resettle in the Borough in partnership with Refugees Welcome. This work has involved accessing services to respond to family members' health and wellbeing needs. Access to routine health and wellbeing services has been restricted because of the families' experiences of the war in Syria.
90. A new Director of Public Health joined the Council in March 2017. Fiona Reynolds was previously the Interim Director of Public Health in Cheshire West and Chester.
91. The £15.1m **Crewe Lifestyle Centre** recently celebrated its first birthday having attracted over 750,000 user visits since the 1st April last year to its services including libraries, leisure, adult social care and family services.



The Centre continues to win a number of regional and national awards, including 'Best Public Service Building' from the North West Local Authorities Building Control Awards, and the 'Community Benefit' category from the Royal Institute of Chartered Surveyors, which recognised the lifestyle centre for its success through local community feedback. The Centre continues to host visits by a number of local authorities from across the country to share the learning around co-located services.

92. The project to upgrade the **Peter Mason Leisure Centre Congleton**, including the design and building of a replacement swimming pool, continues the process of selecting a development partner. A decision on the appointment is due to be made by Cabinet in early Autumn 2017.
93. The Everybody Sport & Recreation Trust have recently completed their third year as an independent trust. During the year they continued to develop their offer to local residents, most significantly commencing the physical activity elements of the "One You Cheshire East" health contract which aims to make a significant contribution to improving the wellbeing of residents.
94. In addition the Trust had a successful year of performance results including another significant increase in attendances at leisure facilities of 3,010,246 (against the target of 2,855,470). The new Crewe Lifestyle Centre has helped to increase attendances significantly and the new Learn To Swim Scheme across all the swimming pools has attracted 1,500 new swimmers in its first year.
95. Performance on the Bikeability indicator remained strong in 2016/17 with 4,542 young people trained against a target of 4,429.

96. Once again there has also been an increase in volunteer hours in supporting local sports clubs and events of 6,675 hours against the target of 6,551 hours.
97. During the year the Council was successful in securing a number of significant leisure and sport developments that, once completed, will bring significant opportunities for residents to participate in active recreation. In Alsager, on the site of the old Manchester Metropolitan University, a combination of new grass-based and all weather sports pitches will be built, supported by new gym and studio spaces across the road at the Alsager Leisure Centre. The completed facilities will be managed by Everybody Sport & Recreation on behalf of the Council. In Alderley Park a sports hub of indoor facilities supporting outdoor pitches is due to be developed to replace the current provision.

Information, Advice & Guidance, Prevention and Early Intervention

98. **Carer Assessments 2016/17** - 242 Carer Assessments were completed during quarter 4 compared with 325 for the previous quarter. The cumulative total of 1,274 for 2016/17 is slightly down on the number completed last year (1,343).
99. An independent review of integrated Mental Health Services across Cheshire East was initiated to run for six weeks. The outcome of the review is now awaited to enable partners to plan for the future delivery of services.
100. Adult Social Care have initiated a move to align social care staff in the Crewe and Nantwich area around General Practitioner (GP) practices to improve the experience for our social care customers and to ensure a robust health link is established and maintained for the local communities. Adult Social Care have also worked with

health colleagues to develop a rapid response service which will help to prevent hospital admissions in the south of the Borough.

101. The social care assessment form has been reviewed by social care staff and commissioning staff to include more detailed information from the individual in respect of their own strengths on which to build, their desired outcomes from support they may receive and to include their carers views. This review ensures the assessment document is robust for the future social care systems and offer.
102. The Cheshire East Health and Wellbeing Board approved and adopted the Alcohol Harm Reduction Plan at its meeting in March. This sets out a framework for collaborative working across a range of partner organisations and teams within the Council to reduce levels of consumption and promote safe, sensible and social drinking. It brings together national policy and local aspiration and sets a direction for activity across Cheshire East over the next two years. Reducing excess alcohol consumption is the overarching aim and our priority outcomes are:
 - To reduce alcohol-related health harms
 - To reduce alcohol-related hospital admissions
 - To reduce alcohol-related crime, antisocial behaviour and domestic abuse
 - To support a diverse, vibrant and safe night time economy
 - To improve our co-ordination/partnership work to ensure that all the other priorities are achieved efficiently and effectively
103. This document has been structured around five key themes that encompass the diverse areas that are affected by alcohol-related harm. By focusing on Prevention, Protection, Treatment, Recovery, and Enforcement and Control it will demonstrate the range of work that is already underway and sets out clear ideas and plans for improvement. An Implementation team will now be established to take forward the actions required.

104. The Council continues to be a proactive partner in discussions with health colleagues relating to the Five Year Forward View Delivery Plan. A meeting of the Health and Wellbeing Boards of Cheshire East, Cheshire West and Chester and Wirral was held to consider the opportunities for joint working as part of the Five Year Forward view Cheshire and Wirral Local Delivery System. This has identified areas that will be further considered as we move into 2017 and 2018, highlighting a number of common priorities that may benefit from more collaborative working. In addition, the Council is in discussions with Cheshire West and Chester and the Cheshire Clinical Commissioning Groups in relation to accountable care and health and care integration to ensure a common approach is taken where it is more effective and efficient to do so.
105. Phase 2 of the **Emotionally Healthy Schools (EHS)** programme is now well under development with five components: 1) Access to specialist mental health advice (single point of access) and a brokerage model to support professionals working with Children and Young people (CYPMH Link Programme), which is now delivered by CWP; 2) Access to tools and support to schools to implement the tools (Tools for Schools) which is now delivered by Visyon; 3) Educational specialist Leadership Programme, led by Middlewich High School; 4) Systems and processes to identify and support vulnerable children and young people to thrive; 5) Development of 'Getting Advice' including on-line platform. This programme of work is now a key element of the Cheshire East CCG Local Transformation Plan for Young People's Mental Health, which is governed via the Children and Young People's Strategy Group which reports to the Health and Wellbeing Board.
106. The Cheshire and Merseyside Public Health Collaborative Service have commissioned on a subregional footprint Suicide Prevention Gatekeeper training and the Youth Connect 5 Programme to build

resilient parents, carers and children. These were two priorities of the No More Zero Suicide Strategy.

Accessible high quality services, Information & Advice

107. One You Cheshire East (formerly known as Passport to Health) aims to improve the life expectancy and long term health of residents by offering a number of services aimed at influencing people's lifestyle behaviours such as healthy eating and physical activity services. A series of public launch events were held for local people in March to build awareness of the service particularly amongst those most likely to benefit. This included two major events at Crewe attended by Cllr Bates, Cllr Clowes and the Paralympian gold medallist Megan Giglia, and drop-in sessions at a range of locations across the Borough. Links have also been made with key partners such as the South Cheshire and Eastern Cheshire CCG, Public Health England, Cheshire Fire and Rescue Service, Adult Social Care and Children's Services in order to integrate services for shared benefit and increased take-up.



