

Cabinet Agenda

Date: Tuesday, 6th November, 2018
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 in the report.

It should be noted that Part 1 items of Cheshire East Council decision-making meetings are audio recorded and the recordings are uploaded to the Council's website.

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

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

In accordance with paragraph 3.33 of the Cabinet Procedure Rules, a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the Cabinet. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

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

4. **Questions to Cabinet Members**

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

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

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

To approve the minutes of the meeting held on 9th October 2018.

6. **Urgent Decision - Oakfield Lodge School, Crewe** (Pages 13 - 20)

To report an urgent decision under Paragraph 3.43 and Appendix 4 of the Cabinet Procedure Rules.

7. **Notice of Motion - Adoption of the International Holocaust Remembrance Alliance Working Definition of Antisemitism** (Pages 21 - 28)

To consider and respond to a notice of motion on the adoption of the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism.

8. **Everybody Sport & Recreation Performance Report 2017/18 and Leisure Operating Agreement - Proposed Extension** (Pages 29 - 78)

To consider the annual Performance Report from "Everybody Sport & Recreation" for the financial year 2017-18; and to consider an extension of the current Leisure Operating Agreement with Everybody Sport & Recreation for the delivery of the Council's leisure and sports development services.

9. **Extra Care Housing: Care Provision** (Pages 79 - 90)

To consider a report seeking approval to recommission care and support services in a number of Extra Care Housing schemes.

10. **Approval to Commission Universal Information and Advice Service** (Pages 91 - 100)

To consider a report seeking approval to commission a Universal Information and Advice Service from April 2019.

11. Exclusion of the Press and Public

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

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

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

12. Acquisition of Land for Employment Use (Pages 101 - 110)

To consider the report.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 9th October, 2018 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rachel Bailey (Chairman)
Councillor L Wardlaw (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes, JP Findlow, J Saunders and
D Stockton

Councillors in attendance

Councillors S Corcoran, S Edgar, D Flude, S Hogben, L Jeuda, G Merry,
M J Weatherill and G Williams

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Frank Jordan, Executive Director of Place/Acting Deputy Chief Executive
Mark Palethorpe, Acting Executive Director of People
Dan Dickinson, Acting Director of Legal Services/Monitoring Officer
Alex Thompson, Head of Finance and Performance
Rachel Graves, Democratic Services Officer

The Leader commented on the progress of Crewe Green Roundabout and welcomed the work that had been achieved by the Council and its Partners and looked forward to seeing it finally finished. Work would then be starting on the Sydney Road bridge.

The Leader thanked Councillor Dorothy Flude for her work with Councillor Barry Moran in relation to the quality assurance work in regards to the Council's transformational work on behalf of the Staffing Committee and was sorry that she had decided to stand down.

42 APOLOGIES FOR ABSENCE

There were no apologies for absence.

43 DECLARATIONS OF INTEREST

There were no declarations of interest.

44 PUBLIC SPEAKING TIME/OPEN SESSION

Sue Helliwell, speaking on behalf of residents of Meadow Croft, Alsager, asked when the damaged road sign would be replaced and asked if the road surface could be resurfaced as was in poor condition.

She also asked when Linley Road/Linley Lane in Alsager would be reopening as businesses were suffering as customers could not get to their premises and that the 'businesses open as usual' sign had been positioned in the wrong location.

The Portfolio Holder for Environment responded to say that he had been assured that these specific issues had been logged and would be responded to in an appropriate manner and encouraged all Councillors and members of the public to use the reporting logging tracking service, available on the Council's website, to report highways issues.

45 QUESTIONS TO CABINET MEMBERS

Councillor S Corcoran asked the Leader if she could give a very brief update on the matters that had been referred to the Police. The Leader asked the Chief Executive to respond, as she was the single point of contact with the Police. The Chief Executive responded that a procurement matter had been referred by the Police to the Crown Prosecution Service and that the other matters referred by the Council to the Police included the air quality matter, the Berkeley Academy matter and four land matters which were currently 'live' matters and that she was unable to comment further on these as investigations were still ongoing.

Councillor D Flude thanks Orbitas for the open day at Crewe Cemetery, which she had found very interesting.

Councillor D Flude raised concerns about Crewe South Ward and asked that action be taken to deal with these as the ward had the largest number of HMOs in the Borough; had seen an increase in street crime; had brothels and prostitution in the area; was the location of six houses for dealing with people with alcohol problems; had four private children's homes in inappropriate locations; methadone was being taken on the street outside the chemist, and there were issues with speeding and inappropriate parking of vehicles. The Ward was the gateway to Crewe and in its present state was not a good gateway. In response Cabinet Members stated that licensing of HMOs had been introduced with heavy fines for landlords who did not abide by these; made reference to the work of the Clean Team in Crewe and that a monitoring group had been established to look at fly tipping, which include Crewe Town Council and other agencies and would report back to Corporate Overview and Scrutiny Committee. Councillor Flude was invited to attend a meeting of the monitoring group; the Substance Misuse Services had been

recommissioned and the methadone issue would be raised with health colleagues; and that the matters raised would be referred to the Safer Cheshire East Partnership.

Councillor S Hogben asked about the email retention policy and if this would have an impact on any of the police investigations. In response the Chief Executive stated that work had been done to ensure that the policy would not compromise police investigations and disciplinary matters and that officers had storage systems available to retain key information outside the email system.

46 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 11 September 2018 be approved as a correct record.

47 CORPORATE PARENTING COMMITTEE ANNUAL REPORT 2017-18

Cabinet considered the Corporate Parenting Committee's Annual Report for 2017-18, which set out the work of the Committee and progress against the Corporate Parenting Strategy.

The Constitution set out a requirement for the Corporate Parenting Committee to report to Cabinet on at least an annual basis.

Councillor Gillian Merry presented the Annual Report to Cabinet and highlighted the key areas that the Corporate Parenting Committee had considered during 2017-18.

RESOLVED

That Cabinet endorse the Corporate Parenting Committee Annual Report 2017/18, as set out at Appendix 1 to the Report.

48 NOTICE OF MOTION - MODERN SLAVERY

Cabinet considered the Notice of Motion on Modern Slavery, which had been moved by Councillor S Corcoran and seconded by Councillor A Harewood at the Council meeting on 26 July 2018 and referred to Cabinet for consideration.

Councillors Corcoran attended the meeting and spoke in support of the motion.

RESOLVED

The Cabinet

- 1 note that Cheshire East Council has a Social Value Policy and a Sustainability Strategy Statement for Procurement purposes, the principles of which will be embedded into any commissioning and tendering process. These will pick up the issue of modern slavery, transparency and equality in supply chains. In addition, the 'Supplier Questionnaire' sent out with tenders, asks specific questions about Modern Slavery and bidders need to confirm that those in control of any organisation have not been convicted of any offences relating to the use of child labour or human trafficking.
- 2 that the Government is reviewing the Modern Slavery Act 2015 and therefore to adopt the Co-operative Party's Charter at this stage would be premature in light of any potential revisions to the Act or related codes or charters.

49 NOTICE OF MOTION - SINGLE USE PLASTICS

Cabinet considered the Notice of Motion which had been moved by Councillor Rhoda Bailey and seconded by Councillor H Davenport at the Council meeting on 26 July 2018 and referred to Cabinet for consideration:

"We know how harmful single use plastics are to the environment; indeed in 2017 the National Federation of Women's Institutes called on the Government and industry to research and develop innovative solutions to stop the accumulation of micro plastic fibres in our oceans.

We urge full Council endorsement of this campaign and in so doing seek to eliminate all single use plastic within CEC managed buildings and facilities by 2020 and seek to encourage the elimination of single use plastic within its supply chain by 2025."

Councillors Rhoda Bailey attended the meeting and spoke in support of the motion.

It was suggested that the use of cars, cheap fashion, milk containers and retail packaging should also be considered and that the issue of single use plastics be raised with Town and Parish Councils.

RESOLVED

That Cabinet

- 1 endorse the National Federation of Women's Institutes campaign to reduce micro plastic fibres in our oceans – 'End Plastic Soup';

- 2 agree that the Council should aim to eliminate all single use plastic within CEC managed buildings by 2020 and to eliminate single use plastic within its supply chain by 2025; and
- 3 that a progress report be brought to Cabinet in 6 months and to include consideration of the use of cars, cheap fashion, milk containers and retail packaging and raising awareness with Town and Parish Councils.

50 EMOTIONALLY HEALTHY CHILDREN AND YOUNG PEOPLE

Cabinet considered a report which recommended the re-commissioning of the Emotionally Healthy Schools programme and the Early Help Emotional Health and Wellbeing Service through a combined commissioned Emotionally Health Children and Young People's Service.

RESOLVED

That Cabinet

- 1 agree the re-commissioning of the Emotionally Healthy Schools programme and the Early Help Emotional Health and Wellbeing Services through a combined commissioned Emotionally Healthy Children and Young Peoples service; and
- 2 delegate authority to the Acting Executive Director – People, in consultation with the Children and Families Portfolio Holder, and Health Portfolio Holder, to award the Emotionally Healthy Children and Young People Programme contract.

51 SEXUAL HEALTH RECOMMISSIONING

Cabinet considered a report seeking approval to commission Sexual Health services in Cheshire East with effect from 1 April 2019.

It was proposed that the new contract would be for 5 years with the possibility of two annual extensions. The length of the contract was designed to encourage interest from a wide range of organisations and to provide financial sustainability to the successful provider who would be expected to act as strategic lead for sexual health services in the Borough.

RESOLVED

That Cabinet

- 1 agree the recommissioning of Sexual Health service for Cheshire East to include, if practicable an agreement with NHS England for the simultaneous commissioning of cervical screening within community Sexual Health services; and

- 2 delegate authority to the Executive Director of People in consultation with the Portfolio Holders for Health and Children and Families to award the contract to the successful supplier.

52 MID-YEAR REVIEW OF PERFORMANCE 2018/19

Cabinet considered a report on the Mid-Year Review of Performance for 2018/19.

The report outlined the budgetary pressures facing the Council and the mitigation measures used to address forecast overspends. The report also highlighted examples of good performance in Quarter 2.

Annex 1 to the report set out details of how the Council was performing in 2018/19 and was structured into three sections:

Section 1 - Summary of Council Performance

Section 2 - Financial Stability

Section 3 - Workforce Development

The report had been considered by the Corporate Overview and Scrutiny Committee at its meeting on 5 October 2018. The Chief Executive read out the Committee's comments on the report, as appended to these minutes.

RESOLVED

That Cabinet

- 1 note the contents of the report and each appendix;
- 2 delegate authority to the Section 151 Officer to approve an additional supplementary revenue estimate of £561,000, subject to the successful funding bid to Public Health England, as detailed in paragraph 178 and Appendix 11 of the Report; and
- 3 recommend that Council approve fully funded supplementary capital estimates above £1,000,000 in accordance with Financial Procedure Rules, as detailed in Appendix 8 to the Report.

The meeting commenced at 2.00 pm and concluded at 4.03 pm

Councillor Rachel Bailey (Chairman)

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
5 OCTOBER 2018**

MID-YEAR PERFORMANCE REVIEW COMMENTS

That the following Comments be forwarded to Cabinet for consideration at its meeting to be held on 9 October 2018:

1. That this Committee notes the projected overspend of £5.3 million in 2018/19 and that although this amount is less than in previous years at the comparable point in the financial year, the Committee still has concerns about the overall level of the projected overspend;
2. The Committee also notes that for the first time, there is a projected overspend on Corporate Services;
3. The Committee notes that savings of £1.5 million were projected in the Medium Financial Strategy but that only £500,000 had been achieved and that they questioned officers on this matter;
4. The Committee acknowledges and notes difficulties producing realistic business cases for digital projects and notes that a meeting of the Best4Business joint working group will be convened in the near future where consideration will be given to this matter. Cheshire East representatives on the working group will report back to Corporate Overview and Scrutiny Committee in due course.
5. The Committee acknowledges the hard work of directorates to improve services across the Council and specifically draws attention to the following:
 - the continuing good work in Children's Services managing high numbers of cared for children;
 - excellent A level results across the Borough with a provisional pass rate of 99%;
 - the reported 4% increase in usage of leisure centres in the borough;
6. That the attention of Cabinet be drawn to the following additional comments:
 - that the Committee intends to undertake a review of the content and style of report it would like in future in relation to performance data and will advise CLT accordingly on its preferred reporting style;

- that in response to a question about allocation of business rates to Local Authorities, the Head of Finance agreed to circulate a briefing note to all Members;
 - the Chief Executive undertook to provide additional information about the 73 awareness events referred to in section 1 of the report – summary of performance paragraph 7;
 - in response to a question regarding the number of gypsy and traveller encampments, reported in paragraph 24 in section 1, a link to the consultation document on the Council's website would be provided for Members;
 - that when the performance score card for Place is considered by Environment and Regeneration Overview and Scrutiny Committee on 15 October 2018 that detail on the removal of weeds on the highway is provided.
 - that ANSA would be asked to provide information to town and parish councils on how they can arrange visits to the Environmental Hub in Cledford.
7. Cabinet is requested to record these comments in the minutes of the meeting.



Working for a brighter future together

Cabinet

Date of Meeting: 06 November 2018

Report Title: Urgent Decision – Oakfield Lodge School, Crewe

Portfolio Holder: Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1. An urgent decision has been taken by the Portfolio Holder for Children and Families in accordance with Paragraph 3.43 and Appendix 4 of the Cabinet Procedure Rules. The urgency procedure requires that the decision is reported to the next available meeting of Cabinet for information. The details of the decision are attached.

2. Recommendation

- 2.1. Cabinet is asked to note the decision.

3. Reasons for Recommendation

- 3.1. The urgency procedure requires that the decision is reported to the next available meeting of Cabinet for information.

4. Consultation & Engagement

- 4.1. In accordance with the urgency procedure, the following officers and members were consulted prior to the decision being taken:
 - The Acting Monitoring Officer
 - The Deputy Section 151 Officer
 - The Acting Chief Executive
 - The Chairman of the Corporate Overview and Scrutiny Committee
 - Opposition Group Leaders

5. Contact Information

- 5.1. Any questions relating to this report should be directed to the following officer:

Name: Paul Mountford
Job Title: Executive Democratic Services Officer
Tel: 01270 - 686472
Email: paulmountford@cheshireeast.gov.uk

**CABINET PROCEDURE RULE
PARAGRAPH 3.43 AND APPENDIX 4
URGENT DECISION**

CONTACT OFFICER Mark Bayley
Head of Service:
School Infrastructure
07770 322965

TELEPHONE

DATE 12th October 2018

The Constitution gives delegated authority to the Leader of the Council, or in her absence the Deputy Leader of the Council, or in her absence the relevant Portfolio Holder to take an urgent executive decision in consultation with the Chief Executive.

The need has arisen for an urgent decision in respect of the following:

Procurement of Construction Works at Oakfield Lodge School

To authorise the entering into of a construction contract for the replacement facility for Oakfield Lodge Pupil Referral Unit (PRU) in Crewe. The agreed contract value for this project is £2,335,600.00

The reasons for urgency are as follows:

Budget approval was obtained for the replacement PRU project from Cabinet on 29 Sept 2015 and Council on 22 October 2015. However, because the value of the contract is outwith the financial delegations to the Executive Director, Cabinet approval is required to authorise the awarding of this contract. Regrettably, that requirement was overlooked, and there is not now sufficient time to seek Cabinet authority at a scheduled Cabinet meeting, nor to convene a special meeting of the Cabinet.

Financial approval had been given by Cabinet in October 2015 for this named capital scheme. Since this date, specific financial virements have been formally approved by Mark Palethorpe through approved processes: these virements were required to meet increased costs linked to detailed feasibility and planning outcomes.