108. A new model for the provision of sexual health services has been implemented which aims to improve accessibility to services through provision of an online booking system, use of text messaging and advice lines, increased outreach activity with high risk groups and increased services for young people.
109. Some Health Visiting and School Nursing Teams have relocated into five Children's Centre locations with the aim of delivering streamlined and integrated services with Children's services for delivery of the Parenting Journey.

110. Uniforms have been introduced for School Nurses which has aided identification of the nurses within schools and presents a more professional image.
111. A new integrated IT system has been introduced to collate data and information for the 0-19 Healthy Child service which will support the provision of comprehensive, holistic services.
112. New chapters have been published in the Cheshire East Joint Strategic Needs Assessment (JSNA):
- End of Life Care for adults (March 2017)
 - Updated perinatal mental health JSNA and the full reports for the perinatal mental health peer support community JSNA project (February – March 2017)
 - Alcohol and drugs JSNA (February 2017)
 - These provide information that can be used to understand the local context and to inform effective commissioning of services



Public Protection, Health Protection & Safeguarding

113. Cheshire East Council Children's Services will be implementing the 'Signs of Safety' approach as our way of working with children,

young people and families in quarter 1 2017/18. 'Signs of Safety' is widely recognised internationally as the leading approach to child protection casework. The project, along with 30 local authorities, was not successful in securing DfE Innovation funding. However, the Council has agreed to fund the core aspects of the model which will ensure that 'Signs of Safety' is implemented and that Cheshire East continues to put children and young people first in everything we do.

114. The commissioning process for the redesign of the Borough's residential homes for children in care was completed in quarter 4 and a contract was awarded to BetterCare Keys, a national children home provider. The aim is to provide a more flexible range of children homes and to increase the capacity to care for more of our children within the Borough.
115. The number of cared for children now stands at 422 compared to 387 in the same period in 2016 and consequently continues to place a considerable strain on existing budgets. However the Council has increased funding for cared for children in 2017/18 and beyond to meet the increase demand and to ensure our cared for children and care leavers achieve the best possible outcomes. The number of children who entered care in 2016/17 was 181; an increase of 10 children from the same period last year. Despite 26 children being adopted from care this year, a considerable increase on the 18 adopted last year, the number of discharges from care didn't keep pace with new admissions. Despite the increase in cared for children, we continue to be at the lower end of our statistical neighbour group and nationally for rate of cared for children (per 10,000), in particular much lower than Cheshire West and Chester and Warrington Councils.
116. In March we received the news that we had been shortlisted for a Municipal Journal Award in the category Impact and Learning in

Children's Services for 'Project Crewe'. This innovative project, in partnership with Catch22, (a national charity) has been successfully delivering intensive support to children in need in Crewe. The impact of the project has seen social workers' caseloads reduce and a reduction in children's needs escalating. Building on its success, plans have been developed to expand the project to Macclesfield, having secured funding from the Council to increase the project's impact.

117. At the end of quarter 4 the Local Safeguarding Children Board launched its new Neglect Strategy to tackle the most prevalent form of child abuse, which affects 1 in 10 children in this country. As part of the Strategy a campaign has also commenced locally, to coincide with the government's campaign, Together, to tackle child abuse and raise awareness to encourage members of the public to report child abuse and neglect. It is important to highlight the impact that neglect has on older children who through neglect can become very vulnerable to other forms of abuse, like child sexual exploitation.
118. In quarter 4 final plans were completed for the launch of our Regional Adoption Agency, called Adoption Counts. This is a partnership with Stockport, Trafford, Salford and Manchester Councils, which will be one of the first new adoption agencies to open for business in July this year. The aim of 'Adoption Counts' will be to maximise the economies of scale and expertise so that more children are matched with adopters much sooner and locally within the geographical boundary of the agency. There will be a particular focus on placing more children for adoption who have complex needs, and/or are part of a sibling group, and/or are from black and ethnic minority backgrounds. Adopters and children will also benefit from a regional approach to post adoption support.

119. As part of the Council's recruitment and retention workforce strategy for Social Workers and first line managers, the Council has joined the North West Midlands Social Work Teaching Partnership. This is collaboration between a number of regional bodies, but most noticeably Cheshire East Council, Staffordshire County Council, Stoke-on-Trent City Council, CAFCASS (Children & Families Court Advisory and Support Service) Staffordshire & Stoke-on-Trent Partnership NHS Trust, and Keele University. As part of this partnership one of our Social Workers has been successful in being seconded to the partnership as an Academic Social Worker, based at Keele University. The secondment is an integral part of the teaching partnership and will be important in strengthening the quality of practice learning among trainee and practising Social Workers, and be hugely beneficial to both this Council and other authorities.
120. The Environmental Health Team has undertaken a variety of enforcement action throughout the year including two successful prosecutions around the illegal deposition of waste on land.
121. The Animal Health team have maintained a watching brief on the avian influenza cases across the UK and have recently undertaken wider work to update contingency plans in relation to outbreaks of animal disease.
122. The Trading Standards team have been working to further promote the importance of allergen awareness and control within the food business community. They have recently taken part in a regional project to supplement their day-to-day contact with food business managers.
123. The Pest Control team have undertaken a further successful year of sewer baiting on behalf of United Utilities. This work ensures control and eradication of the rat population outside of the customer-led treatment service.
124. A number of events took place within Care4CE, the Adult Social Care internal care provider to mark the Dignity in Care day on 1st February. Staff and service users worked together to promote the importance of keeping an individual's dignity in our hearts, minds and actions. The Dignity in Care campaign is led by the National Dignity Council who work together to promote good practice within services that will inspire and motivate others to improve standards in care.
125. Cheshire Constabulary has adopted the 'Herbert Protocol' which is a national initiative that encourages carers, family members and friends of people living with dementia to complete an online form recording vital details about that person in case they ever go missing. Adult Social Care has revised processes and policy in conjunction with Cheshire Constabulary to ensure we align to this important protocol.
126. Adult Social Care staff supported residents following a fire at an address in Nelson Street, Crewe. Fortunately, nobody was hurt and our Housing Team has been busy finding appropriate housing arrangements for the 14 people who were affected by the incident, when 28 houses were evacuated. A rest centre was established at Ruskin Community High School, our social care and emergency planning team, the Salvation Army, the Rotary Club and the Red Cross helped to provide support to those affected.
127. A workshop was held to improve safeguarding standards in commissioning, aimed at the Voluntary, Community and Faith Sector and including partners from Community Services.

128. Adult Social Care worked to implement a Resource Allocation System in the Summer and have completed initial testing on cases to ensure the tool is configured for the needs of our community.
129. The Winter Wellbeing Programme working group continued to meet, co-ordinating support across the Council and Community and Voluntary sector for those most in need as the weather turned colder. This included the distribution of resources to help vulnerable people keep warm if circumstances had led to them being at risk from the cold weather.



130. A new multi-disciplinary Sexual Health Network was established as a means of improving communication between related services and identifying opportunities for service improvement.

131. During 2016/17 the **Infection Prevention and Control (IPC)** service have successfully developed activities and support for staff in Care Homes, Nurseries, GP Surgeries and Dental Practices across Cheshire East. This includes the launch of Link Worker Groups and the development and provision of information, advice, newsletters, training, e-learning, education programmes, audit programme and self-audit tools for staff. Specific achievements include: the IPC service has successfully delivered audits to Care Homes across Cheshire East within 24-48 hours of a closure due to an outbreak, with high scoring audits between 90-100% at follow up visit; and the piloting of the Care Home Hygiene Awards with Public Health England.
132. Public Health are piloting a safeguarding audit with its commissioned services, and the learning from this pilot will inform our ongoing approach to safeguarding assurance of commissioned services.

6. A Responsible, Effective and Efficient Organisation

133. The strength of our Council is built upon our rigor and challenge to ensure that we deliver high quality services that deliver value for money. During the previous financial year a number of teams who work behind the scenes have had great success in **protecting the public purse**. A couple of examples include: achievement of a 98.3% collection rate for Council Tax, this is the highest rate since Cheshire East began. The overpayments team also collected over £2.5m in overpaid housing benefit; recovery of these monies goes directly into frontline services for the benefit of our residents.
134. Last year we started a conversation about our priorities and our budget and this is continuing. More people engaged in setting our current budget than ever before, and consultation continues to take place about our transport services.
135. Works undertaken by the Facilities Management Team on energy management solutions have enabled the Council to deliver a 42% saving on CO2 emissions, against a target of 25% by 2016.
136. Work has continued within the Facilities Management Team to rationalise the Council's print fleet, withdrawing from costly contracts, reducing the number of Multi-Functional Devices in buildings and working with services to reduce print. A reduction on contracts has attracted savings of £65,000.
137. The procurement team worked hard to improve the procurement worth across the Council, which resulted in reductions in Council contracts of £1.6m during the year, with further benefits of £0.7m flowing into 2017/18 before further procurement activity improves performance. The Council benefited from the deployment of a new consultancy contract that not only reduced costs but also reduced the number of requirements for waivers to the Council's Contract Procedure Rules.
138. The Assets Service dealt with over 1,590 property requests and enquiries throughout 2016/17, and has reduced the number of outstanding priority cases to less than 50 cases, whilst saving £200,000 per annum on operational costs. It disposed of 21 surplus Council assets during the year, with the final capital receipt being £9,034,425, and the disposals releasing £352,717 revenue per annum through saved holding costs.
139. On the projects front, the Assets Service successfully completed 10 refurbishment, extension or demolition projects (to a value of £7.5m), whilst a further 6 projects (worth £17.3m) are in post-completion progressing through the healthcheck / defects phase. The service is overseeing a further 4 projects in their construction phase (worth £ 21.5m).
140. The Council's Project and Change Team have helped to facilitate and manage a number of successful projects during the year, including the award winning Crewe Lifestyle Centre.

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Appendix 3 Grants

Government Grant Funding of Local Expenditure

1. Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2016/17 was £304.2m.
2. 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. This figure was revised down at the third quarter to £243.6m.
3. The last quarter has seen a further decrease in grant of £0.9m. This is due to a £1.0m reduction in schools related grants as a result of Underwood West Primary School converting to an academy. Housing Benefit Subsidy payments have increased by £0.1m.
4. Spending in relation to specific use grants must be in line with the purpose for which it is provided.
5. Where additional non-ringfenced grant funding is received, services wishing to increase their expenditure budgets are required by Finance Procedure Rules to seek approval to use this additional funding. Additional general purpose grants totalling £67,889 were received during the final quarter of 2016/17. Services are seeking approval to use £42,280 of this additional funding (**Table 1**), and this has been transferred to an earmarked reserve.
6. These grants were received too late in 2016/17 to seek approval to spend in year and therefore this report seeks approval to services requests to incur expenditure of £42,280 in 2017/18, fully funded by the additional grants.
7. Business Rates Tax Loss Compensation grants of £3.0m have also been received during 2016/17 to reimburse billing authorities for the extra discounts offered to businesses as announced in the Autumn Statements. This includes the doubling of Small Business Rate relief for a further year. These grants have been transferred to the Collection Fund Management earmarked reserve.
8. Services general purpose grant was originally budgeted at £45.2m. Net additional grant of £4.7m has been received during the year. £1.5m of additional grant has been allocated to services during the year. After allowing for the transfer of £3.1m to earmarked reserves, the net outturn variance is a £0.1m underspend against budget.
9. **Table 2** below provides a summary of the updated budget position for grants in 2016/17 by type and service. Further details of grants are shown in **Table 3** Corporate Grants Register.

Table 1 – Requests for Allocation of Additional Grant Funding

Service	Type of Grant	£000	Details
Corporate – Customer Operations	Business Rates Revaluation 2017: S31 Grant Reimbursement (General Purpose)	7	This grant is in respect of expenditure already incurred by the Revenues team relating to publicity for NNDR revaluation. It is recompense for the printing & postage of leaflets on behalf of VOA.
Place	Letting Agents Transparency and Redress Schemes (General Purpose)	1	This grant is to fund additional monitoring responsibilities within Strategic Housing in respect of letting agents.
Place	Neighbourhood Planning Grant (General Purpose)	20	The grant is to support costs of Community Neighbourhood Plans.
Place	New Burdens for Brownfield Sites and Payments In Principle Grant (General Purpose)	15	New legislation will require local planning authorities to prepare and maintain registers of previously developed land suitable for housing (brownfield land registers) and allow for the granting of permission in principle for sites allocated for housing-led development. Local planning authorities are receiving new burdens grant payments to fulfil the new requirements.
Total		43	

Table 2 - Summary of Grants

	2016/17 Original Budget	2016/17 Revised Forecast TQR	2016/17 Final Outturn	2016/17 Change
	£m	£m	£m	£m
SPECIFIC USE				
Held within Services	259.1	244.5	243.6	(0.9)
GENERAL PURPOSE				
Central Funding	26.3	26.3	26.3	0.0
<u>Service Funding:</u>				
People - Children and Families	0.2	1.3	1.3	0.0
People - Adult Social Care Health and Communities	0.9	1.2	1.2	0.0
Place	0.8	0.9	1.0	0.1
Corporate – Customer Operations	1.8	1.9	1.9	0.0
Corporate – Chief Operating Officer	15.1	15.1	18.1	3.0
Sub Total	18.8	20.4	23.5	3.1
Total General Purpose	45.1	46.7	49.8	3.1
Total Grant Funding	304.2	291.2	293.4	2.2