The critical factors presented which make this an urgent action include:

- **This school provides for our most vulnerable learners and has had to function in poor conditions and in adequate facilities which are not suitable to meet pupil needs for an unacceptably long time.**
- **This project was already extremely challenging to complete by August 2019 in order to allow for the school to move over the summer holiday period into the new build. Delaying the start by even 2-3 weeks will mean that the ability to complete before the start of the new term is totally lost.**

- Any further delay in the start date will impact on more learners and mean staff, learners and parents will not be able to start a new academic year in suitable accommodation in 2019. These pupils urgently deserve better facilities.
- Further delay in commencing with the replacement project will put the completion date in serious jeopardy, potentially increase the costs of the project and prolong the use of inadequate facilities that are not suitable to meet pupil needs.
- There is a clear financial risk to this project if delayed even a short period in that the approved contractor could redeploy essential personnel and resources to alternative schemes thus delaying both the start date and completion – this could result in increased project costs to remobilise teams which had previously been given a specific project start date. Therefore, progressing this project at the earliest opportunity will avoid any redeployment of contract teams and result in no risk of added costs.
- The establishment of the build site compound and early groundworks are very much dependent on suitable weather – a delay into November would seriously threaten the completion date as the likelihood of poor weather is seriously increased.

Additional information:

The core function of this school as a Pupil Referral Unit is to support the successful reintegration of some of our most vulnerable young people back into mainstream provision following exclusion. These pupils deserve our critical attention and support centred upon appropriate facilities which complement their needs. **Since the opening of the school in April 2011, the school has had to function in temporary accommodation which has not been fit for purpose. Ofsted report (March 2016) stated : ‘The temporary premises and facilities are not suitable to meet the needs of the school’.**

Oakfield Lodge has occupied its current temporary buildings in Warmingham Road, Crewe since November, 2015, following its relocation from The Oakley Centre, in central Crewe, which was deemed inappropriate to meet the needs of the pupils attending. **This temporary location was heavily criticized by OFSTED at the full Inspection in January 2014 : ‘The management committee should make urgent representation to the local authority in order to secure a suitable and permanent building venue for the unit’.**

The current cohort size for the school is 45 although more pupils are currently accessing support from the school. **The critical need for the new provision to be completed as soon as possible is reflected in the Ofsted Inspection report as published this week (10th October 2018) which recognised that alternative locations were having to be used : ‘There are more pupils on roll than the temporary accommodation can house. The local authority has therefore decided that a large proportion of pupils in Year 11 will be taught at The Fermain Academy for the current academic year. The school also uses a number of other alternative providers to complement the education provided by the school’. ‘A number of pupils are tutored away from the school site. Some pupils are tutored at their homes whereas others are tutored in spaces such as public libraries and council offices’.**

The use of additional sites to meet pupil needs as outlined above increases levels of risk in terms of effective safeguarding of pupils and the effective deployment of staff. **The urgent need to have as many pupils on one site accessing high quality new provision will significantly reduce safeguarding / Health and Safety risks.**

The current temporary site had previously been used for an educational setting by the Willowview Educational Trust, whom had vacated the property. Existing buildings were refurbished and an additional temporary mobile classroom added on the site. Following discussions with the previous leadership and Interim Executive Board at Oakfield Lodge, it was agreed that the Warmingham Road site would be appropriate for a permanent new build facility on the site. The purchase of the site (initially leased) was completed on 24th October, 2017. Since 2014, a further 7 Ofsted Inspection visits have taken place inclusive of a full Inspection. **In all reports and discussions, the Council stressed their full commitment to the construction of a new and permanent school which was fit for purpose as a Pupil Referral Unit.**

The Council has closely followed procurement requirements in the proposed construction of the new school based upon the approved funding envelope. Following the establishment of a Project Board, the preferred scheme was progressed with an appointed contractor being secured using the Council's 'NW platform'. Planning permission was received on 10th August, 2018.

The current building and associated mobile classrooms were only ever intended as a temporary interim solution, and these facilities, in particular the mobile classrooms in use, **are in a very poor condition and in need of urgent replacement; this provides compelling evidence for the need to move rapidly to new buildings.** The intention is to complete the new building for September 2019 occupation. The contractor had mobilised in readiness to commence on 8th October, 2018 and this has now been delayed until the construction contract is signed.

In summary, further delays in commencing with the replacement project will put the completion date in serious jeopardy, potentially increase the costs of the project and prolong the use of inadequate facilities that are not suitable to meet pupil needs. In addition to this, and in order to accommodate the build within a live school site, the school has given over space for the site compound required for the building works and the actual build area and further delays will have a prolonged effect on the schools ability to deliver the curriculum to these very vulnerable pupils both before and during the build.

Briefing notes on the development of the scheme were provided to the Children and Families Portfolio Holder and respective Ward Members on 21st November, 2016 and 17th January, 2017. Verbal updates have been given to the Portfolio Holder in more recent times in terms of the progression to commence the construction of the new buildings. No specific issues were raised but there was strong support to progress this essential work.

The following Members have been notified and invited to make representations:

Cllr Margaret Simon, Chairman of the Corporate Overview and Scrutiny Committee

Cllr Sam Corcoran, Leader of the Labour Group

Cllr Arthur Moran, Leader of the Independent Group

Cllr Rod Fletcher, Leader of the Liberal Democrat Group.

Any comments received have been taken into account.

Advice has been taken from the following Officers:

- (1) S151 Officer
- (2) Director of Legal Services

Their comments have been taken into consideration in producing this decision form and any attached information.

This matter is a Key Decision and the Chairman of the relevant Scrutiny Committee has agreed that the making of the decision is urgent and cannot reasonably be deferred.

The decision is exempt from call-in.

The decision is not outside the Budget and Policy Framework.

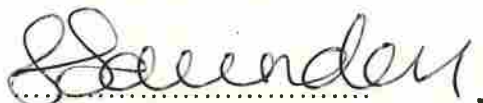
This decision is subject to the relevant provisions of the Council's Constitution.

DECISION

That authority is given to enter into of a construction contract for the building of the replacement facility for Oakfield Lodge Pupil Referral Unit in Crewe.

Signature of decision taker:

Signed:



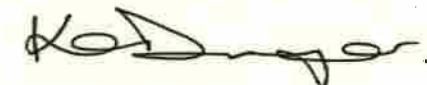
Cllr Jos Saunders
Cabinet Member for Children
and Families

Date:

16/10/18

Signature of Chief Executive:

Signed:



Chief Executive

Date:

12/10/2018

A copy of this decision form and any supporting documentation will be made available to all Members of the Council subject to the Access to Information Procedure Rules.

This decision will be reported at the next meeting of the Cabinet.

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Working for a brighter future together

Cabinet

Date of Meeting: 06 November 2018

Report Title: Notice of Motion - Adoption of the International Holocaust Remembrance Alliance Working Definition of Antisemitism

Portfolio Holder: Cllr Paul Findlow, Corporate Policy and Legal Services
Cllr Liz Wardlaw, Health

Senior Officer: Mark Taylor, Interim Executive Director of Corporate Services

1. Report Summary

- 1.1. The purpose of this report is to consider and respond to a notice of motion on the adoption of the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism which was proposed by Councillor S Gardiner and seconded by Councillor M Deakin at the Council meeting on 18 October and referred to Cabinet for consideration:

"We call upon this Council to adopt formally the definition of antisemitism adopted by the International Holocaust Remembrance Alliance (IHRA) in 2016 and to ensure that its Equality and Diversity Policies clearly state that there will be no tolerance of antisemitism by its officers or elected members.

Additionally, we call on the Council to declare that it stands four-square behind all Jewish people living in Cheshire East; together with their family members, in these difficult times for their community.

Furthermore, we request that the Director of People be charged with putting in place community cohesion strategies that will help and support any victims of antisemitism or other religious intolerances that may manifest themselves within this Borough."

- 1.2. A new definition of antisemitism was adopted by the International Holocaust Remembrance Alliance (IHRA) in 2016. It is proposed that Cheshire East Council also adopts this new definition.

2. Recommendation

- 2.1.1. That Cabinet adopt the International Holocaust Remembrance working definition of antisemitism and supports the next steps as set out in the report.

3. Reasons for Recommendation

- 3.1. To support the Council in meeting its statutory obligations under the Equality Act 2010.
- 3.2. The definition, although not legally binding, is an important tool for public bodies to understand how antisemitism manifests itself as it gives examples of the kind of behaviours which can constitute antisemitism.

4. Other Options Considered

- 4.1. No other option has been considered. Adopting a clear and consistent definition of antisemitism supports the Council's equality objectives and Equality and Diversity Strategy, providing our residents and visitors with assurance that hate crime of this nature will not be tolerated.

5. Background

- 5.1. Cheshire East has a relatively small population of Jewish residents (0.2%) compared to the North West (0.4%) and England and Wales (0.5%), with small disparate communities across the borough. (Census data 2011).
- 5.2. Unfortunately, antisemitic hate incidents have reached a record level in the UK with 1,382 antisemitic incidents recorded nationwide in 2017 by the Community Security Trust. Jewish people living in Cheshire East can and do experience antisemitism and hate crime. The small size of the Jewish community within Cheshire East makes it potentially more vulnerable to acts of antisemitism.
- 5.3. In December 2016, the Government formally adopted the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism, the first country in Europe to do so.
- 5.4. The definition states:

“Anti-Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed towards Jewish or non-

Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

- 5.5. Examples of antisemitism include (but not limited to, all examples can be seen in Appendix 1):
- 5.5.1. Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
 - 5.5.2. Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
 - 5.5.3. Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis
- 5.6. In May 2017, the Secretary of State for Communities and Local Government wrote to local authorities asking them to adopt the working definition of antisemitism, which a number of Councils have now done.
- 5.7. In order to support the Council’s adoption of the working definition of antisemitism, the Council will commit to the following actions:
- 5.7.1. To incorporate a commitment to opposing antisemitism into relevant policies and give consideration to this in the delivery of services, taking appropriate action to challenge and raise awareness in relation to this form of hatred.
 - 5.7.2. To update the equality, diversity and inclusion pages on the Council’s website and Centranet to record support for the definition along with a supporting media release.
 - 5.7.3. To write to the Secretary of State and local Jewish institutions to inform them of the Council’s actions.
 - 5.7.4. To encourage wider adoption by partner organisations through the Cheshire Hate Crime Scrutiny Panel, supporting work to tackle hate crime.
 - 5.7.5. To encourage 3rd Party Hate Crime Reporting Centres to also adopt the IHRA definition.

6. Implications of the Recommendation

6.1. Legal Implications

6.1.1. Adopting IHRA definition of antisemitism will support the Council's obligations under the Equality Act 2010, and its responsibilities under the Public Sector Equality Duty, to demonstrate due regard and to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

6.2. Finance Implications

6.2.1. There are no direct financial implications to the Council as a result of adopting the IHRA definition.

6.3. Policy Implications

6.3.1. The Council's equality objectives and supporting Equality and Diversity Strategy are currently under review and will be revised subject to Cabinet approval. The IHRA definition of antisemitism will be included in this review and the subsequent actions required to embed, communicate and promote the Council's position will be monitored by the Equality, Diversity and Inclusion Board.

6.4. Equality Implications

6.4.1. The Public Sector Equality Duty includes a responsibility by local authorities to foster good relations, between people who share a protected characteristic and those who do not. Adopting the IHRA definition is unlikely to disproportionately disadvantage any protected characteristic, and does not directly prevent the promotion of understanding between different groups.

6.5. Human Resources Implications

6.5.1. There will be a requirement to review existing policies to ensure that the new definition is clearly referenced and included within supporting guidance.

6.6. Risk Management Implications

6.6.1. The recommendations in this report will have no adverse impact on the Council and its obligations under the Equality Act 2010 and the Public Sector Equality Duty.

6.7. Rural Communities Implications

6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People

6.8.1. There are no direct implications for children and young people.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. All wards and all members.

8. Access to Information

8.1. IHRA working definition guidance

<https://www.holocaustremembrance.com/working-definition-antisemitism>

8.2. National Hate Crime Operational Guidance, 2014

<http://www.college.police.uk/What-we-do/Support/Equality/Documents/Hate-Crime-Operational-Guidance.pdf>

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Natalie Robinson

Job Title: Business Manager – Corporate Services

Email: natalie.robinson@cheshireeast.gov.uk

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APPENDIX 1

IHRA working definition guidance - The following examples may serve as illustrations:

Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that leveled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavor.
- Applying double standards by requiring of it a behavior not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.

- Holding Jews collectively responsible for actions of the state of Israel.

Antisemitic acts are criminal when they are so defined by law (for example, denial of the Holocaust or distribution of antisemitic materials in some countries).

Criminal acts are antisemitic when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.

Antisemitic discrimination is the denial to Jews of opportunities or services available to others and is illegal in many countries.



Working for a brighter future together

Cabinet

Date of Meeting: 06 November 2018

Report Title: Everybody Sport & Recreation Performance Report 2017/18 and Leisure Operating Agreement – Proposed Extension

Portfolio Holder: Cllr Liz Wardlaw – Health

Senior Officer: Frank Jordan – Executive Director of Place

1. Report Summary

- 1.1. This report provides Cabinet with the annual Performance Report from “Everybody Sport & Recreation” for the financial year 2017-18.
- 1.2. Everybody Leisure are now in their fifth year of trading as an independent trust and have delivered considerable efficiencies in service and exceeded performance indicators, whilst also delivering on the outcomes required in the current Leisure Operating Agreement.
- 1.3. The report also asks Cabinet to consider an extension of the current Leisure Operating Agreement with Everybody Sport & Recreation for the delivery of the Council’s leisure and sports development services.
- 1.4. This proposal is supported from a Council commissioning perspective for the reasons set out in this report, given the current success of the trust as set out in their Annual Report, and that being half way through the current contract term will give the Trust the confidence to invest further in the facilities and services being delivered. This will in turn bring future benefits to both the Council in terms of value for money and a reduced cost for the service; and to local residents in a higher quality of service provision.
- 1.5. The current Agreement is for a period of ten years from 1st May 2014 until the 30th April 2024, with the provision to extend the contract for a further five years to 30th April 2029 should the Council and the Trust agree to do so.

2. Recommendations

2.1. That Cabinet -

- 2.1.1. Note the progress made by the Trust in its fourth year of trading as an independent Charitable Trust and the performance achieved to date.
- 2.1.2. Approve the extension of the Leisure Operating Agreement with Everybody Sport and Recreation for a further five years subject to the terms being agreed with the Executive Director, Place in consultation with the Portfolio Holder, Health.
- 2.1.3. Delegate authority to Executive Director of Place in consultation with the Portfolio Holder, Health to finalise the details of the contract extension and agree to the final terms.

3. Reasons for Recommendations

- 3.1** The decision to create the Trust was based on the aim of giving it the freedom and flexibility to develop and expand the service in a more commercial manner, whilst reducing the overall cost to the Council. The Trust has consistently demonstrated success in all these key areas.
- 3.2** The extension of the Contract will provide the confidence for the Trust to continue to improve the Council's leisure facilities and services, for example through the leasing and renewal of new fitness equipment. The most recent example of this is the £4m being invested at Macclesfield Leisure Centre in partnership with the Council as part of the capital programme.
- 3.3** As a Charitable Trust all income generated by Everybody Leisure is reinvested back into improving the service provided. The Trust has in the first four years of the Contract made efficiencies over and above the 3% reduction to the management fee (which is a requirement of the Agreement) as identified in 6.2.4 of this report. In addition to the savings realised from becoming a Trust (VAT, rate relief and so on) the Trust has increased income levels and managed its costs so that it has been able to absorb the ongoing inflationary cost pressures faced by all businesses without requiring further financial support from the Council. It has been estimated that the total efficiencies from the service delivered by the Trust for the Council in its first four years have totalled over £7m.
- 3.4** Under the Performance Reporting Framework for the Council's Alternative delivery Vehicles (ASDVs), there is a requirement on Everybody Sport and Recreation to report back to the Cabinet with its Annual Performance Report.

4. Other Options Considered

- 4.1.** The Cabinet could choose not to extend the contract with the Trust at this time.

- 4.2. However, extending the contract now will provide clarity to the trust regarding the length of the contract which will enable them to make further investments in leisure facilities and services.
- 4.3. This would enable the cost of services to the council to be reduced. The terms for the extension will clarify the mechanism to how those savings will be captured by the Council.

5. Background

- 5.1 Following a full options appraisal of the best way to deliver leisure services in February 2014, Cabinet approved the transfer of the management of a range of leisure services to “Everybody Sport & Recreation”, a new Charitable Trust set up for that purpose. The new Trust was formally established in March 2014 with a Board of eleven members including two Cheshire East Council Elected Member representatives. The decision to create the Trust was based on the aim of giving it the freedoms and flexibility to develop and expand the service and its quality whilst adopting a more commercial approach with the aim of improving value for money and reducing the overall costs to the council.
- 5.2 The contract to manage the leisure facilities and leisure development services commenced on the 1 May 2014 and included the transfer of over 750 staff.
- 5.3 The Leisure Operating Agreement is for an initial ten years with the option to extend for a further five years subject to agreement between the Council and the Trust. After its first four years of operation the Trust has successfully delivered both the outcomes required by the Council and made efficiency savings whilst at the same time become increasingly commercial, winning further contracts with other public authorities and private organisations.
- 5.4 The Agreement contains a range of elements to ensure that the Trust provides the services required by the Council. These are set out in a Service Specification which helps form the basis by which the Council monitors that the Trust is delivering on the outcomes expected by the Council. The commissioning and monitoring of this service is undertaken by the Corporate Commissioning Manager – Leisure who receives quarterly reports on the Trust’s progress and performance against a range of contractual performance indicators.
- 5.5 The Performance Report outlines the successes that have been achieved by the Trust in its fourth year of trading and both the Chairman of the Trust and I the Chief Executive Officer will attend the meeting to present the Report and answer any questions. Some headline successes on key performance indicators include:
 - 5.5.1 An annual attendance at leisure centres of 3,363,810 against the target of 3,107,357, an increase of 8%. This figure increases further to 3,474,264 and 13% when attendances at the new Holmes Chapel Community Centre are also taken into account.
 - 5.5.2 Everybody membership has risen from 14,872 at the start of the year to 17,938 by March 2018.

- 5.5.3 Once again there has also been an increase in the time dedicated to the crucial role of support to local sports clubs and events with over 7,000 volunteer hours being given against the target of 6742 hours.
- 5.5.4 Funded by the Department for Transport through to 2020 the “Bikeability” scheme saw 6020 young people were trained in cycling skills via school visits throughout the year against a target of 4889, an increase of 23%. In addition with the increased interest in cycling for health, new “adult learn to ride schemes” have recently commenced in Macclesfield and Crewe.
- 5.5.5 The Trust’s “Learn to Swim” Scheme now has over 8,000 learners receiving lessons, all enjoying free swimming at other times to encourage participation and progress. The numbers on the scheme continue to rise year on year.
- 5.6** Other new successes also reflected in the Performance Report include:
- 5.6.1 The first year of the One You Cheshire East public health contract to help inactive people and those with existing health issues saw over 5,000 referrals to physical activity, healthy eating and falls prevention classes. The Performance Report illustrates a number of case studies demonstrating the outcomes these classes are achieving for individuals.
- 5.6.2 Development of the Everybody Foundation as a separate charitable trust raising funds through a range of additional activities. The grants used have helped deliver healthy eating programmes in schools, individuals attending international sports trials and purchasing of new sports equipment for clubs.
- 5.6.3 The successful appointment to management the new Alderley Park Sports Hub when it is completed.
- 5.6.4 The winning of a range of regional and national leisure awards.
- 5.7** Whilst the Council has transferred the majority of the leisure centre sites to the Trust by way of a lease, the responsibility for the buildings remains with the Council. This includes the provision of repairs and maintenance, energy provision and capital improvements. During the last financial year a range of capital improvements have been made by the Council’s Facility Management Service including:
- 5.7.1 Macclesfield Leisure Centre – café refurbishment, skimmer repair for leaks to the swimming pools, ground floor toilet and changing facility refurbishment and replacement of external doors.
- 5.7.2 Sandbach Leisure Centre – support to the Everybody Leisure funded gym conversion and sports hall re-lamping.
- 5.7.3 Nantwich Pool – outdoor pool works and indoor pool hall roof works.
- 5.7.4 Wilmslow Leisure Centre – boiler replacement for swimming pools.
- 5.7.5 Knutsford Leisure Centre – replacement of fire alarm and swimming pool upgrades.
- 5.7.6 Poynton Leisure Centre – swimming pool corridor repairs.

- 5.8** These together with the forthcoming improvements at Congleton & Alsager Leisure Centres will help support the Trust in delivering a high quality service to the increasing numbers and type of users.
- 5.9** Having settled in as a new organisation and performed as set out in the Annual Report, the Trust are now looking to ensure that they can become increasingly commercial and improve the offer within facilities. The level of investment required to do this also requires a level of assurance for the Trust Board in terms of the length of the contract required to achieve this. For this reason the Trust have asked the Council to consider at this early stage to the extension of the agreement.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1 The presentation of an Annual Report to the Council is in line with the requirements of the Leisure Operating Agreement and allows the Council to be updated on the performance of the Trust.
- 6.1.2 Clause 3.2 of the current Leisure Operating Agreement allows for the extension of the initial ten year contract period to 30th April 2024 by a further five years to 30th April 2029 subject to agreement between the Council and the Trust as contractor. The Agreement which commenced on 1st May 2014 also includes a range of leisure centre leases that also run co-terminus with this full term.
- 6.1.3 When considering the extension the Council will still require to have due diligence and regard to the continued performance monitoring of the Trust in delivering services on behalf of the Council.

6.2. Finance Implications

- 6.2.1 The Trust receives an Operational Management Fee, currently £1.778m, for the delivery of service that is renegotiated annually with the Council. The fee funds a series of commissioned elements required by the Council as set out in 6.2.2 below.
- 6.2.2 Regular monitoring of the Trust has identified its services as representing good value for money, with improving overall quality of service, whilst reducing the cost of that provision in terms of the management fee. Analysis of the current management fee by the trust has identified that the element of subsidy to facilitate direct “operational management” is steadily reducing and is currently about £89,000, and is likely to be removed within the next twelve months. This will leave the remaining elements of the management fee consisting of commissioning service provision based on decisions made directly by the council. These include free use by the Council's currently “looked after” young people as part of the Council's corporate parenting role, free use by disability swimming clubs, support to joint use education sites, reduced charges for certain categories such as senior citizens, young people and those with a disability.
- 6.2.3 The Council continues to work with the Trust on the potential for further reduction in the Operational Management Fee in a variety of ways, including capital investment in facilities leading to improved usage and income levels. The

proposed contract extension will create greater certainty and stability and allow the Trust to maximise the commercial opportunities of longer term investment in the Council's facilities and services whilst at the same time continuing to reduce the management fee. It is currently estimated that 80% of the income growth since transfer has been achieved as a result of joint investments across a number of leisure centres, including Crewe lifestyle centre, Sandbach and Wilmslow Leisure Centres.

6.2.4 There is a 3% default reduction clause in the agreement should the Council and the Trust not agree on the Operational Management Fee for the following financial year, and appropriate due diligence continues to be carried out by the Council's Finance service as part of the annual fee negotiations. Based on the trust's budget audited figures, there has been a reduction in the total management fee (including support service element) since transfer in May 2014 of 31.8%. This is set against the trust also being required to absorb all its expenditure growth pressures.

6.2.5 It is important to understand that the Trust as a fully independent organisation is required by the Charities Commission to submit a full set of accounts. In addition the Trust is a company limited by guarantee, and under this status is additionally a "not for profit" organisation which means it has to reinvest any surpluses into services and facilities. The Trust's financial position is reported to the Council as part of the company's Annual Performance Report.

6.3. Policy Implications

6.3.1 The establishment of the Trust was in line with the Council's "best fit" approach to service delivery and the Trust is expected to be a significant contributor to the Council's Outcome Five, "People Live Well & For Longer" in support of improving the health of local residents as set out in the Council's Corporate Plan. The Trust's Performance Report presented today evidences this in more detail. It also supports the request for approval to the term of the existing Leisure Operating Agreement.

6.4. Equality Implications

6.4.1. The Trust as illustrated in the Annual report remains committed to ensuring that services are delivered and available to all residents in Cheshire East, including provision to those of all ages and those with disabilities.

6.5. Human Resources Implications

6.5.1 There are no specific implications in respect of the recommendation in the report as the Trust are independent from the Council.

6.6. Risk Management Implications

6.6.1 In addition to the requirement to deliver its Annual Performance Report to the Council, to ensure that the Trust are delivering the requirements of the Leisure Operating Contract, the Council monitors the performance of the Trust including, quarterly performance meetings and reports, the submission of performance indicators as part of the Council's Corporate Performance Management Framework and regular site visits.

- 6.6.2 If approval is received for the extension to the Leisure Operating Agreement appropriate due diligence will continue to be undertaken by commissioning, legal and finance services to monitor the Trust to ensure that it continues to deliver the outcomes required by the council.

6.7. Rural Communities Implications

- 6.7.1. The Trust remains committed to delivery across Cheshire East including within rural communities and this is demonstrated in the Annual Report.

6.8. Implications for Children & Young People

- 6.8.1. The Trust is required through the Leisure Operating Agreement to make a significant contribution to supporting the involvement of children and young people participating in sport and active recreation. This is again demonstrated throughout the Performance Report with highlights including:
- 6.8.2 Under 16's forming almost half of attendances supported by targeted programmes including "teen gym" and "bolt on" family memberships.
- 6.8.3 Almost 8,000 young people on the Learn to Swim Scheme.
- 6.8.4 The availability of apprenticeships through the Everybody Academy, with the offer of a leisure position at the end of the scheme, which currently has fourteen young people being trained.
- 6.8.5 6,020 young people trained in Bikeability during the year.
- 6.8.6 Carers and Family Holiday Activity programmes.
- 6.8.7 472 Cared for Children members attending 2094 gym, swim and class sessions during the year. The provision has a positive impact on these users and is also well reflected when the service is externally reviewed

6.9. Public Health Implications

- 6.9.1. The Trust is expected to be a significant contributor to the Council's "Outcome Five – People Live Well & For Longer" in support of improving the health of local residents as set out in the Council's Corporate Plan. The Performance Report addresses the Trust's progress on this area of work.
- 6.9.2. In August 2016 the Trust successfully tendered for the "One You Cheshire East" contract from public health commissioners. The contract valued at £2.5m over a five year period. The Performance Report identifies the progress being made in a range of programmes at facilities around Cheshire East including Active Lives, healthy eating, weight management & falls prevention.

7. Ward Members Affected

- 7.1 Everybody Sport and Recreation provides a service across the whole of the Borough of Cheshire East.

8. Consultation and Engagement

8.1 There are no implications as a result of the Report

9. Access to Information

9.1. Appendix 1 – Everybody Sport & Recreation – Performance Report 2017-18

10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

Name: Mark Wheelton

Job Title: Corporate Commissioning Manager - Leisure

Email: mark.wheelton@cheshireeast.gov.uk



PERFORMANCE REPORT 2017-2018

 **everybody**

providing
'Leisure for Life'

Registered Charity Number: 1156084
Registered in England & Wales (No. 08685939)

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Chief Executive's Report

Welcome to our Annual Performance Report for 2017-18, reflecting back on all our achievements and successes over another record-breaking year for Everybody.

Our purpose is to provide 'Leisure for Life' – helping local people to participate in sport & recreation so they can enjoy a long and healthy life. For that reason I am delighted that we have seen a remarkable increase in the number and frequency of residents using our centres and services.

During 2017-18 overall participation has grown by over 397,000 extra visits representing an increase of almost 13% since last year. Our customers are certainly getting more active, more often which is great to see.

Crucially, whilst this rise is across all age groups and all abilities, our under 16's make up almost half of this figure thanks to the introduction of our Teen Gym sessions and bolt-on family memberships.

With local children and young people getting more involved in sport and recreation and becoming increasingly active, we believe this will become an enduring habit throughout their lifetime helping them stay healthy and achieve more than ever in the years to come.



We have all seen the child obesity epidemic headlines nationally and the 'ticking time-bomb' of poor health often reported in the press. Here in Cheshire East, the Council and Everybody are doing what we can to help children get active, stay active and prevent associated health problems from emerging later in life.

As a result of the previous years and continued capital investment in facilities and equipment, we have seen our memberships grow from 14,872 at the start of the year to 17,938 in March 2018, an increase of 21%. In September 2017, we opened the doors to our new 55 station gym in Sandbach following our £500,000 joint investment with Cheshire East Council. For the first time, disabled customers can now access their local gym and make use of the new inclusive fitness equipment available on the ground floor.

This year has been our first full year of delivering Cheshire East Council's 'One You' Public Health contract. These innovative services, designed to help inactive residents and people with existing health issues, are making a real impact on their lives and reducing health inequalities across the borough.

With over 5,000 referrals to physical activity, healthy eating and falls prevention sessions, we have seen a dramatic improvement in the lives and lifestyles of these customers. The following pages will give you just some of the real-life, personal stories of those who have taken part in these programmes and realised the benefits of getting more active, with just a little bit of help from others.

Our volunteering programme continues to thrive with 28,000 hours freely given back to their communities by our volunteers. I would especially like to thank them for the precious gifts of their time and expertise simply to help others get involved in a wide-range of sporting, leisure and recreational activities.



The Bikeability Scheme, funded by the Department for Transport, has trained 6,774 children to cycle safely on our roads and estates. This represents an increase of almost 2,000 more places than our original funded target this year.

Our cohort of Talented Athletes has grown from 81 in 2016-17 to 130 this year. We are proud to support these athletes, across a diverse range of sports, as they develop their potential at regional, national and sometimes international levels.

The Everybody Foundation made its first grant awards to local residents and groups in February 2017 with over £2,500 given to help them achieve their aims and ambitions. We will continue to fundraise and award more grants this year and support those who just need that little bit of financial support to achieve great things.

Our swimming pools are busier than ever and our Learn to Swim Scheme continues to excel, teaching over 8,000 people, giving them enjoyment and a vital life skill.

Our Everybody Awards 2017, held last October, was a fantastic night with over 140 nominees across 37 different sports being recognised for their achievements in 10 separate award categories. Sharron Davies was our guest speaker, inspiring us all

with her personal story of Commonwealth and Olympic success. It was a night to remember for everyone involved and Sharon will be joining us again this year to host the entire evening.

Financially, we continue to make savings, keeping all our centres open and offering an improved service year on year. We have achieved our target surplus this year of £96,000 and this money will be reinvested in accordance with our charitable aims back into our facilities and services.

The latest Customer Survey, undertaken in February 2017, gave us a satisfaction score of 8/10, with staff friendliness and expertise scoring even higher at 9/10. This survey tells us exactly where we need to invest and, with our partners, there are plans already in place for a further £21M during 2018-19 and beyond. We hope that these improvements will help to improve our satisfaction score next year.

This introduction cannot hope to do justice to everything that we have achieved with our communities, clubs and partners. I hope you will read on and see for yourselves over the next few chapters, the individual stories and case studies of remarkable people doing extraordinary things.

If there was ever any doubt about the power of sport & recreation to change lives, build confidence and self-esteem, improve personal wellbeing and boost attainment in education and at work, these pages are proof of what can be achieved.