Table 3 – Corporate Grants Register

Corporate Grants Register 2016/17		Original Budget	Revised Forecast	Final Outturn	Change from	SRE / Balances
			TQR		TQR	(Note 2)
		2016/17	2016/17	2016/17	2016/17	
	Note	£000	£000	£000	£000	
SPECIFIC USE (Held within Services)						
Schools						
Dedicated Schools Grant	1	146,960	139,552	138,531	(1,021)	
Pupil Premium Grant	1	6,158	5,280	5,255	(25)	
Sixth Forms Grant	1	4,164	4,230	4,230	-	
Total Schools Grant		157,282	149,062	148,016	(1,046)	
Housing Benefit Subsidy		84,518	78,150	78,293	143	
Public Health Funding		17,258	17,258	17,258	-	
TOTAL SPECIFIC USE		259,058	244,470	243,567	(903)	
GENERAL PURPOSE (Held Corporately)						
Central Funding						
Revenue Support Grant		26,340	26,340	26,340	-	
Total Central Funding		26,340	26,340	26,340	-	

Corporate Grants Register 2016/17		Original Budget	Revised Forecast	Final Outturn	Change from	SRE / Balances
			TQR		TQR	(Note 2)
		2016/17	2016/17	2016/17	2016/17	
Note		£000	£000	£000	£000	
People - Children & Families						
	Troubled Families	195	875	875	-	
	Youth Justice (YOT)	-	264	264	-	
	Youth Justice Grant for Junior Attendance Centres	-	35	35	-	
	Staying Put Implementation Grant	-	109	109	-	
	Remand Funding	-	19	19	-	
People - Adult Social Care & Independent Living						
	Independent Living Fund	948	948	948	-	
	Local Reform and Community Voices	-	198	198	-	
	Social Care in Prisons	-	73	73	-	
Place						
	Adult Skills (Lifelong Learning)	749	763	769	6	Balances
	Neighbourhood Planning Grant	-	-	20	20	SRE
	Property Search Fees New Burdens	-	22	19	(3)	Balances
	Extended Rights to Free Transport	-	118	118	-	
	Capacity Support for Self Build & Custom House Building Register	-	6	6	-	
	Lead Local Flood Authorities	-	1	1	-	
	Letting Agents Transparency and Redress Schemes	-	-	1	1	SRE
	Local Authority Custom Build Grant	-	-	15	15	Balances
	New burdens for Brownfield Sites & Payments In Principle	-	-	15	15	SRE
Corporate - Customer Operations						
	Housing Benefit and Council Tax Administration	1,275	1,336	1,336	-	
	NNDR Administration Grant	562	562	562	-	
	Business Rates Revaluation 2017: S31 Grant Reimbursement	-	-	7	7	SRE
	Council Tax Discount for Family Annexes	-	-	11	11	Balances

Corporate Grants Register 2016/17	Original Budget	Revised Forecast	Final Outturn	Change from	SRE / Balances
		TQR		TQR	(Note 2)
	2016/17	2016/17	2016/17	2016/17	
Note	£000	£000	£000	£000	
Corporate - Chief Operating Officer					
New Homes Bonus 2011/12	870	870	870	-	
New Homes Bonus 2012/13	1,844	1,844	1,844	-	
New Homes Bonus 2013/14	1,037	1,037	1,037	-	
New Homes Bonus 2014/15	1,356	1,356	1,356	-	
New Homes Bonus 2015/16	1,200	1,200	1,200	-	
New Homes Bonus 2016/17	2,444	2,444	2,445	1	Balances
New Homes Bonus 2017/18	-	-	-	-	
Affordable Homes 2012/13	85	85	85	-	
Affordable Homes 2013/14	82	82	82	-	
Affordable Homes 2015/16	63	63	63	-	
Affordable Homes 2016/17	222	222	222	-	
New Homes Bonus Returned Funding Grant 2016/17	-	90	90	-	
New Homes Bonus ESTIMATED OVERALL REDUCTION	-	-	-	-	
Education Services Grant	2,920	2,689	2,678	(11)	Balances
Transitional Funding	2,973	2,973	2,973	-	
Electoral Register Transfer Programme Resource Grant 2016/17	-	58	58	-	
Additional Election Funding	-	37	37	-	
Additional Election Funding: N West Deadline Extension Funding	-	9	9	-	
Local Government Transparency Code 2016	-	13	13	-	
Business Rates 2016/17 Tax Loss Compensation Payment	-	-	3,062	3,062	Balances
Total Service Funding	18,825	20,401	23,525	3,124	
TOTAL GENERAL PURPOSE	45,165	46,741	49,865	3,124	
TOTAL GRANT FUNDING	304,223	291,211	293,432	2,221	

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 Requests for Supplementary Capital Estimates and Virements

Capital Programme 2016/20

1. Since the third quarter review the overall programme has increased by £3.0m as shown in the table below. A summary of the capital programme and funding is shown at table 4.

Table 1 - Summary Capital Programme

	Revised Total Forecast Budget TQR 2016/20 £m	Amendments to TQR Forecast Budget 2016/20 £m	Amended TQR Forecast Budget 2016/20 £m	Budget Reductions £m	SCE's £m	Revised Total Forecast Budget 2016/20 £m
People Directorate	47.9	-	47.9	(0.7)	0.1	47.3
Place Directorate	359.7	0.4	360.1	(0.1)	3.4	363.3
Corporate Directorate	90.6	-	90.6	(0.0)	0.0	90.6
	498.2	0.4	498.6	(0.8)	3.5	501.2

2. 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 the following table:

Table 2 - Capital Funding Sources

	TQR Total Forecast Budget £m	Outturn Total Forecast Budget £m	Change £m
Grants	198.8	221.6	22.8
External Contributions	66.2	64.6	-1.6
Cheshire East Resources	233.2	215.0	-18.2
	498.2	501.2	3.0

Capital Budget 2016/17

3. 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. Table 8 below shows the actual expenditure incurred on those schemes against the revised Outturn Budget.

Table 3 - Changes to the 2016/17 Capital Budget

Committed Schemes	Revised TQR Budget £m	Revised Outturn Budget £m	Forecast Expenditure £m	Current Forecast Over / Underspend £m
People Directorate	4.9	4.4	3.6	(0.8)
Place Directorate	48.9	49.2	36.4	(12.8)
Corporate Directorate	39.5	39.6	23.4	(16.2)
Total Committed Schemes	93.3	93.2	63.4	(29.8)

4. **Table 5 Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements** 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.
5. **Table 6 Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements above £250,000 and below £1m,** details a request for a supplementary capital estimate of £776,000 funded by the Department of Transport pot hole fund.