Finally, I would like to thank all our staff and our Board of Trustees for their support, dedication and enthusiasm throughout the year. Everyone has played their part in delivering this performance throughout the year. 2017-18 has been our best year yet and with a scheduled £21M investment still to come, combined with our future ambition and development plans, 2018 and beyond look very exciting too!

Best wishes

Peter Hartwell
Chief Executive
30th April 2017



Who We Are...

Everybody Sport & Recreation is a company limited by guarantee with charitable status, formed in March 2014 from the transfer of the leisure services portfolio of Cheshire East Council. We are an independent not for profit organisation and reinvest all surpluses back into the services we provide.

Everything we do will seek to support our charitable objects, as set out in our Articles of Association and demonstrate a public benefit. Our objects are;

“the provision or assistance in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare such facilities being provided to the public at large save that special facilities may be provided to persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services” and;

“the promotion and preservation of good health including but not limited to through community participation in healthy recreation”

Everybody is responsible for the day to day management of a range of facilities and leisure development activity through the staff and executive management team.

Strategic direction is provided by the independently appointed Board of Trustees in accordance with the contract and funding agreement with Cheshire East Council. The Board has ultimate responsibility for the governance of the Trust and supports and challenges the executive management team.



Who We Are...

There are 11 Trustees on the board, all of whom are local volunteers with a wide variety of professional backgrounds from various sectors. They bring a wealth of expertise and experience to help shape and improve our services.

At Everybody, we don't just believe in getting more people, more active, more often – that goes without saying! In order to make a real impact on the health and social issues affecting our communities, we need to target our efforts and our service offer. Only in this way can we make participation in leisure and recreation an important part of everybody's day to day lives, whatever their ability or need.

Our simple vision of providing 'Leisure for Life' seeks to make participation in any activity an enduring habit from the earliest years to later life, helping people to live well and for longer.

An essential part of establishing Everybody as an independent charity was to develop a new set of organisational values.

If we are to succeed in delivering on our mission and strategic aims, we will only do so by working with these values at the heart of all that we do.

Fit For The Future

We will give everyone the opportunity to train and enhance skills by encouraging people to develop themselves and others. Creating and promoting 'careers in leisure'.

Working As One

We will all work to the common goal of providing "leisure for life" and support each other in all we do.

Trusted And Honest

We respect and value the input of every person and at all times act with integrity and respect.

In The Service Of Others

We will provide first class facilities and services that are well maintained, inviting and valued by our customers.

Free To Do Our Best

Our culture and business processes will support people to act on their own initiative - with innovation being recognised and rewarded.

Caring For All

We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.

What We Do...

The sixteen leisure facilities managed by Everybody Sport and Recreation Trust are the main component of the Trust's wider offer to enhance the health and quality of life of the residents of Cheshire East, as well as those who work in or visit the area.

With almost 3.5 million visits each year from all ages and now almost 18,000 members across the borough, the leisure centres provide programmes and activities that contribute enormously to the social, educational and economic life of the community and to the physical and mental health & wellbeing of local people.

By providing targeted initiatives in those areas of greatest need, whatever the cause, we will actively seek to reduce health inequalities across the Borough. At the same time, sport and recreation will help tackle anti-social behaviour and assist with town centre regeneration through greater participation, events and activity resulting in increased footfall in our centres.

Involvement in sport and active recreation has the potential to enable everyone to gain access to an avenue of activity and social networks which will remain with them throughout their lives, for some it will lead to performance at the highest level.

Our development programme ensures that pathways and structures are in place to enable people to learn basic skills, participate in an activity of their choice, developing their competencies and reach levels of performance according to their individual aspirations and ability.

Everybody Sport & Recreation will create the right conditions so that sport, play and active recreation can flourish at all levels. Through effective partnerships we will introduce people to active recreation opportunities, teach them the necessary skills and give them the opportunity to participate and enjoy leisure at their own level - whether this is simply playing in a local park with friends, joining in at their local leisure centre or even, representing their country.



Strategic Aims

1. Improve Wellbeing Through Physical Activity & Healthy Recreation

Participation Increase

Attendances have soared during 2017/18 increasing by over 397,000 additional visits across all age categories.

Importantly, under 16's participation has grown by 16.5% this year following the introduction of 'Teen Gym' and Family Memberships.

Membership Growth

In 2017/18 the Sales Team was increased from 3 to 4 Sales Advisors. The sales team provided on site training and mentoring that ensured consistency within the embedded sales processes.

The newly adapted processes have improved the customer experience which is reflected in mystery shopper scores, new membership sales and the increased overall live membership total.

These improvements, alongside investments in refurbishment at Knutsford and Sandbach Leisure Centre have supported membership growth of a further 20% in 2017/18 with 17,938 live members (growth of 117% since transfer)

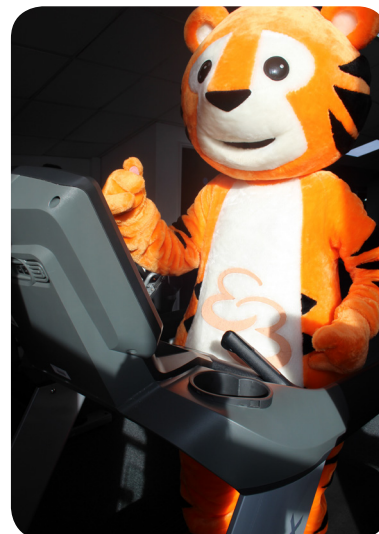
One You Performance Headlines

One You is a series of six services, commissioned by Cheshire East Council, which are delivered across Cheshire East by ourselves, including:

- Physical Activity (Active Lives, Fit For Birth)
- Adult Weight Management (Re-Shape)
- Children's Weight Management (Lets Get Movin')
- Falls Prevention (Be Steady Be Safe)
- Healthy Eating (Taste For Life Cookery Courses for Adults, Fakeaway Classes and Children and Family Workshops)

In 2017/2018 we saw fantastic results from our customers who have made incredible changes to their health, lifestyle and wellbeing. See page 36 for figures.

To raise awareness of these programmes we partnered with multiple organisations across Cheshire East to run



four very successful health campaigns during 2017/18, including, Men's Health Week, Know Your Numbers, One You Wednesdays, and ESCAPE-Pain.

We are delighted to be working closely with our partners Cheshire East Council, NHS Eastern Cheshire CCG, NHS South Cheshire CCG, East Cheshire NHS Trust, and MCHFT Leighton Hospital.

As well as linking in with more organisations this year including, Plus Dane Housing, Cheshire West and Chester Council, Peaks & Plains, Cheshire and Wirral Partnership NHS Foundation Trust and NHS Vale Royal Clinical Commissioning Group, to raise awareness of the importance of looking after our health and wellbeing.

This year our focus will be around Mental Health Awareness Week, Know Your Numbers, Self Care Week, and Dry January.

One You Case Studies

Be Steady Be Safe

Mary Dickinson, who attends the Be Steady Be Safe classes in Sandbach, shares,

"The classes are absolutely super – I had balance and strength problems and it has improved tremendously since doing these "happy" classes. It has been a very positive experience. Something else which is good is at the end of the class we get together and have tea and cakes (if we are celebrating someone's birthday) – the classes have helped me settle so well and everyone is friendly. My balance is much better – I was on the verge of using a stick and now I feel more confident and don't need a stick."

Re-Shape

Hannah was diagnosed with Polycystic Ovarian Syndrome at the age of 17, which brought a lot of health problems and weight loss barriers, such as low mood and depression.

She explains "I had high blood pressure, anxiety, depression, sleep problems, back pain and I was overweight. The weight was creeping up and up as I ate my feelings rather than doing something about them and taking control of my diet and exercise."

Re-shape gave Hannah the motivation and support in getting back into exercise and trying new things. Hannah lost an incredible 1st 8 lbs on the programme, her waist

ONE YOU PROGRAMMES

 **Be Steady Be Safe**

 **Taste for Life Cookery Courses**

 **Active Lives**

 **Re-Shape**

 **Let's Get Movin'**



measurements fell from 123cm to 115cm, and after her last meeting with Lifestyle Coach Chris in December 2017, Hannah's blood pressure has reduced from 148/98 to 118/84.

The biggest difference Hannah has noticed since finishing the programme in April, is her motivation to continue her programme. She has continued with her gym membership, makes healthier choices with food and now shares her story on her own weight loss account on Instagram. Hannah now has over 1 600 followers @hannahsjourneyweightloss which is inspiring others like her to lead a healthier more active lifestyle.

"My confidence, self-esteem and positivity have all increased and friends, family and colleagues keep pointing out the changes in me which is a real boost, and again keeps me motivated to keep going. I have also lost two dress sizes which makes clothes shopping a lot more fun! Since maintaining my weight loss and positivity, I have recently been able to reduce the dosage of some medication for my anxiety and low mood."

Cookery

Our Taste for Life Cookery Courses have been extremely popular, resulting in an increase in courses, new fakeaway themed courses and brand new children's healthy cookery courses being introduced.

"Very good programme delivered in a very easy to understand way by knowledgeable and informative tutors. Very approachable too and delivered in a calm and relaxed manner. Nothing was too much trouble. Very enjoyable way to spend a Monday morning. To go home with a meal was a treat and very generous."

"I have really enjoyed the course. I have learnt how to cook basic foods and making them into a family meal and adding flavouring, herbs to enhance the taste. I feel more confident now to cook from scratch and have cooked some of the recipes again already. The tutors are lovely and knowledgeable and the group has been fantastic. I have learnt valuable cutting techniques which I can pass onto my son and I feel more knowledgeable about healthy eating and portion sizes. Really enjoyed it. Thank you."

"Really enjoyed the course, found it very informative and met new people, learned how to cut food up better and cook food from scratch. I also got a better knowledge of my 5 a day and when shopping now I read the labels on the food and know about the traffic light system e.g. more greens are better."



"I have lost two dress sizes which makes clothes shopping a lot more fun!"



Active Lives

Great results from our Active Lives member Roy who has been training with our Lifestyle Coach Kevin. Roy had a total knee replacement last year and had little range of movement in his joint, in fact Roy couldn't use our bikes at the start of his journey. Over the 12 weeks Roy has managed to improve the range of movement over 90° greatly improving his quality of life.

Roy had this to say "It was very good and got me back into wanting to do more exercises to help me improve my quality of life"

Paul has completed our Active Lives programme and has an amazing story. Paul's brother died last year due to his lifestyle, heavy drinking and heavy smoking.

Paul was very overweight, unfit and down in the dumps. In January he started to diet to lose a little weight but was still very unhealthy. In February he went to see the doctor who put him on medication for his blood pressure and was told he was pre-diabetic and that if he didn't change his lifestyle he was heading for a heart attack or stroke.

Since starting the Active Lives programme he has gone from 103kg to 77kg, a BP of 171/91 to 121/77 and has been taken off medication now. He swims 4 times a week, uses the gym, walks everywhere and is generally more active. He says becoming active has given him a new lease of life, and people are asking for his secret.

Learn To Swim Scheme Success

Everybody Sport & Recreation provides a large and diverse Learn to Swim programme through the Everybody SWIM brand, catering for almost 7,800 learners in 2017/2018.

Our lessons follow the Swim England guidelines and best practice for teaching swimming to ensure that highest standards are delivered.

As testament to our development Everybody SWIM was nominated in two categories in the Swim England's national awards, recognising the improving customer experience, visibility and swim product innovation to help more people learn to swim.

Our very own Judith Goodwin won the highly acclaimed 'Teacher of the Year' to the delight of the staff across Everybody and especially her peers at Macclesfield



"It was very good and got me back into wanting to do more exercise"



Leisure Centre. We were short-listed in the 'Swim England Facility Operator of the Year (up to 11 wet sites)' category, our Everybody SWIM brand fought off tough established opposition to gain second place at this prestigious national award ceremony.

Our swim journey starts with Adult and Child classes for babies aged 6 months onwards, progressing to our Duckling classes for children from 3 years old, swimming without parents in the water. Once children are 4 years or older they will then follow the pathway into our main stream Learn to Swim Scheme, which aims to develop the basic and essential skills required for building confidence and technique in the water. On completion of the main swimming framework we encourage 'leisure for life' through Rookie lifeguard courses, competitive swimming and also general public swimming.

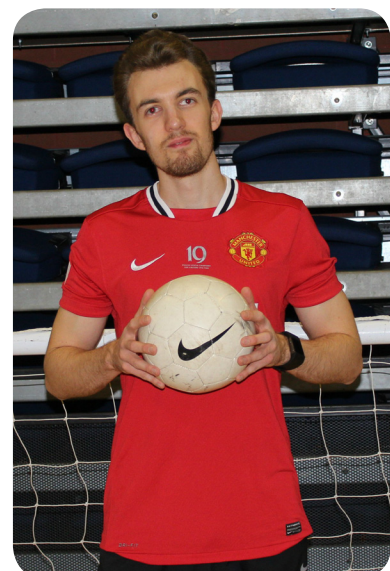
In September 2017 we introduced an Alpha swim option at Congleton, Macclesfield and Crewe. The Alpha swim is a small fun group lesson to help young people with a disability or impairment learn to swim. We up-skilled our teaching staff to meet the expectations of the swimmers and the parents, to provide a lesson with extra support and understanding, we have already received some fantastic feedback, such as "this swim scheme is the best extracurricular activity that I have got my son into. I am extremely happy". These lessons have resulted in a third of the swimmers with their families swimming more regularly.

During this financial year we have again seen a significant growth in participation in our Learn to Swim Scheme, with the total number across our sites rising from 7,034 to 7,771 in 2017/2018. As well as over 100 schools using our sites on a regular basis giving more children than ever the chance to learn to swim. Moving forwards we plan to grow and develop the provision of swimming lessons even further, so that we can minimise the waiting time for all learners, providing everybody with the opportunity to improve their swimming skills no matter what their age or ability.

Volunteering

Tom Paterson Reaches 100 Hours Of Volunteering

Tom Paterson, 26 from Wilmslow volunteers as a Walking Football Coach and has recently secured his dream job as a Wellness and Fitness Advisor, he said "Volunteering with Everybody has been life-changing for me as not only has it given me the confidence and experience to go out and get a job, but it is also great fun and I have made new friends in the process."



"I'm always learning and growing in confidence which I had greatly lacked in the past. I didn't have the opportunity to learn to swim until I was a teenager so to support the Everybody Swim Scheme and help give young children the chance to learn this life saving skill is incredibly rewarding. I would highly recommend volunteering with Everybody Leisure if you want a career in the fitness industry, improve self-confidence, have fun and meet new people you otherwise wouldn't have."

Tom is now looking to do his Level 1 Swim Teaching Award with the support of the Everybody Academy & Volunteer Programme and has achieved a fantastic 100 hours!

Abi Painter achieves 250 hours

Abi Painter from Crewe volunteers at Active 8 Hub in Shavington, working with children with disabilities. She has just achieved 250 volunteer hours!

"I volunteer because it can give you a whole range of different opportunities. I get to work with people with various abilities which comes as a reward because you know you have helped someone try new activities and have fun. That's why I love what I do!"

Mike and Kath Lead Health Walks in Crewe and Nantwich

Mike and Kath Povall lead our Health Walks from Crewe and Nantwich week in week out and they have done this for 17 years.

In May 2018 both Mike and Kath were presented with the Salt of the Earth award by the Mayor of Nantwich recognising them for all the work they have done within the local communities and giving their time back and making physical activity accessible for people in our community to participate in. Between them they have volunteered an incredible 1,422 hours!

They said, "We volunteer because we like to help, support, encourage and engage others in physical activity and we do this by leading the weekly Health Walks. We get to work with a range of different people and we feel this is very rewarding"

Sharon supports Active 8 sessions in Crewe

Sharon Burrows supports our Active 8 adults sessions in Crewe, she shares, "I love my volunteer role with Everybody. It's a way of giving something back to the community. When my son turns 14 he's going to sign up too!"

"I volunteer because it can give you a whole range of different opportunities!"



"We volunteer because we like to help, support, encourage and engage others in physical activity"

Bikeability

The Department for Transport awarded Cheshire East Council a grant of £590k for Bikeability cycle training until 2020. We continue to deliver the programme on their behalf, due to the success of the scheme over the last three years.

Bikeability is cycle training which gives the next generation the skills and confidence to ride their bikes on today's roads.

During 2017-18, we delivered Bikeability to 6774 participants with a total of 130 schools taking part. We had 5848 children pass level 1 to 3.

We also now deliver Bikeability for Adults in Crewe, Congleton and Macclesfield which includes commuter confidence and Learn to Ride training.



Family Focus

Family Focus is a service commissioned by Cheshire East Council, supporting targeted individuals and families to lead a healthier lifestyle. Families have access to regular physical activities, advice on a healthy diet and support with losing weight.

In year 1, we welcomed 133 referrals, 58 adults and 75 children. The results were 82% Improved Diet, 50% Adults Lost weight, 53% Increased Activity Level and 73% Improved Mental Wellbeing.

Individuals are able to access any Everybody leisure facility free of charge for 8 weeks and receive weekly support through one of our qualified Health Trainers. On completion of the 8 week programme, families will be offered a reduced membership for 12 months to continue their good work.



Case Study One

One of our member's main goals was to become more physically active and to improve her mental wellbeing. In her initial assessment the physical activity score was deemed as low and mental wellbeing score of 13.

Following completion of the programme, her new physical activity score was deemed as high, visiting the centre several times per week on her own as well as with her Health Trainer. Her mental wellbeing score increased to 26, with mainly positive answers to the wellbeing questions.

A significant positive outcome to her engagement in the



programme is that she has stopped taking her medication for her mental wellbeing. When asked how the programme has helped her, she now has increased energy and feels more useful.

Case Study Two

Family 2 arrived at Macclesfield Leisure Centre and met with the Health Trainer, Denise. During the consultation Mum was very clear and stated she was 75% not wanting to be here and 25 % wanting to do the course.

Mum had low self-esteem and motivation but during the consultation the Health Trainer worked with Mum and because of a positive intervention during the consultation she felt the Health Trainer believed in her so she would try the course.

During the 8 week programme Mum agreed to meet with Denise at different touch points to check how she and the family were doing and to introduce new activities. Since going on the programme the whole family has become more active and home life is so much happier. Mum has achieved some great outcomes as a result of being more active and has now lost 13 pounds and uses the facilities on a regular basis.

Swimming Performance

Throughout 2017/18 Everybody worked tirelessly with the eleven local swimming clubs as well as lifesaving clubs and disability clubs utilising our facilities in order to establish, maintain and improve working relationships as well as improving swimming development pathways for participants.

We are proud of the achievements of all our clubs that use our facilities, especially Crewe Flyers who have made significant achievements over the last 12 months finishing 3rd in division 1 last season. The improved relationships are proving beneficial for the local and surrounding communities increasing participation in swimming in our facilities, but also helping more children leave primary education meeting the 25 metre swimming requirement.

Disability Programmes

Ability for All

Ability for All is our overarching programme for our disability and inclusion activities. The Ability for All programme provides a range of bespoke activity sessions for under represented groups with specific medical conditions to help



them have a healthy and active lifestyle to maintain their health and wellbeing. These activities are across the age spectrum from early years and reception right through to those who have finished work or retired.

Between April 17 and March 18 we've delivered 188 activities and have had over 1900 attendances.

During this year we've also been successful in being commissioned by Cheshire East Council to deliver Short Break activities as part of our Ability for All programme from 2017 to 2019.

Alpha Swim

Ability for All includes a wide range of activities including some new sessions such Inclusive Gym, multi-sport activity hubs and the Alpha Swim Scheme.

The launch of the Alpha Swim Scheme has proved popular. The scheme provides a 12 week block of swim lessons for non swimmers or very limited ability and in smaller groups to support the young swimmers and their additional needs.

Feedback from parents "This swim scheme is the best extracurricular activity that I have got my son into. I am extremely happy."

"Exceeded expectations as my son has gone from relying on swim aids (floats) to swimming unaided lengths of the main pool."

"It is brilliant: I love it, he loves it, and he's more active he's safer - it's all so good! Thank you, thank you, thank you."

As part of our holiday programme we've also teamed up with Cheshire East Ranger Service to run some Outdoor Experience Days at Astbury Mere Countryside Park. These days have provided children and parents (or carers) the opportunity to cycle around the mere using adapted bikes or try out other activities such as orienteering, archery, pond dipping and other sports activities. We've run 3 holiday event at Astbury during the year and each event has been popular with the families.

Feedback from parents included:

"Came home very happy and wanted to go again."

"My child, although usually eager to try new things, sometimes lacks confidence to do so; these sessions give her the confidence to go for it!"



**"It is brilliant.
I love it, he loves
it and he's more
active!"**



In addition to the commissioned activities we also provide regular activities to a Home Education Group. These are a group of children and young people who are not in full time education due to their disability, impairment or behaviour.

These sessions provide the group the chance to be physically active in a group as well as the social interaction with other young people. During this year we've ran 19 activity sessions and have nearly 300 attendances.

Swimming Star Nathan Combats His Fear of Water

In October 2017, 13 year old Nathan Greenford from Sandbach, joined Alpha Swim lessons at Crewe Lifestyle Centre.

Before attending Alpha Swim lessons, Nathan had a fear of water and used to feel uneasy when near a swimming pool. Now just 12 weeks on, Nathan has a love for swimming and is so committed, that even when feeling poorly, his family can't get him out of the pool!

Alpha Swim is a 12 week course of swimming lessons for young people with a disability. These lessons are a basic introduction to swimming which encourage children to have fun and be more relaxed in the water whilst learning basic water skills.

Since attending Alpha Swim, Nathan has learnt that swimming can be fun and his self confidence has grown immensely. He receives individual attention and has built trust with the instructors. Nathan's mum Nikki commented;

"Alpha swim has exceeded expectations as Nathan has advanced from relying on a float to aid him to swim, to swimming lengths of the main pool unaided with his Swimming Teacher Zac, encouraging him at the side of the pool."

Nikki continued; "We now come once a week outside of the Alpha Swim lessons to practise and reinforce what Nathan has been learning during his lesson. When Zac spots Nathan outside of lesson time, he always comes over to encourage him and push him to his limits."

Now that Nathan has finished his initial course of Alpha Swim lessons, he has now signed up for a second course and looks forward to seeing the other swimmers weekly.

Adult Activities 2017/18 Achievements

In addition to our young peoples activities we also provide a range of adult activities as part of our Ability for All



"Nathan can now swim lengths of the main pool unaided!"



programme which includes our Activ8 Adults and Aqua Relax sessions.

Our Activ8 Adults sessions provide multi-sports and gym sessions to give the participants the opportunity to try new sports or activities. We also link in with day service groups from Cheyne Hall Day Service, The Acorn Centre and The Beeches (David Lewis Centre).

Aqua Relax is a pool session for people with long term medical conditions who are inactive or don't feel confident to go to the gym or a public swim session.

We've had a range of people with different impairments accessing the session and included people who are physically impaired and in a wheelchair, stroke survivors, Fibromyalgia & Rheumatoid Arthritis as well as people with Dementia.

We've also delivered regular activity sessions for the Stroke Association and the IRIS Centre, a visually impaired group in Crewe to help their members to be active and maintain their health. Members from the IRIS Centre have commented:

"I love the archery, I never thought I'd be doing that!"

"It's the only exercise I get, but it's not like doing exercise"

"I like it when we all sit in a circle, I can hear different people in the room that I don't usually hear anything from"

Cared For Children

During 2017/18 our Cared for Children scheme continued to provide fitness and activities in Cheshire East to 443 memberships for eligible children, their carers and siblings. We saw attendances of 2,904 swimming, gym and class sessions from these members maintaining the positive impact on the physical and mental health of these children and their families.

Young Person A uses the Lifestyle Centre frequently, she finds this relaxing. Also she has a diet plan as she wants to lose weight this has helped young person A with her emotional well-being and how she feels about herself. She gets a lot of advice from Lifestyle Centre if she needs regarding her diet.

Talented Athlete Stories

2017 has been another year filled with success and astounding achievements from our talented athletes. We



have welcomed more athletes onto the scheme and now support 130 athletes with access to use our facilities and gain expert advice from our coaches and fitness advisers.

We ran our first Athlete Camp in March 2018 which saw a group of athletes come together for workshops led by our coaches and Physiofit. They worked on core stability, stamina, speed and took away valuable resources and knowledge to help them reach their training potential. Some of our talented athletes also visited local community schools to support the gifted and talented, offering advice and inspiration to young people on how to get involved in sport.

#BelieveitAchieveit

- Sian Heslop, long distance runner competed against 464 competitors in the English National Cross Country Championships at Parliament Hill where she finished with an 8 second gap between 1st and second place.
- Thomas Brindley finished 1st (youth category) and 2nd overall in the RYA North West Junior Traveller Series at Hollingworth Lake Sailing Club.
- Molly Griffiths and Isabelle Slinn from Crewe and Nantwich gymnastics club took part in the English gymnastics championships in Ilford Essex.
- Team GB's Rowan Cheshire finished 7th in women's Ski half-pipe at the Winter Olympics.
- Reece Davies, rugby player, has made it into the second year with the Sale Sharks Development Programme.
- Amy Morris, GB Figure Skater wins 7 golds and 4 silvers out of 13 national and international competition. She competed at the British Championships becoming a silver medallist at Advanced Novice Level this year with personal bests achieved.



Rehab Sessions

In 2017/18 we have welcomed 2405 attendances on to our Rehabilitation Exercise Classes, including Phase IV Cardiac Rehabilitation, Move More Cancer Rehabilitation and Pulmonary Rehabilitation.

Our Specialist Lifestyle Coaches are on hand to get customers back to exercise after suffering and managing long term conditions including Asthma, Chronic Obstructive Pulmonary Disease, Heart Disease and Cancer. Our staff are trained to help customers make positive lifestyle changes and encourage participation in exercise.

We are now celebrating, after being awarded National Lottery funding to deliver a new specialist rehabilitation programme, called ESCAPE- Pain.

The grant has been awarded through the Health Innovation Network in conjunction with Arthritis Research UK, as part of Sport England's Active Ageing Fund. This allows us to deliver a funded, 6 week, evidenced based rehabilitation programme, ESCAPE-Pain; sometimes called the 'knee or hip class', designed to reduce pain and disability for people with chronic joint pain.

Over the 6 weeks, customers receive:

- Information, advice and support from qualified ESCAPE-Pain Instructor's, to help customers better manage chronic joint pain and lead a more active life.
- Take part in a group exercise programme, twice a week over 6 weeks, tailored to the customer's individual needs.
- A chance to socialise with and learn from other people living with Osteoarthritis and will result in customers being able to carry out normal activities, manage symptoms and be more active.

ESCAPE-Pain reduces pain, improves physical function, mental wellbeing, self-confidence and self-esteem. The programme is available for anyone aged over 55 years, who have Osteoarthritis of the knee and/or hip pain for at least 6 months, inactive doing less than 30 minutes of moderate intensity exercise weekly, independently mobile and able to carry out regular exercise and committed to taking part in 2 classes per week over 6 weeks and returning for a final session on week 12.

Heart Attack Survivor Stephen Makes Lifestyle Changes

In January 2017, Stephen Pennell suffered a heart attack and decided to join our Cardiac Rehabilitation programme



to ensure he made changes to his lifestyle, safely through exercising.

Since joining the programme, Stephen's exercise levels have increased, he has joined our Aqua Fit sessions, his blood pressure has reduced, and Stephen's confidence levels have increased. Not only this, Stephen has lost an incredible 11 stone through an external healthy eating programme.

After Stephen had a heart attack he wanted to strengthen his heart and muscles but wanted to be monitored to ensure he was doing it correctly.

Stephen first met our Lifestyle Coach Kevin at Leighton Hospital, after Kevin provided a talk, something he does on a regular basis at the hospital. From this, Stephen decided to join the Cardiac Rehabilitation Classes at Crewe Lifestyle Centre.

Stephen describes that his exercise levels were shocking before joining the programme, now Stephen explains,

"My exercise levels have improved, I am getting there with my self esteem. Things like stairs are a lot easier than they used to be. I had a foot problem which is not as bad due to the weight loss and I also have a lot more energy."

He continues "The classes were friendly and very supportive, after having a heart attack I was worried about pushing it too far but Kevin was very experienced and supportive."

Phase IV Cardiac Rehabilitation Classes are a crucial part of recovery and prevention for people who have suffered a cardiac event. Our 6 month programme aims to reinforce positive lifestyle changes, encourage participation exercise and maximise physical function.

The classes offer safe and effective exercise under the guidance of a qualified exercise professional (British Association of Cardiac Rehabilitation) to help with long-term maintenance of physical activity or lifestyle change.

Stephen explains, "There was a good variety of exercises and it was also nice to meet people in similar situations as there was advice available not only from Kevin but advice from others about any aches and pains we were experiencing."

"For people in the same situation having had a heart attack, I would recommend the programme because of all the support and guidance that I received."



"For people in the same situation, I would recommend the programme because of all the support and guidance I received"



Strategic Aims

2. Grow An Ethical & Sustainable Business

Investment Stories

In partnership with Cheshire East Council, 2018/19 will see further significant investment into a number of our existing facilities. July will see the opening of the much awaited Speedflex Studio at Wilmslow Leisure Centre and by the Autumn of 2018, Alsager Leisure Centre will be unveiling a new 60 station gym, multi-use exercise area, group cycling studio and two full size astroturf pitches.

Macclesfield Leisure Centre will benefit from £4m worth of investment during 2018/19. The phased improvements are expected to include a new 90 station gym, improved wetside changing rooms, spa facilities, an updated group cycling studio, upgraded squash courts and an indoor athletics track.

Work is also expected to commence on the new, improved Congleton Leisure Centre in late 2018. A leisure development partner has now been procured and planning permission will be sought for the construction of a new 25m, six lane swimming pool, learner pool, extended gym, café, soft play, various multi-use spaces and improved parking on the existing Worrall Street footprint.

Construction of the new Alderley Park sports complex is expected to begin over the summer, in readiness to open in April 2019. Once complete the facility will include an 80 station gym, two large group exercise studios, a four court sports hall, tennis courts and enhanced astroturf and grass playing pitches.

Surplus Position & Business Growth

2017/18 has been another successful year for Everybody Sport and Recreation and we continue to grow year on year.

Our Turnover during this twelve month period has increased to £15,458,000. This turnover growth, alongside control of our expenditure, has enabled us to achieve in year surpluses of £87,000, exceeding our budget targets. This growth brings our free reserves figure in our fourth year of operation to over £330,000, with additional designated reserves of £260,000.

These reserves figures continue to support us in our aim to have over £750,000 of free reserves by 2021.



Environmental Policy

2017 saw the introduction of an 'Everybody environmental steering group' with all centres having a representative inputting ideas into the direction of the company's future environmental commitments.

In the space of just a few meetings, an Everybody Environmental policy has been discussed, agreed and implemented, alongside the centres using the platform to share best practice for Quests environmental modules.

The 6 steps of the environmental policy are:

- Set our policy with commitment from the highest level and embed environmental principles within our aims and objectives and review on an annual basis.
- Provide procedures which identify how environmental initiatives will be achieved.
- Review the effectiveness of our action plan through annual audits, such as QUEST to measure continuous improvement.
- Establish an effective environmental management structure, with key responsibilities identified and communicated.
- Monitor progress at improving environmental controls via internal and external audit, including benchmarking through accredited frameworks.
- Identify opportunities for improvement, allocate responsibilities that are Specific, Measurable, Achievable, Realistic and Time linked (SMART).