6. There are also a number of virements requested to realign capital budgets to cover overspends with underspends within the Highways Maintenance programme as a result of the final Outturn and there is also a virement to move the Empty Homes capital allocation into the Private Sector Assistance allocation.
7. **Table 7 Requests for capital virements above £1m** details a Supplementary Capital Estimate request of £2.5m to increase the Crewe Green Roundabout project to bring the approved budget in line with the full costs to delivery the scheme. A separate more detailed report on the project was discussed at the 11th April 2017 Cabinet meeting also. There is a request for a virement of £2.4m from the Supporting Strategic Capital projects budget to the Waste Hub to enable to the satisfactory completion of this Strategic project.
8. **Table 8 Capital Budget Reductions** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

Table 4 - Summary Capital Programme and Funding

Service	In-Year	SCE's	SCE's	Revised	Actual		2018/19 and Future Years
	Budget	Virements	Virements	In-Year	Expenditure	Forecast Expenditure	
	Outturn	During Quarter	Reductions	Budget	2016/17	2017/18	£000
	2016/17	2016/17	2016/17	2016/17	£000	£000	£000
	£000	£000	£000	£000	£000	£000	£000
People Directorate							
Adults, Public Health and Communities							
Committed Schemes - In Progress	543	-	(153)	390	280	111	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	680	-	-	680	-	833	-
Longer Term Proposals	-	-	-	-	-	-	-
Children's Social Care (Incl. Directorate)							
Committed Schemes - In Progress	265	-	-	265	168	386	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	-	-	-	-	-	-	-
Longer Term Proposals	-	-	-	-	-	-	-
Education and 14-19 Skills							
Committed Schemes - In Progress	3,577	-	(361)	3,216	2,881	3,093	1,083
New Schemes and Option Developments	2,733	-	90	2,823	1,065	6,158	-
Recurring Programmes	92	-	(91)	1	1	6,891	10,363
Longer Term Proposals	350	-	-	350	252	1,544	11,250
Prevention and Support							
Committed Schemes - In Progress	500	-	(18)	482	233	758	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	-	-	-	-	-	-	-
Longer Term Proposals	-	-	-	-	-	-	-
Total People Directorate	8,740	-	(533)	8,207	4,880	19,774	22,696

Service	In-Year	SCE's	SCE's	Revised	Actual		
	Budget	Virements	Virements	In-Year	Expenditure	Forecast Expenditure	
	Outturn	Reductions	Reductions	Budget		2018/19 and	
	2016/17	During Quarter	2016/17	2016/17	2016/17	2016/17	2017/18
	£000	£000	£000	£000	£000	£000	£000
Place Directorate							
Infrastructure and Highways (inc Car Parking)							
Committed Schemes - In Progress	37,194	149	202	37,545	30,393	21,793	121,337
New Schemes and Option Developments	2,883	90	(250)	2,723	2,038	1,485	300
Recurring Programmes	2,240	-	-	2,240	1,996	14,961	2,270
Longer Term Proposals	1,508	(90)	-	1,418	764	18,552	31,242
Growth and Regeneration							
Committed Schemes - In Progress	10,232	-	2	10,234	5,342	27,213	19,542
New Schemes and Option Developments	4,050	(2,778)	-	1,272	645	6,885	11,480
Recurring Programmes	2,853	-	-	2,853	1,623	4,091	1,950
Longer Term Proposals	5,000	(5,000)	-	-	-	6,900	10,700
Rural and Green Infrastructure							
Committed Schemes - In Progress	1,491		(48)	1,443	717	1,456	199
New Schemes and Option Developments	111	-	-	111	56	273	125
Recurring Programmes	382	-	40	422	228	1,589	2,194
Longer Term Proposals	-	-	-	-	-	-	13,000
Total Place Directorate	67,944	(7,629)	(54)	60,261	43,802	105,198	214,339

Service	In-Year	SCE's	SCE's	Revised	Actual		
	Budget	Virements	Virements	In-Year	Expenditure	Forecast Expenditure	
	Outturn	Reductions	Reductions	Budget		2018/19 and	
	2016/17	During Quarter	2016/17	2016/17	2016/17	2016/17	2017/18
	£000	£000	£000	£000	£000	£000	£000
Corporate Directorate							
Customer Operations							
Committed Schemes - In Progress	137	-	-	137	44	93	-
New Schemes and Option Developments	182	-	-	182	144	183	30
Recurring Programmes	-	-	-	-	-	-	-
Longer Term Proposals	-	-	-	-	-	-	-
Finance and Performance							
Committed Schemes - In Progress	800	-	-	800	354	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	-	-	-	-	-	-	-
Longer Term Proposals	-	-	-	-	-	2,126	-
Professional Services							
Committed Schemes - In Progress	822	-	-	822	521	979	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	4,306	-	(137)	4,169	3,639	4,205	3,000
Longer Term Proposals	-	-	-	-	-	-	-
ICT							
Committed Schemes - In Progress	15,401	-	-	15,401	6,694	9,161	857
New Schemes and Option Developments	500	-	-	500	592	2,458	2,837
Recurring Programmes	1,697	-	-	1,697	1,659	2,949	1,036
Longer Term Proposals	-	-	-	-	-	-	-

Service		SCE's	SCE's	Revised			
	In-Year	Virements	Virements	In-Year	Actual		
	Budget	Reductions	Reductions	Budget	Expenditure	Forecast Expenditure	
	Outturn	During Quarter	Outturn	Outturn		2018/19 and	
	2016/17	2016/17	2016/17	2016/17	2016/17	2017/18	Future Years
	£000	£000	£000	£000	£000	£000	£000
Client Commissioning - Environmental							
Committed Schemes - In Progress	19,646	64	80	19,790	13,559	8,685	-
New Schemes and Option Developments	325	-	-	325	111	774	11,900
Recurring Programmes	448	-	-	448	527	140	-
Longer Term Proposals	-	-	-	-	-	-	-
Client Commissioning - Leisure							
Committed Schemes - In Progress	2,660	-	-	2,660	2,185	3,551	5,481
New Schemes and Option Developments	-	-	-	-	-	-	-
Recurring Programmes	-	-	-	-	-	-	-
Longer Term Proposals	-	-	-	-	-	-	-
Total Corporate Directorate	46,924	64	(57)	46,931	30,029	35,304	25,141
Committed Schemes - In Progress	93,268	213	(296)	93,185	63,371	77,279	148,499
New Schemes and Option Developments	10,784	(2,688)	(160)	7,936	4,651	18,216	26,672
Recurring Programmes	12,698	-	(188)	12,510	9,673	35,659	20,813
Longer Term Proposals	6,858	(5,090)	-	1,768	1,016	29,122	66,192
Total Net Position	123,608	(7,565)	(644)	115,399	78,711	160,276	262,176