Positive links with Cheshire's East energy management team have already been forged with a close eye being kept on energy consumption and meter readings. The steering group also recently discussed ways of further assisting the council's energy team by tapping into site knowledge to assist with identifying future projects in areas where centre staff feel that energy savings and efficiencies can be made in the future.

ASDV Review Findings & Commentary

In October 2017, EDGE Public Solutions Ltd was asked by the Council to carry out a review of all ASDV's established by them since 2012.

The objectives of this review were;

1) To ensure that the configuration of each ASDV and its management is meeting the needs of the Council and its residents.



2) To identify opportunities for possible financial savings and / or income opportunities that could form part of the Council's MTFP.

The consultant met with our CEO Peter Hartwell on a number of occasions to discuss the original business case for transfer, previous year's performance, existing contractual arrangements, commissioning approach and Board governance.

In addition, our Growth Strategy, investment plans and commercial ambitions opportunities were considered.

To summarise the recommendations relevant to Everybody, it was said that;

"Everybody should be retained and our services expanded to include other CEC activities."

"Everybody is governed well and has clear plans which are delivering."

"This is a successful model which has reduced costs and is recommended to flourish."

"Everybody have already shown demonstrable success."

Foundation Grant Awards & Stories

The Everybody Foundation is a charity (Registered Charity No. 1174873) that raises funds to support individuals and groups to promote a healthy and active lifestyle. So far the staff at Everybody have raised money through running various events and activities such as, raffles, mince pie bake off competitions and more.

The projects that the Foundation funds are endless and include helping a sports club to develop a new session for a hard to reach group, supporting young athletes to access specialist training facilities, or assisting a local group to purchase new equipment.

The Foundation's aims are to promote a healthy and active lifestyle in Cheshire East, to improve facilities used to fulfil an active lifestyle and to assist individuals to achieve their potential.

Organisations and Individuals applied in January 2018 to receive up to £500 to help deliver projects that encourage people to be active and healthy and achieve personal goals in sport.



Eight were successful and have used the grants to deliver healthy eating programmes in schools, reach national and international sporting trials and purchase new sporting equipment.

Cassius and Fynnlly Loupis, 12 year old skiers from Church Lawton, were awarded £300 each to support with attendance to their first international competition in Switzerland and they took home 2 gold, 1 silver and 2 bronze medals. The twins both compete regularly in Freestyle Skiing and are both at entry level for team GB.

Grace Litherland-Clews, a junior badminton player for Alsager School and Alsger Badminton Club was awarded £150 to help purchase new badminton equipment so she can progress to county level with regional trials in 2018.

Polly Holden, from Nantwich is a national level swimmer who was awarded £355 to pay for her travel and entry to the British Championships in Edinburgh in which we came third in 800m freestyle, her first senior medal!

Rueban Hanks, 11 year old Skier from Congleton was awarded £210 to pay for attendance at a Race Camp in Manchester.

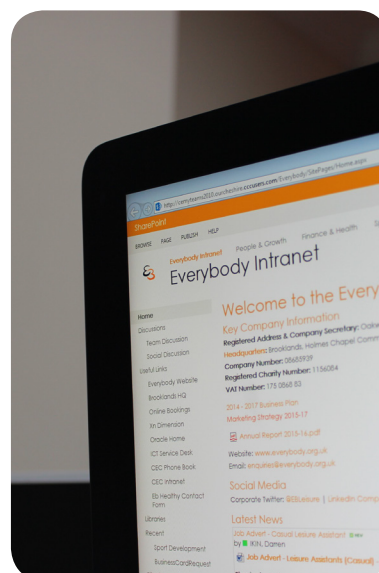
Elworth Preschool Group a charity run pre-school for ages 3-5 years near Sandbach was awarded £154.62 to purchase healthy eating and physical activity equipment to allow the children to be taught about these key principles from a young age.

LS Gymnastic Club, a volunteer run gymnastics club based in Crewe, was awarded £400 to pay for a Level 2 Coaching Qualification for a volunteer which will allow the club to build capacity and cover if one of the two existing coaches is off.

Satellites of Macclesfield Swimming Club was awarded £200 to support eight swimmers to attend the National Swimming Championships.

iTrent, Payroll and HR Services

In July 2017, we successfully launched iTrent, our new HR and Payroll system. This enabled us to bring Payroll and transactional HR services in house, using a product built to suit our needs. During the project, we moved 835 employee records from the legacy Oracle system onto iTrent, with accurate data needed for payroll and



employment. We now run our own payroll - paying around 700 staff each month, and have managed to achieve ongoing annual savings of over £70k per annum. As part of the iTrent project, we achieved pensions auto-enrolment compliance on our deferred staging date of November 2017.

We offer a much improved 'front end' service to employees, who can access and update personal details using the MyEverybody site. They use the site to book annual leave, and submit time & expense claims, which route to managers for approval. Employees access online payslips and P60s and we've delivered a new payslip format, which helps multi-job workers better understand their pay.

We've successfully launched manager self-service. Managers can input, view and report on sickness absence and employment details for their staff. Using MSS, they can review and approve leave requests and time & expense claims. We've managed to harmonise timesheets and pay arrangements for all staff, and remove administrative burdens like calculating holiday pay and leave cards from sites. This frees up time to spend on delivering quality front line services.

Later this year, we plan to extend the iTrent offer to include learning & development and recruitment & selection.



3. Provide A Great Customer Experience

858,148
Website Visits
2017/18

8/10
Overall
Satisfaction
2017/18

326,253
Website Visitors
2017/18

Customer Survey Results

The final customer satisfaction score for 2018 is at an average of 7.98. As it is slightly down on last year we examined the detail of this survey, which showed that investment in infrastructure and equipment is key to customer satisfaction.

Where we have made investment, the average is 8.48, where we haven't, yet, the score is 7.68. Customers in these centres must regard the improvements in other towns with envious eyes and, through this survey, remind us we still have a lot to do to ensure we provide a consistent, quality offer across all our centres.

The good news is that Congleton, Alsager and Macclesfield will get their investment this year and Alderley Park will be a welcome addition to our estate and coverage across the borough.

Poynton, Knutsford and Middlewich, still need the investment boost enjoyed elsewhere.

Customers are continuing to access the website more to book with 35% of our group fitness and sport transactions now online and our website visits increasing from 748,746 visits to 858,148 over the past 12 months. As a result, we have committed to make significant improvements to our customers online experience with the launch of a brand new website in summer 2018!

Sandbach Gym & Spin Studio

Sandbach Leisure Centre has recently undergone an extensive refurbishment which has allowed a brand new,



two-storey, state of the art, multi functional gym to be built and a designated Spin Studio to be refurbished and kitted out with the latest range of MATRIX spin bikes.

The gym refurbishment allowed not only a membership growth of almost 600 between October 2017 and March 2018, but customers can now enjoy daily Spin classes with a variety of instructors and, those undergoing our Health Programmes can use equipment that suits their needs.

Taste for Life at Macclesfield & Newcastle

Taste for Life aims to deliver an excellent customer experience, offering exceptional customer service and quality, plus value for money products whilst promoting healthy eating. Our Macclesfield Café received a grateful refurbishment in July 2017 also introducing a small soft play area for the younger visitors, since the re-launch we have seen a considerable increase in trading and very positive feedback. In May 2017 we opened a café in NewcastleJ2 Leisure centre in partnership with Newcastle Borough Council which has been welcomed by the users of the centre and continues to improve in performance. Our events arm of Taste for Life also continues to grow, we have held several successful events at Macclesfield Town Hall and provided refreshments at a number of the outside areas of our own facilities to support a variety of events taking place.

We continue to look at ways of improving our sustainability and in addition to our bespoke coffee which is Fairtrade and rain forest alliance, our fish which is sustainably sourced MSC and the majority of our takeaway containers being biodegradable. We have now introduced paper straws in all our cafés to reduce our plastic footprint and are looking to introduce further improvements over the coming months.



Everybody Awards

The Everybody Awards 2017 sponsored by Applewood Independent, took place on Friday 6th October at the prestigious Wrenbury Hall; recognising exceptional achievements of sporting and community heroes in Cheshire East.

Over 200 guests enjoyed the evening with more nominations than ever before. Jon Winkle hosted the event and guests were given an inspiring keynote speech from Sharron Davies MBE, Silver and Gold medallist in competitive swimming.

Winners included Sports Personality of the Year Josh Betteley, who represented North England and the North West in the London Mini Marathon. After suffering a serious brain injury he is not letting anything get in his way, Josh has inspired those around him showing great courage and determination to continue in long-distance running. Josh is seen as a true inspiration to those close to him, so much so that his school (Sandbach Boys) have introduced the 'Josh Betteley Award' for students that have shown spirit and overcome significant obstacles.

Everybody Junior Awards

Following the success of the annual Everybody Awards, in 2017, Everybody Sport and Recreation held an 'Everybody Junior Awards' ceremony in December 2017 which recognised the contributions of 21 local superstars aged 5-11 years and their families.

The winners included Jacob Cliffe, a 10 year old boy who raised £2000 for a charity close to his heart, PSC Support UK, by recruiting close to 40 of his Crewe FC team mates and taking on Tough Mudder's 'Mini Mudder' obstacle course.

Mia Brooks, who at just 10 years of age, is competing in snowboarding and ranking just behind our GB winter Olympians Aimee Fuller and Lesley McKenna.

Arthur Elliott who challenged himself to raise just £43 to provide clean water for a child and to pay a park ranger to look after endangered animals for 10 days and ended up raising an astonishing £500!



4. Develop Our People To Be The Best

Apprentice Facts 2017/18

8
Apprentices
Employed
2017/18

16
Qualifications
Completed

APPRENTICESHIPS IN:
Business Administration
Level 2 & 3
Activity Leadership
(Swim/Gym Instructor)
Leisure Apprentice
(Lifeguard)

Apprentices

The level apprenticeship scheme has been a success story since we employed our first apprentices in September 2015 but we are committed to continually improving the programme and we have recently reviewed and improved the scheme to provide more support and personal development training.

Our first cohort of 7 apprentices has now graduated from the scheme and all have permanent positions within the business. Cohort 2 are now in their second year undertaking specialist programmes in either fitness instruction or business administration and our third cohort are now more than half way through their first year in either Leisure or Business related roles.

Changes to the funding of apprenticeships and development of new apprenticeship "standards" have presented a number of challenges to us this year, and will continue to do so in 2018/19. We have been actively involved in the development of new leisure apprenticeship standards which has taken much longer than envisioned as the government process for approvals is very slow and there has been concern regarding the lack of industry knowledge within government that has affected development of standards.

We have developed a new delivery partnership with Macclesfield College to enable us to deliver elements of the new apprenticeship standards and have already being working alongside them with a Level 3 Business Administration apprenticeship. We are aiming to deliver as much apprenticeship training as possible ourselves to ensure that they are delivered to consistently high "Everybody" standards and practices.

The Apprenticeship Levy began in April 2017 with a percentage of our monthly wage bill being paid to a government held account to fund our apprenticeship



delivery. Nationally there has been a great deal of confusion regarding the levy and we believe that we are ahead of the game and built structures to ensure we are getting best value for money for this levy. The restrictions placed on what this levy can be used for does result in challenges to ensure that it does not turn into an additional tax on the business.

Academy Performance

It has been a very busy 12 months with a number of challenges to delivery and business requirements throughout the year. We facilitated 233 different learning and development interactions during the year, up from 120 in 2016/17. This demonstrates that changing business requirements has resulted in us looking at a wider range of development opportunities ensuring that our core training needs are met. Despite this we have managed to increase internal delivery from 71% to 78% (excluding lifeguard ongoing training).

Lifeguard ongoing training is a core area of training for us and during 2017/18 we delivered 247 sessions at an 83% occupancy level. There were over 2,850 individual training interactions within this area this year. We continue to monitor staffing levels ensuring that we have the most effective number of sessions available at all 9 pools.

Significantly we have increased the number of individuals receiving training (outside of ongoing lifeguard training) with 671 receiving some form of formal training during the course of the year.

We continue to make as many courses as possible available to external candidates ensuring that internal training needs take priority to meet wider business goals. Although this does have an impact on Academy income we believe it has a beneficial effect elsewhere in the business allowing us to deliver better and more services to customers.

We are committed to providing high quality training interactions both internally and to customers. Monitoring shows that 98% of attendees were either Satisfied or Very Satisfied with the course that they attended. 90% of staff have reported that there had been an improvement in their competence following training and 91% had applied this to their job role, in most cases it had not been applied as it was emergency and first aid training that had not been required.



Community engagement is an important element of the role of the Academy helping to support Everybody objectives and to ensure that we are contributing to the wider community. In turn this helps to raise awareness of the Academy and the activities that it undertakes.

2017 saw the first apprentice organised community family fun day event at Holmes Chapel Community Centre. Apprentices were responsible for planning and organising the event, presenting to EMT and delivering the event on the day. The event didn't have the best weather but around 250 members of the local community attended and enjoyed a range of activities. This year our apprentices are organising a bigger and, hopefully, better event for this summer that will be a community and staff festival.

We have continued to support a wide range of community activity events throughout the year. This year we tried to concentrate on activities that had the most impact and benefit, learning lessons from previous years activities and those that did not work so well. In total the academy attended 22 events, attended by over 4,600 people. We are seeing the benefit of many of these events with applications for work placements, volunteering and apprenticeships

The work placement programme continues to be popular throughout the business but especially for front line leisure placements. A former apprentice now has a permanent position within Everybody with a specific responsibility for Work Placements and the Volunteer scheme to ensure high quality placements that has helped to increase the number of work placements from 28 in 2016/17 to 60 in 2017/18.

Volunteers

The Everybody Volunteer Programme has grown again this year supporting 170 people find a fun, suitable & safe volunteer opportunity. We have supported a wide range of volunteers with our youngest being 13 and oldest being 72 years old; both became more involved with their community, healthier and sociable through volunteering.

We have supported 25 volunteers with training & qualifications to upskill them and help them become ready for employment, and have supported 16 volunteers move into paid roles within Everybody and other businesses. This year has seen some of our long term volunteers achieve



milestones of 1000, 500, 100 and 50 hours, all of which are fantastic achievements.

The volunteer programme is now supporting various services across Everybody including the swim scheme, fitness roles, health programme & Sports Development team. The end of the 2017-18 year sees the programme hit the 27,500 hour mark, leading us closer towards the target of 40,000 hours by 2020.

Staff Awards

Our second staff awards night took place in December 2017 to recognise the hard work of all Everybody Staff and Volunteers. The evening recognised Innovation, Coach of the Year, Customer Hero, Volunteer of the Year, Fundraiser of the Year and Manager of the Year as well as Employee of the Year (Lee Fahy- ICT), Team of the Year (Aquatics Team) and Special Recognition Kath Gibson (Cleaner, Shavington Leisure Centre).

A number of key milestones were also celebrated including staff with 20 and 30 years of service as well as volunteers with 50, 100, 150, 250, 500 and 1000 hours completed.

We are now looking forward to this years staff awards, taking place in November 2018. A chance for us to see more inspiring nominations from staff, recognising their colleagues for all the hard work they put in to going above and beyond in their job roles for the customers and the business.

Life Saving Stories

On the evening of 6th March a customer collapsed in the changing rooms of Alsager Leisure Centre after playing squash. The team at Alsager responded magnificently and, using the defibrillator equipment, managed to revive him and keep him stable whilst they waited for the emergency services to take over. The customer is now recovering well and has sent his thanks to the team at Alsager.

John Penny while using Holmes Chapel Community Centre had a cardiac arrest whilst on the upright bike. Staff were alerted of the situation and a Leisure Assistant along with a customer performed CPR and AED. John was brought back with 1 shock from the AED.