Funding Sources	2016/17	2017/18	2018/19 and
	£000	£000	Future Years £000
Grants	44,106	53,331	124,156
External Contributions	3,996	10,642	49,972
Cheshire East Council Resources	30,609	96,303	88,048
Total	78,711	160,276	262,176

Table 5 - Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) 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)		
A54/A533 Leadsmithy St, M'wich	5,108	Drawdown from S106 to cover additional spend
Accessibility: Public Transp't	3,042	Drawdown from S106
A500 Dualling scheme	85,163	Additional funding received from the Dept of Transport (£500k), this has been partly used in 16/17.
S278s		
Capricorn 17	10,308	Taken to technical approval stage, increase budget to £25k.
Pinsley Green Road, Wrenbury	500	Addition spend to be invoiced on completion.
Red Acres Farm, Buerton	738	Budget adjusted to match developer income.
Park Green Mill, Macc	11,000	Budget adjusted to match developer income.
S278 Bombardier, Dunwoody Way	1,000	To match developers spend.
Environmental		
West Park Play Project	8,970	Additional funds from line ref 87 needed do to an urgent issue that needed to be addressed regarding the safety of the climbing equipment on site being made safe and kept in use.
Adlington Road Park S106	4,853	Drawdown from S106 to cover additional spend

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		
Education		
Free Early Years Education for 2 year Olds	8,344	Contribution from Westminster Nursery and Cledford Primary School towards adaptations to admit two year old pupils
Mablins Lane Primary School – Mobile classroom	43,937	} Contribution from mablin's Lane Primary School towards works to expand the schools site to admit more pupils
Mablins Lane Primary School - Phase 2	31,806	
Suitability/Minor Works/Accessibility Block Provision - Styal Primary School	6,392	Contribution from Styal Primary School towards roofing works
Children's Social Care		
Youth Offending Team System	1,165	Revenue contribution towards additional costs of implementing a shared Youth Offending Team System with our partner authorises
Strategic Housing & Intelligence		
NEA Technical Innovation Fund	1,822	To increase budget to match grant
Total Supplementary Capital Estimates Requested	224,148	

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		
Rural and Green Infrastructure		
Tatton Park Investment Phase 2	40,000	The works to the tuck shop and tenants car park is no longer to go ahead on this project.
Adult Social Care		
Community Capacity / Social Care Capital Grant	152,646	All works within the 2016-17 Adult Social Care have now been complete. The surplus grant funding is being vired to the Community Capacity / Social Care Capital Grant for reallocation.

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		
Education and 14-19 Skills		
Kitchens block (Gas interlock)	8,266	Contribution from Ashdene Primary School from devolved formula capital allocation towards improvements to the schools kitchen.
Adelaide Academy	3,111	
Disley Primary School – Mobile Classroom	9,306	Virement of Schools Condition grant to meet the cost of Children & Families staff time spent on projects.
Elworth Primary - Basic Needs	3,331	
Mablins Lane Primary School – Mobile classroom	8,260	
Wyche PS - Condition Works	317	
Pupil Referral Unit - New Site	16,177	
Puss Bank Mobile	2,612	
The Dingle Primary School	8,083	
Underwood West	2,057	
Poynton HS - Condition Works	20,104	
Disley Primary School (Basic Needs)	8,473	
Monks Coppenhall Primary School - Basic Needs	21,547	
Hungerford Primary School	28,057	
Mablins Lane Primary School - Phase 2	22,622	
Scholar Green Primary School	9,012	

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		
Basic Need Block	41,258	Scheme Completed at Dean Oaks, Elworth Primary and Wheelock Primary Schools, surplus fund vired back to Basic Needs Block for re-allocation.
Suitability/Minor Works/Accessibility Block Provision - Styal Primary School	64,108	Virement to project at Styal Primary - Asset contribution towards roofing works
Schools Condition Capital Grant	6,592	Scheme Completed at Lindow and Offley Primary School, surplus fund vired back to Schools Condition Capital Grant for re-allocation.
Monks Coppenhall Primary School - Basic Needs	191,000	} Virements from Basic Needs Block as additional funds required for schemes at Monks Coppenhall and Hungerford Primary Schools
Hungerford Primary School	83,000	
Wilmslow High School	70,000	Virements from Schools Condition Capital Grant Block to add a new scheme at Wilmslow High School to undertaken adaptions to the site to allow to admit over PAN

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		
Infrastructure & Highways (inc car parking)		
Pay and Display Parking Meters	120,000	Tender exceeds original budget.
Walking routes to school	16,230	
S106 Sbach Town Drp Krbs	70	
Surface Water Mgt Schemes	15,441	
Programme Management	102,340	
Crewe Rail Exchange	84,321	
Accessibility: Public Transp't	7,956	
Poynton Revitalisation	15,162	
Environment		
Queens park Paths Project	947	To pay for final payments to Ringway Jacobs
King George V Pavilion Project	73,499	Additional works included such as re-roofing and renewal of window frames which is funded by Facilities Management maintenance budget.
Total Capital Budget Virements Approved	1,255,905	
Total Supplementary Capital Estimates and Virements	1,480,053	

Table 6 - Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements up to £250,000 but below £1m.

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		
Highway Investment Programme	776,000	To incorporate the Pothole Action Funding from the DFT into the Capital Programme.
Total Supplementary Capital Estimates Requested	776,000	
Capital Budget Virements		
Infrastructure & Highways		
Bridge Maintenance Minor Wks	199,719	All Bridges spend has been recorded in one place making it unnecessary to have individual project codes for each activity.
Bridge Maintenance Minor Wks	250,000	
Bridge Maintenance Minor Wks	107,379	
Bridge Maintenance Minor Wks	33,564	
Bridge Maintenance Minor Wks	182,811	
Strategic Housing & Intelligence		
Private Sector Assistance	450,000	To move the Empty Homes capital allocation into the Private Sector Assistance allocation to enable it to be managed in one place.
Total Capital Budget Virements Requested	1,223,473	
Total Supplementary Capital Estimates and Virements	1,999,473	

Table 7 - Requests for Supplementary Capital Estimates (SCEs) and Virements above £1m

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)		
Crewe Green Roundabout	2,500,000	To incorporate the National Productivity Investment Fund (£1.950m) from the Department for Transport as well as Cheshire East Resources
Total Supplementary Capital Estimates Requested	2,500,000	

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		
Capital Budget Virements		
Environmental		
Waste Strategy Implementation	2,400,000	The project has encountered ground contamination clean up costs, and increased requirements from our insurers. Approval for virement of £2.4 million from the Council's budget allocation for Supporting Strategic Capital Projects is therefore being requested.
Total Capital Budget Virements Requested	2,400,000	
Total Supplementary Capital Estimates and Virements	4,900,000	

Table 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				
Education and 14-19 Skills				
Devolved Formula Capital - delegated funding to school	5,913,390	5,861,874	(51,516)	Reduction due to Underwood West and Dean Oaks Primary Schools converting to academy status
Underwood West	489,775	2,120	(487,655)	Reduction due to Underwood West converting to academy status
Cypads	180,000	-	(180,000)	Reduction as the chosen solution for implementing CyPad within the catering services wouldn't be able to be treated a capital expenditure. This project will continue as a revenue scheme.
Suitability/Minor Works/Accessibility Block Provision	1,406,238	1,399,644	(6,594)	Return of surplus contributions from Offley and Lindow Primary School
Purchase of Multi Purpose Vehicles - Working on Wheels	360,000	341,721	(18,279)	Reduction to scheme for revenue related costs included within capital budget.

Capital Scheme	Approved Budget £	Revised Approval £	Reduction Reason and Funding Source £
Cabinet are asked to note the reductions in Approved Budgets			
Infrastructure and Highways			
Alderley Edge Village Enhancements	94,007	27,628	(66,379) The section 106 monies which funded this are now to be used for 40HTCAP-CM00016 Alderley Edge Access Improvements
Capacity enhanc. A534 Nant Rd	130,538	130,241	(297) Project complete
Visitor Economy, Culture & Tatton Park			
Bollin Valley Footpath	34,720	26,900	(7,820) When the contractors were employed to do the work, the quotes came in lower than the initial estimates, therefore the grant from WREN was less than originally anticipated, budget changed to reflect this.
Environmental			
Bollin Grove Football Pitch	6,988	6,976	(12) Project completed
Bollington Cross Drainage Imp	17,000	12,860	(4,140) Project completed
The Carrs, Wilmslow S106	20,381	15,427	(4,954) Project completed
Total Capital Budget Reductions	8,653,037	7,825,391	(827,646)

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Appendix 5 Debt Management

1. The balance of outstanding debt has reduced by £0.5m since third quarter review mainly due to the decrease in Adults Social Care outstanding debt.
2. Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates).
3. 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 and Building Control.
4. 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.
5. 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.
6. After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of March 2017 was £7.3m. This is a reduction of £0.5m since third quarter review mainly due to the decrease in Adults Social Care outstanding debt.
7. The total amount of service debt over 6 months old is £3.6m; provision of £3.5m 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
People			
Adults, Public Health and Communities	4,183	2,764	2,636
Children's Social Care (Incl. Directorate)	138	21	21
Education and 14-19 Skills	73	0	0
Prevention and Support	59	1	1
Schools	34	19	23
Place			
Planning and Sustainable Development	65	39	39
Infrastructure and Highways (inc Car Parking)	531	274	274
Growth and Regeneration	597	232	232
Rural and Green Infrastructure	42	4	4
Corporate			
Customer Operations	4	3	3
Legal Services	6	0	0
Democratic Services	9	0	0
Human Resources	15	8	8
Finance and Performance	85	19	19
Professional Services	19	1	1
ICT	1,121	0	0
Communications	0	0	0
Client Commissioning - Environmental	268	236	236
Client Commissioning - Leisure	11	11	11
	7,260	3,632	3,508

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Appendix 6 Reserves

Management of Council Reserves

1. 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 currently £11.8m.
2. The opening balance at 1st April 2016 in the Council's General Reserves was £13.0m as published in the Council's Audited Statement of Accounts for 2015/16.
3. 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.
4. **Table 1** shows how the overall impact of service budgets, central budgets and Council decisions impacts on the forecast closing balance of general reserves.
5. The balance of £10.3m reflects the outturn position and risks associated with budget achievement in 2016/17. This brings the reserves to below the level planned in the 2016-19 Reserves Strategy. However, overall the Council remains in a strong financial position given the major challenges across the public sector.
6. 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.
7. Together with approved transfer of £1.0m from general reserves into earmarked reserves for planning costs, these items brought the earmarked reserves balance available in 2016/17 to £57.1m.
8. A full list of earmarked reserves at 1st April 2016 and movement in 2016/17 is contained in **Table 2**.

Table 1 – Change in Reserves Position

	£m
Opening Balance at 1 st April 2016	13.0
Impact on Balances at Quarter 4	(2.7)
Forecast Closing Balance at March 2017	10.3

Table 2 - Earmarked Reserves

Name of Reserve	Opening Balance 1 st April 2016 £000	Movement in 2016/17 £000	Actual Balance 31 st March 2017 £000	Notes
People				
Adults, Public Health and Communities				
PFI Equalisation - Extra Care Housing	1,879	181	2,060	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009.
Individual Commissioning - Provider Investment & Fees	450	-	450	Linked to the S256 contribution towards backdated fees, to be used for provider training.
NHS Section 256	3,391	(3,391)	-	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	(1,406)	536	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.
Communities Investment	586	(3)	583	Amalgamation of promoting local delivery; grant support; new initiatives and additional funding from outturn to support community investment.
Trading Standards and Regulations	-	75	75	Ongoing Trading Standards prosecution case on product safety
Air Quality	-	80	80	Provide funding for a temporary Air Quality Officer post for two years.
FPN Enforcement (Kingdom)	-	59	59	Surplus FPN receipts to be ring-fenced to provide a community fund to address environmental issues .
Children's Services				
Children's Reserve	377	(377)	-	To support implementation of the Children's Social Care bill.
Domestic Abuse Partnership	-	165	165	Previously accounted for as a provision.
Early Intervention and Prevention Investment	-	984	984	To continue the planned use of the Early Intervention short term funding allocation agreed for two years from 2016/17.
Parenting Journey	-	60	60	The Parenting Journey is in conjunction with Wirral Community Trust Health Visiting Service to integrate Health Visiting, Early Years and Early Help assessments.

Name of Reserve	Opening Balance 1 st April 2016 £000	Movement in 2016/17 £000	Actual Balance 31 st March 2017 £000	Notes
Place				
Planning and Sustainable Development				
Strategic Planning	358	(322)	36	To meet potential costs within the Planning Service and Investment Service Structure.
Infrastructure and Highways				
Parking - Pay and Display Machines	-	100	100	Purchase of Pay and Display Machines.
Highways Procurement	-	276	276	To finance the development of the next Highway Service Contract.
Homelessness & Housing Options	-	200	200	To prevent homelessness and mitigate against the risk of increased temporary accommodation costs.
Winter Weather	360	(130)	230	To provide for future adverse winter weather expenditure.
Growth and Regeneration				
Royal Arcade Crewe	500	-	500	To provide for future costs relating to the Royal Arcade including repairs an maintenance.
Legal Proceedings on land and property matters	-	150	150	To enable legal proceedings on land and property matters.
Skills & Growth	-	446	446	To achieve skills and employment priorities and outcomes.
Rural and Green Structure				
Tatton Park	202	(122)	80	Ring-fenced surplus on Tatton Park trading account.