These teams offered a calm and assured response, their



actions and the actions of all the staff involved in scenarios such as this, will be permanently recognised by us all.

One You - Staff Training & Expertise

In 2017/18 the health team have invested into the skills and development of their staff to ensure a high quality of service, knowledge and support is delivered at all times to our customers. Courses and qualifications include:

- Weight Management & Obesity Diploma
- Level 3 GP Referral
- Level 3 Anti & Post Natal
- ESCAPE-Pain
- BACPR Cardiac Rehab
- Refer-all Training
- First Aid
- Level 3 Otago Leaders
- Move It Or Lose It Group Exercise
- RSPH Train The Trainer Level 2 Understanding Health Improvement
- Level 2 Gym Instructor
- Suicide Prevention
- Dementia Awareness
- Level 4 Chronic Lower Back Pain



Key Performance Indicators At A Glance

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Live Memberships

Total
17,938

CEC Contract

16,534

HCPC Contract

1,404

Growth

3,066

New Members

Cared For
Children

Memberships

443

(446 in 2016/17)

Attendances

2,904

(3,062 in 2016/18)

Talented Athletes
Support Scheme

Number of Athletes

130

(in 2017/18)

81

(in 2016/17)

Exercise Referral
Schemes

Memberships

202

Attendances

2,405

Disabled Users

Memberships

763

Attendances

15,308

(13,021 in 2016/17)

Visits Per Member

20

(15 in 2016/17)

Bikeability

Attendances

6,774

(5,612 in 2016/17)

Volunteer Hours

6,995

(6,675 in 2016/17)

Participation

Total
Attendance

3,474,264

(3,076,591 in 2016/17)

Adult

1,381,846

(1,338,323 in 2016/17)

16 Years
& Under

1,198,560

(1,028,948 in 2016/17)

60 Years +

154,415

(143,491 in 2016/17)

Other

739,443

(565,829 in 2016/17)

Customer Survey
2017 Overall
Responses

Overall
Satisfaction

7.98

Staff
Friendliness

8.61

Staff
Knowledge

8.35

Staff
Politeness

8.64

NPS

26

General
Cleanliness

7.55

Value For
Money

8.36

Refreshments

7.04

Variety

8.33

Rehabilitation Exercise

Helping people gently recover and get back into exercise with specialist support.
 Conditions: Phase IV Cardiac Rehab, COPD, Cancer, Fibromyalgia and Dementia.



Health Campaigns



Bikeability and Bikeability Plus

A commissioned service by Cheshire East Council, cycle training, giving the next generation the skills and confidence to ride their bikes on today's roads.



Ability for All

Fun activity sessions for people with disabilities.



Home Education Programme

A multi sport session for children who are educated at home.



One You Programmes

A commissioned service by Cheshire East Council consisting of 6 individual programmes, including physical activity, falls prevention, weight management and cookery, to help children, young people and adults make healthier choices and improve their quality of life.



"It's been beneficial and I'm glad it's happened. It's helped us bond as a family, got the kids active instead of being on the gadgets all the time."

"The programme helped me with my depression and mood and self confidence tremendously."

"Exceeded expectations as Nathan has gone from relying on floats to swimming unaided lengths of the main pool."

"Really enjoyed the course, found it very informative and met new people, learned how to cut food up better and cook food from scratch."

Family Focus

A commissioned service by Cheshire East Council. The Family Focus Health Trainer Programme provides individuals within families to access regular physical activities, advice on a healthy diet and support with losing weight therefore improving health and wellbeing physically and mentally.



New Commissioned Services

escapepain

Commissioned by Health Innovation Network, Arthritis Research UK & Sport England. A 6 week evidence based rehabilitation programme, designed to reduce pain and disability for people with chronic pain.

Short Breaks

Commissioned by Cheshire East Council to deliver short break activities as part of our Ability for All programme. Such as Inclusive Gym, Activity Hubs and Alpha Swim Lessons.

Finance

Operating Surplus 2016-17

	Unrestricted Funds	Restricted Funds	01 Apr 2016 - 31 Mar 2017	01 Apr 2015 - 31 Mar 2016
	£	£	£	£
<u>Income:</u>				
Donations and Legacies	3,295,035	-	3,295,035	2,897,611
Charitable Activities	9,285,002	7,681	9,292,683	7,974,221
Other Trading Activities	324,839	-	324,839	37,216
Investment Income	2,057	-	2,057	-
Grants & Contracts	2,195,850	231,208	2,427,058	2,725,622
Total Income	15,102,783	238,889	15,341,672	13,634,670
<u>Expenditure On Charitable Activities</u>				
Other Trading Activities	346,863	-	346,863	44,684
Charitable Activities	14,559,990	296,158	14,856,147	13,405,829
Total Expenditure	14,906,853	296,158	15,203,010	13,450,513
Net Income (Expenditure)	195,931	(57,269)	138,662	184,157
Transfers Between Funds	(57,269)	57,269	-	-
Operating Surplus/ (Deficit)	<u>138,662</u>	=	<u>138,662</u>	<u>184,157</u>
<u>Funds of the Charity</u>				
Unrestricted Funds			138,662	69,374
Designated Funds			-	114,783
Total Funds			138,662	184,157

YOUR everybody TRUSTEES

FINANCE & RISK COMMITTEE



Andrew Kolker
BOARD CHAIRMAN



Phil Bland
COMMITTEE CHAIR



Zoe Davidson



Steve Percy

CUSTOMERS & PARTNERS COMMITTEE



Christine Gibbons
COMMITTEE CHAIR



Harry Korkou



Richard Middlebrook



Kimiyo Rickett



Alex Taylor

PEOPLE & GOVERNANCE COMMITTEE



Martin Hardy
COMMITTEE CHAIR



Helen Gowin



Colin Chaytors

Company Number: 8685939

Registered Charity Number: 1156084

HEAD OFFICE:
Holmes Chapel Community Centre
Brooklands Building,
Station Road, Holmes Chapel,
CW4 8AA

COMPANY SECRETARY & REGISTERED OFFICE:
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Cheshire
WA14 2DT

BANKERS:

Barclays Bank
1 Churchill Place,
London,
E14 5HP

SOLICITORS:

Bates, Wells & Braithwaite
10 Queen Street Place,
London,
EC4R 1BE

AUDITORS:

Crowe Clarke Whitehill LLP
3rd Floor, The Lexicon,
Mount Street,
Manchester, M2 5NT



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Working for a brighter future together

Cabinet

Date of Meeting: 06 November 2018

Report Title: Extra Care Housing: Care Provision

Portfolio Holder: Cllr Janet Clowes, Adult Social Care and Integration

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1.0 Report Summary

- 1.1 Cheshire East Council currently commissions care and support services and an emergency response service in five Extra Care Housing (ECH) schemes, located in Crewe (Beechmere), Handforth (Oakmere), Middlewich (Willowmere), Nantwich (Mill House) and Congleton (Heath View). Four of the five contracts are held by the same provider and are due to expire in July 2019. The fifth contract will expire in 2020 but there may be scope for an earlier termination to align the contract terms and service specification requirements. In February 2018, a total of 371 residents lived in these schemes and benefited from the services provided.
- 1.2 This report seeks permission from Cabinet to recommission these services with a view to implementing new contracts on 01 August 2019 for the four schemes where the contracts expire at the end of July 2019. The start date for the fifth contract (which currently expires in 2020) is yet to be determined.
- 1.3 In addition, as part of the recommissioning process, discussions are underway with the housing providers to consider the inclusion of other Extra Care Housing schemes and how this would be managed.
- 1.4 This report is to also raise awareness of consultation to be undertaken with current and potential extra care residents, alongside other key stakeholders including the housing providers, in relation to the care bands and charges. As part of the preparation for the recommissioning, a review of care charges and

care bandings was carried out and it was determined that changes to both the banding and charging schemes should be considered.

- 1.5 The recommissioning will contribute towards *Outcome 5 – People live well for longer* by helping to ensure that high quality, affordable care is delivered to residents in Extra Care Housing schemes. The review of banding and charging will contribute towards *Outcome 6 A responsible effective and efficient organisation* as it aims to ensure that any changes made will increase transparency in the charging scheme and improve value for money for residents.

2.0 Recommendations

That Cabinet:

- 2.1 Approve the recommissioning of care within the five existing Extra Care Housing settings, adding further Registered Provider Extra Care Housing schemes to the commission where this is considered desirable by the Executive Director of People.
- 2.2 Delegate authority to the Executive Director of People to award contracts to the successful supplier(s).

3.0 Reasons for Recommendations

- 3.1 Good quality care and support services that provide continuity of care are essential in Extra Care Housing to assist vulnerable people to remain in their own homes and prevent/delay admissions to more costly residential and nursing care. A recent independent North West study into Market Sustainability commissioned by the Association of Directors of Adult Social Services¹ revealed that there is an over-reliance on care homes to support vulnerable, particularly elderly people.
- 3.2 The current extra care housing care contracts are based on a model that has been in place since 2009 and many changes have taken place in the market since that time, e.g. increases in National Minimum and Living Wages, and changes to pension costs. Commissioners are currently developing a procurement strategy to address these and other issues that have been raised by current and potential service providers.

¹ North West Market Sustainability and Oversight Review on the Markets for Residential and Nursing Care and Domiciliary Care for Older People and for Adults with a Learning Disability, NWADASS, January 2018

4.0 Other Options Considered

Recommissioning the ECH Care Provision

- 4.1 The current services could be decommissioned and residents given a personal budget to cover their care and support needs. This would involve extensive resources in reviewing and assisting residents with the change in the provision of care and support. A contract for 24-hour monitoring and emergency care would need to be put in place, but without the additional day time support hours this would probably lead to increased costs. Three of the five ECH schemes under consideration fall within the Private Finance Initiative (PFI) joint funding arrangement which is shared with Cheshire West and Chester Council. The PFI schemes started service commencement in 2009 and the contract runs for 30 years. The provision of both on-site care and catering services are pass-through items in the contract and therefore the responsibility for these lies with the Councils. In practice, this obliges the Councils to commission 24-hour care on-site, including the provision of office and sleep-in accommodation for care provider staff.

Review of Care Banding and Care Charges

- 4.2 The Council could continue the current care banding and care charging regimes which were introduced by Cheshire County Council and amended in 2011/12. However, there have been a number of issues raised in relation to the current model and research has highlighted that a differing approach would also support realising the intended care balance moving forward. Additionally, a refresh would align to the new ways of working for social care and ensure Care Act compliance.
- 4.3 The current banding and charging systems mean that every ECH resident needs to undergo care and financial assessments and they are then subject to reviews at regular intervals – even if they have no assessed, eligible care needs and no requirement for care. If this requirement for assessments was lifted for current and potential residents with no care needs, it would potentially free up resources that could be directed to residents in need of intervention and support more effectively. Commissioners are working with the housing providers to consider differing options that will ensure the 24-hour response support required for all whilst also ensuring that the care needs of those eligible are met and that people are re-enabled and independence promoted. The options will then form part of the consultation.

5.0 Background

Recommissioning the ECH Care Provision

- 5.1 Cheshire East Council currently commissions two organisations to provide care and support, and 24/7 emergency cover in five ECH schemes.

Scheme	No of Apartments/ No of Residents	Landlord	Care Provider
Beechmere Rolls Avenue, Crewe	132 apartments 136 residents	Your Housing Limited. Managed by Advantage	SOS Homecare
Oakmere Spath Lane, Handforth	53 apartments 57 residents	Your Housing Limited. Managed by Advantage	SOS Homecare
Willowmere East Road, Middlewich	71 apartments 77 residents	Your Housing Limited. Managed by Advantage	SOS Homecare
Mill House Queens Drive, Nantwich	44 apartments 51 residents	Guinness Partnership	SOS Homecare
Heath View Heath Road, Congleton	45 apartments 50 residents	Plus Dane	Carewatch

- 5.2 All four SOS contracts are due to expire at the end of July 2019. The Heath View contract delivered by Carewatch is due to expire in January 2020. Under Clause 30.5 of all five contracts, the Council has the right to terminate the contract at any time on giving 6 months' written notice to the Provider. Enacting this clause would allow the Council to align the contracts for all schemes ensuring consistency and quality across the provision. However, should this not be pursued, it is the intention of commissioners to include the Heath View care contract within this scheme as a procurement lot with a later commencement date in line with the current contract end date of January 2020. This would ensure a financially viable model across all schemes alongside consistent service requirements, expectations and quality standards for delivery.
- 5.3 Commissioners are also exploring the demand and viability of including Guinness Partnership's Pickmere scheme (Rose Terrace, Crewe) within the recommissioning project, i.e. commissioning an onsite care team to provide 24/7 care and support to residents. The provision of care at Pickmere is currently treated in the same way as it would be for non-ECH residents who are in receipt of care at home.
- 5.4 The procurement of one or more care providers in the Extra Care Housing schemes will provide continued care, support and emergency monitoring and response to the residents of the Registered Provider's ECH schemes.

- 5.5 The current structure of the contract (including payment structure) is being reviewed to ensure contract viability and sustainability over the term of the contract.

Review of Care Banding and Care Charges

- 5.6 As part of the preparation for recommissioning the care contracts, a review of care bands and care charges has taken place.
- 5.7 Residents in the ECH schemes where the Council commissions the care are currently assessed by Adult Social Care and assigned a Care Band prior to or on moving into the scheme. Regular reviews are carried out and additional reviews take place if care needs change outside of the review period.
- 5.8 The bands are used to indicate the balance of the ECH community – all schemes aim for one-third Wellbeing/Low, one third Medium and one third High Band residents. As yet, this strategic intention has not been achieved as currently nearly 75% of residents are in the Wellbeing/Low Band, 15% in the Medium Band and just over 10% in the High band. Discussions are ongoing to understand why the thirds balance has not been realised in any of the schemes and what could be put in place to move the communities closer to this balance. The benefits realisation will seek to inform this and work is underway to review the allocations process and registration of interest.
- 5.9 Charges to residents are also based on this care banding system which was introduced in 2009 and amended to include the Wellbeing Band in 2011/12. The Charges have not changed since the inclusion of the Wellbeing Charge. The current care banding and charging system is detailed in the table below:

Care Band	Maximum Weekly Cost	What does this cover?
Wellbeing	£20.34	<ul style="list-style-type: none"> • 24/7 monitoring and response to emergencies covered. • Up to 6 weeks "extra care" at no additional cost, if needed.
Low	£30.51	<ul style="list-style-type: none"> • Up to 2.5 hours care and support per week. • 24/7 monitoring and response to emergencies covered. • Up to 6 weeks "extra care" at no additional cost, if needed.
Medium	£152.55	<ul style="list-style-type: none"> • Between 2.5 hours and 10 hours care and support per week. • 24/7 monitoring and response to emergencies covered. • Up to 6 weeks "extra care" at no additional cost, if needed.

Care Band	Maximum Weekly Cost	What does this cover?
High	£284.76	<ul style="list-style-type: none"> Between 10 and 18 hours care and support per week. 24/7 monitoring and response to emergencies covered. Up to 6 weeks "extra care" at no additional cost, if needed.

- 5.10 If a resident needs more than 18 hours care per week, additional hours are spot purchased and, subject to financial assessment, are recharged to the resident at £20.34 per hour.
- 5.11 The charging review has identified a number of options that will be put forward for consultation. These are based on a Monitoring & Response Charge (for all residents, per apartment or for residents with care needs) and the commissioned care for each resident. It is hoped that such a charging regime will be more transparent and easier for residents and potential residents to understand and will not act as a barrier for moving into ECH.
- 5.12 Once the results of the consultation have been reviewed, it is hoped to implement any changes during 2019 in line with the recommissioning activities. Members will be provided with briefing updates and the Equality Impact Assessment will be refreshed throughout. A review and consultation of the bands and charging policy aligns with the feedback to date from residents and key stakeholders as well as the housing and care providers.