Name of Reserve	Opening Balance 1 st April 2016 £000	Movement in 2016/17 £000	Actual Balance 31 st March 2017 £000	Notes
Corporate				
Legal Services				
Insurance (Cheshire East & Cheshire County Funds)	4,581	(542)	4,039	To settle insurance claims and manage excess costs.
Democratic Services				
Elections	12	111	123	To provide funds for Election costs every 4 years.
Customer Operations				
Emergency Assistance	569	(569)	-	Carry forward of underspend on previous years' schemes to provide for future hardship payments.
Finance and Performance				
Investment (Sustainability)	2,744	(700)	2,044	To support investment that can increase longer term financial independence and stability of the Council.
Collection Fund Management	8,570	2,767	11,337	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing Reserve	11,540	(790)	10,750	To provide for financing of capital schemes, other projects and initiatives.
Enabling Transformation	3,345	(1,203)	2,142	Funding for costs associated with service transformation; particularly in relation to staffing related expenditure.
Transitional Funding	-	1,343	1,343	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	Movement in 2016/17 £000	Actual Balance 31 st March 2017 £000	Notes
Cross Service				
Trading Reserve	1,179	120	1,299	The Authority's share of ASDVs net surplus to be spent in furtherance of the ASDV's objectives.
Service Manager carry forward	3,186	(169)	3,017	Allocations for Cost of Investment or grant funded expenditure.
Revenue Grants - Dedicated Schools Grant	5,158	(1,794)	3,364	Unspent specific use grant carried forward into 2017/18.
Revenue Grants - Other	2,404	(20)	2,384	Unspent specific use grant carried forward into 2017/18.
TOTAL	53,333	(4,421)	48,912	

Notes:

- Figures exclude Schools balances.
- 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>	* amount included in opening balance

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FORWARD PLAN FOR THE PERIOD ENDING 30TH SEPTEMBER 2017

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

"an executive decision which is likely –

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

For the purpose of the above, savings or expenditure are "significant" if they are equal to or greater than £1M."

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

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

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

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

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

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

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

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

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

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

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

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

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-41 Procurement of Housing Repairs and Adaptations	To procure domestic repairs and adaptations for the benefit of supporting vulnerable residents to live independently in their own homes, and authorise officers to take all necessary actions to implement the proposal.	Cabinet	13 Jun 2017		Karen Whitehead	N/A
CE 16/17-46 Procurement of Translation and Interpretation Services	To grant delegated authority to the Chief Operating Officer in consultation with the Portfolio Holder for Corporate Policy and Legal Services to award a contract to the successful tenderers for the procurement of translation and interpretation services.	Cabinet	13 Jun 2017		Peter Bates, Chief Operating Officer	N/A
CE 16/17-51 Ansa Joint Venture Opportunity	To approve Ansa entering into a joint venture agreement for waste collection services with High Peak and Staffordshire Moorlands District Councils.	Cabinet	13 Jun 2017		Kevin Melling, Head of Environmental Protection and Enhancement	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-2 Plus Dane - Transfer of Engagement	Plus Dane is consulting Cheshire East Council on its proposal to undertake a transfer of engagement which will merge Plus Dane Cheshire into Plus Dane Merseyside. The report will seek authority for officers to take all necessary actions to assist with the implementation of the proposal and set out Cheshire East Council's requirements for the Board.	Cabinet Member for Highways and Infrastructure	10 Jul 2017		Karen Carsberg	N/A
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	11 Jul 2017		Andrew Ross	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-44 Conditional Sale of Land at Longridge, Knutsford	To authorise officers to advertise the intention to dispose of the land identified as open space in accordance with the Local Government Act, the consultations to be considered by the Portfolio Holder for Regeneration, and approve the freehold disposal of the Land at Longridge, Knutsford.	Cabinet	11 Jul 2017		Lee Beckett	Exempt - para 5
CE 16/17-45 Self-Build Register	To consider whether to charge a fee for entry onto the Council's Self-Build Register and also whether to set eligibility criteria.	Cabinet	11 Jul 2017		Karen Carsberg	N/A
CE 16/17-48 Asylum Seeker Dispersal	The report will set out the steps towards delivering asylum seeker dispersal within Cheshire East. The report will seek authority for officers to consider further with the Home Office asylum seeker delivery in the Borough over a three year period.	Cabinet	11 Jul 2017		Lucia Scally, Manager of strategic Commissioning	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-49 Housing Repairs and Adaptations for Vulnerable People Policy	To approve the Housing Repairs and Adaptations for Vulnerable People policy, and authorise officers to take all necessary actions to implement the proposal.	Cabinet	11 Jul 2017		Karen Whitehead	N/A
CE 16/17-50 Housing Enforcement Policy	To approve amendments to the Housing Enforcement policy and authorise officers to take all necessary steps to implement the proposal.	Cabinet	11 Jul 2017		Karen Whitehead	N/A
CE 17/18-3 Best 4 Business Oracle Replacement Programme	To enter into a contract with the preferred bidder to replace the current Oracle HR and finance system.	Cabinet	11 Jul 2017		Dominic Oakeshott	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
HS 17/18-1 Award of Contract to Preferred Bidder for the Organic Waste Treatment Solution	At its meeting on 9 th May 2017, the Cabinet authorised the Corporate Manager for Waste and Environment Services as the Senior Responsible Officer for the Organic Waste Treatment Procurement in consultation with the Chief Operating Officer and the Director of Legal Services to clarify, specify and optimise the Preferred Bidder's final tender to enable the Council to enter into a legally binding contract with the Preferred Bidder. Upon completion of the above clarification, specification and optimisation stage, Cabinet delegated to the Portfolio Holder for Regeneration the final decision to award the contract to the preferred bidder.	Cabinet Member for Regeneration	July 2017		Ralph Kemp	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-34 Royal Arcade Redevelopment, Crewe - Reward of Contract to Development Partner	To approve that the Council enter into a development agreement with a named development partner selected following a recent procurement process, and to agree to fund those elements of the scheme as previously identified.	Cabinet	12 Sep 2017		Jez Goodman	N/A
CE 16/17-52 People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan	To endorse the People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan.	Cabinet	12 Sep 2017		Mark Palethorpe	N/A
CE 16/17-47 Medium Term Financial Strategy 2018-21	To approve the Medium Term Financial Strategy for 2018-21, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	22 Feb 2018		Alex Thompson	N/A