6.0 Implications of the Recommendations

6.1 Legal Implications

Recommissioning the ECH Care Provision

- Any reprourement of these services will need to be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015. The Council will also need to ensure that the requirement of TUPE legislation is met, if there is a potential for provider staff to transfer in accordance with TUPE regulations. Ongoing legal and procurement support will be sought to ensure the Council meets requirements in this regard.

Review of Care Banding and Care Charges

- The Council will be consulting on the care charges. The consultation process embarked upon must be "fair" and certain basic principles must be adhered to:

- Consultation must be undertaken at a time when proposals are still at a formative stage;
 - It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response;
 - Adequate time must be given for this purpose; and
 - Feedback from consultation must be conscientiously taken into account when the ultimate decision is taken.
-
- Once the Council embarks on the consultation, it should be prepared to change course if persuaded by the outcome of consultation. To do otherwise would prevent an informed and integrated response and risk challenge to the final decision made (on the basis that the outcome was pre-determined).
 - Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies, etc. on certain protected groups to ensure equality is promoted and inequality minimised. An Equality Impact Assessment can both assist in evidencing that these equality duties are being met and inform decision taking.

6.2 Finance Implications

Recommissioning the ECH Care Provision

- In five of the schemes, this is a continuation of the current service provided and the costs would be charged to the same local ASC Operations care costs budgets as the current costs.
- The contract structure will be re-designed to help ensure viability and sustainability. It is likely that this will mean that the Council will pay for the hours it commissions rather than the current system which is "by resident by care band". This may slightly increase the cost of the care provision. However, it is anticipated that through the revised approach any potential cost increase would be offset by a reduction in spend for residential home placements. This will be further supported by a robust benefits realisation model that will underpin the final pricing strategy.
- The overall value of the re-commissioned contracts is likely to be around £1.36M per annum and total approximately £6.8M over the life of the contracts.

Review of Care Banding and Care Charges

- The Care Charges have remained unchanged since 2011/2012. Although they were originally aligned with charges to people in receipt of care at home but not living in ECH, this is no longer the case. It is possible that bringing the charges back in line with the charges that non-ECH residents would pay might result in slightly reduced income.
- Residents' client contribution charges currently amount to approximately 46% of current spend on care in ECH. Depending on the final option chosen and the degree of alignment with charges for Care at Home, this could reduce to 31% but this is unlikely. A more probable option would reduce charges to around 37-38% of current spend. This equates to approximately £2,000 per week reduction.
- The purpose and vision of extra care housing is to support people to live in good quality, affordable housing within their communities, independently for longer. In considering changes to care charges for residents, commissioners are looking to make ECH a more attractive, more affordable option for people with care needs. It is believed that improving the transparency and perceived fairness of charging will impact on the community balances and help maximise the possible savings that the schemes were designed to realise. Improving the desirability and affordability of extra care housing may also delay or divert people from moving into residential or nursing homes, thus positively impacting on the Council's spend on these services. The revised benefits realisation modelling will support these assumptions further, however, evidence from other Local Authority areas that have achieved the care balance does indicate a positive impact in terms of reduced residential home admissions and cost avoidance realised.

6.3 Policy Implications

Recommissioning the ECH Care Provision

- **Outcome 5 - People Live Well for Longer**

Successfully recommissioning the care provision in the ECH schemes so that a high quality service provider is appointed will help ensure that residents in the scheme receive the care and support that they need to live independently in their own homes for longer.

Review of Care Banding and Care Charges

- **Outcome 6 - A Responsible, Effective and Efficient Organisation**

The Care Banding has been in place since 2009 and the Care Charges have not been changed since 2011/12. It is therefore necessary to review the banding and charging regimes to ensure that they are still fit-for-purpose.

6.4 Equality Implications

- No negative implications are expected for residents who will continue receive care services from an on-site provider (EIA to be completed and reviewed throughout the commissioning process).

6.5 Human Resources Implications

- While the proposals do not envisage any HR implications for the Council, it is anticipated that the re-designed contracts will help to maintain viability and sustainability for the care providers and thus sustain recruitment and retention of staff within their organisations. The new contract will ensure that providers are paying employees the national minimum wage.
- Should the existing provider(s) decide not to bid or be unsuccessful, it is likely that TUPE would apply for staff from the existing provider(s) who wished to transfer to a new provider.

6.6 Risk Management Implications

- When re-procuring any service, there is a risk that the market will not be interested in the opportunity offered. This will be mitigated by carrying out market engagement, testing and stimulation to ensure that a viable commercial model is created which also ensures good quality care.
- The recommissioning and re-design of the contracts seeks to mitigate the risk of provider failure in the ECH schemes and the disruption to the continuity of care that this can bring.
- The recommissioning of contracts that have been in place for many years can be destabilising for current service users and the staff providing the service. Ensuring that recommissioning (including service re-design, re-procurement, and award) is delivered to time and delivers a high quality provider of care and support services will help to mitigate this.

- Additionally, there will be resident consultation and engagement in every phase of the commissioning cycle so that the model is co-produced with residents. It is planned to use an outcomes based model that should increase the choice and control for residents with eligible needs and a communications plan will be put in place to help ensure that all service users are kept informed.
- As part of the transition, decommissioning plans will be developed with the existing providers if they are unsuccessful to ensure that there is a smooth handover for their service users and that data is migrated and transferred safely in line with General Data Protection Regulations. There will also be a robust mobilisation process in line with the current commissioning approach and guidelines, and mobilisation plans will be requested in any tender evaluation.

6.7 Rural Communities Implications

- There are no direct implications for rural communities.

6.8 Implications for Children & Young People

- There are no direct implications for children and young people.

6.9 Public Health Implications

- There are no direct implications for public health.

7.0 Ward Members Affected

7.1 Crewe St Barnabas: Cllr Damian Bailey

7.2 Crewe Central: Irene Fayesi

7.3 Handforth: Cllrs Barry Burkhill, Dennis Mahon

7.4 Middlewich: Cllrs Simon McGrory, Michael Parsons, Bernice Walmsley

7.5 Nantwich North and West: Cllrs Penny Butterill, Arthur Moran

7.6 Congleton West: Cllrs Paul Bates, Gordon Baxendale, George Hayes.

7.7 The Ward Members listed above will be briefed prior to any engagement with ECH residents.

7.8 If Care Charges to ECH Residents are changed as a result of the proposed consultation, these will be implemented in all ECH developments where Cheshire East Council commissions an on-site care team. This could include

wards not mentioned above, if the Council decides to increase the number of schemes where it commissions care.

8.0 Consultation & Engagement

Recommissioning the ECH Care Provision

- 8.1 Engagement events will be held with current and potential care providers so that they can contribute to the discussions and decision process on the structure of the new contracts.
- 8.2 Engagement will also be carried out with the ECH Housing Providers to ensure that the contracts facilitate partnership working in the ECH schemes.
- 8.3 There will be resident consultation and engagement in every phase of the commissioning cycle so that the model is co-produced with residents. A communications plan will be put in place to help ensure that all service users are kept informed.

Review of Care Banding and Care Charges

- 8.4 A detailed consultation and engagement plan will be created to ensure that service users are aware of and able to contribute their thoughts on the ideas put forward but the Council.

9.0 Access to Information

- 9.1 Supporting information can be found in:
 - Cheshire East Joint Strategic Needs Assessment
http://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/jsna.aspx
 - People Live Well for Longer Commissioning Plan

10.0 Contact Information

- 10.1 Any questions relating to this report should be directed to the following officer:

Name: Nichola Glover-Edge
Job Title: Director of Commissioning
Email: nichola.glover-edge@cheshireeast.gov.uk

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Working for a brighter future together

Cabinet

Date of Meeting: 06 November 2018

Report Title: Approval to Commission Universal Information and Advice Service

Portfolio Holder: Cllr Liz Wardlaw - Health

Senior Officer: Frank Jordan, Executive Director - Place

Mark Palethorpe, Acting Executive Director - People

1. Report Summary

- 1.1. The report is seeking approval to commission a Universal Information and Advice Service from April 2019. This would provide a single clear pathway for the residents of Cheshire East from 1 April 2019.
- 1.2. The service is currently commissioned through a contract with Citizens Advice Cheshire East which ceases as at 31 March 2019. The contract value will be up to £1.385m over 5 years.
- 1.3. The Service supports the following outcomes within the Council's Corporate Plan (2017-2020):
 - 1.3.1 Outcome 2: Cheshire East has a strong resilient economy
 - 1.3.2 Outcome 5: People Live Well for Longer
- 1.4. This approach aligns with the Council's Early Help Framework which has been developed to commission early help services across Cheshire East. A key theme of the Early Help Framework is financial inclusion. The outcome is for residents to receive the financial support and advice they need, leading to reduced demand for statutory services.
- 1.5. It is expected that by jointly commissioning a Universal Information and Advice service across Place and People will ensure that there are strong links with Early Intervention, Prevention services and Adult Social Care Services. The Service will provide free and independent advice for

residents of Cheshire East as an early intervention measure to address the following outcomes:

- 1.5.1 Help residents to receive the benefits they are entitled to
- 1.5.2 Improve financial capability and debt management
- 1.5.3 Proactive support to recover deposits, receive essential property repairs and avoid homelessness
- 1.5.4 Help people remain in employment or end harassment at work

2. Recommendations

That Cabinet

- 2.1. Agree that a competitive procurement exercise is undertaken for the provision of a Universal Information and Advice Service;
- 2.2. Delegate authority to the Executive Director of Place, in consultation with the Portfolio Holder for Health and Acting Executive Director of People, to award a contract for an initial period of 3 years with options to extend for a maximum of 2 years.

3. Reasons for Recommendations

- 3.1. Customers that have complex needs, often spanning multiple issues, would receive a more effective service where all issues are considered under a single pathway rather being passed from one provider to another.
- 3.2. The demand for the service is expected to remain at similar levels initially due to the continuing impact of welfare reform, including the rollout of Universal Credit and rising personal debt. Should demand reduce in the future the service level can be reviewed as part of the contract management arrangements.
- 3.3. The primary need is for face to face and telephone services as there are many online resources already available for direct or assisted access, including Live Well Cheshire East (www.cheshireeast.gov.uk/livewell). In addition to the on-line access available for customers to self-serve at the Customer Service Centres and Libraries there are many voluntary organisations offering facilities.
- 3.4. Other local support is available through the Connected Communities (www.cheshireeast.gov.uk/council_and_democracy/connected-communities/connected-communities.aspx) where community organisations

come together to provide help and support, strengthening the community, reducing isolation and improving wellbeing.

4. Other Options Considered

- 4.1. There is not a consistent voluntary provision to cover all across Cheshire East but the provider will be required to explore links with the Connected Community Centres.
- 4.2. Joint commissioning with Cheshire West and Chester Council was not considered as the providers delivering a face to face service are geographically based.
- 4.3. To do nothing in terms of not re-commissioning the service would result in more complex issues, more expensive interventions and increased access to statutory health and social care services.

5. Background

- 5.1. The Universal Information and Advice Service for residents of Cheshire East is:
 - 5.1.1 an early intervention service free to service users, offering independent, confidential, impartial and problem solving;
 - 5.1.2 accessible through a variety of channels but primarily face to face and telephone;
 - 5.1.3 a face to face provision within Crewe and Macclesfield with outreach in the following key centres: Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach, Wilmslow;
 - 5.1.4 available and accessible to those in greatest need & appropriate for people with a physical disability, mental health problems or a learning disability;
- 5.2. The key outcomes to be met include:
 - 5.2.1 Ensure residents receive the benefits they are entitled to including assistance for those requiring help with applications and appeals;
 - 5.2.2 Improve financial capability and debt management;

- 5.2.3 Helping residents with support and legal advice regarding complex housing issues, essential property repairs and avoid homelessness including support with court hearings;
- 5.2.4 Help people remain in employment with the appropriate rights and support;
- 5.3. The contract for this service is due to end on 31 March 2019 and is currently awarded to the Citizens' Advice Bureau across Cheshire East.
- 5.4. **Appendix A** includes statistics from the current contract monitoring to show the existing demand for the service.
- 5.5. The Council recognises the importance of an early intervention approach. To achieve this, the Council needs to offer the right kind of support early to adults and young people. This includes providing them with advice and information which empowers them to make positive choices, supports their health and wellbeing, and builds their resilience to cope with the challenges they face in their life. This approach is fundamental to The Care Act 2014, The Children Act 1989 (amended 2004) and The Children and Families Act 2014.
- 5.6. The Council must orientate its prevention services to effectively target those residents who are identified as most in need. This approach will contribute to improved outcomes for residents by facilitating increased choice and control over decisions that impact on their daily lives. Local residents will benefit from improved health and wellbeing leading to reduced demand for health and care services.
- 5.7. During 2017 – 2018 a series of engagement and consultation events took place which informed and identified the four main key themes for the Early Help Framework these include financial inclusion, social inclusion / social connectedness, children and young people emotional health, and all age health and wellbeing.
- 5.8. Clear pathways will be developed linking the Universal Information and Advice Service to wider services commissioned via the Early Help Framework, Connected Communities and Adults Social Care. For example the Council are commissioning social isolation and loneliness services via the Early Help Framework.
- 5.9. A market engagement event is planned to take place to further inform the development of the proposed Universal Information and Advice service. An area of development for the service will include scope for volunteer led support to meet Social Value objectives.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1 The procurement process will need to be undertaken in accordance with the Public Contracts Regulations 2015 and the Council's own Contract Procedure Rules. Legal Services will continue to support the commissioning of the new services to ensure the Council meets requirements in this regard.

6.2. Finance Implications

6.2.1 The current budget for the existing Universal Information and Advice service is £277,000 per annum.

6.2.2 The total annual budget for the integrated service is £277,000, with a potential total contract value of £1.385m, all within budget. By combining the contracts there will be an improved service delivering value for money.

6.3. Policy Implications

6.3.1 The development of the Universal Information and Advice service supports the wellbeing elements of the Care Act (2014).

6.4. Equality Implications

6.4.1 An Equality Impact Assessment is being undertaken but the overall commitment is to ensure the Service is available and accessible to all.

6.5. Human Resources Implications

6.5.1 Whilst the proposals do not envisage any HR implications for the Council, TUPE may apply to the existing provider.

6.6. Risk Management Implications

6.6.1 The key risks related to the commissioning of the service include:

- Failure to procure the service within the required timescales;
- Failure to use Council resources in the most effective way;
- Reputational damage to the Council as a commissioner and contract manager should a serious incident occur.

6.6.2 These risks will be managed through effective procurement, commissioning, contract management and mobilisation planning.

6.7. Rural Communities Implications

6.7.1 There are no direct implications for rural communities.

6.8. Implications for Children & Young People

6.8.1 There are no direct implications for children and young people but the early intervention will provide support for their families benefiting the whole household.

6.9. Public Health Implications

6.9.1 There is strong evidence to suggest that reduced poverty, improved access to benefits, improved financial and debt management, housing, employment support and financial inclusion has a significant impact on the health and wellbeing of individuals.

7. Ward Members Affected

7.1. The service will be delivered across the whole Borough of Cheshire East, therefore all wards are affected.

8. Consultation & Engagement

8.1. Consultation was undertaken in 2017 as part of the review of the Local Welfare Safety Net, to look at support which should be available for those facing hardship or a crisis. The intention of this scheme is to provide early intervention to prevent situations escalating causing further hardship and more costly interventions. Many of the applicants require further information and advice to help manage or resolve the challenges they face and are referred to the Information and Advice Service. A key finding from this consultation is that services must work together with preventative services as customers often present with more than one issue.

8.2. A Market Engagement event was held on 28 September 2018 to help inform the detail of the specification, supported by further ongoing customer engagement including the Digital Influence Panel.

9. Access to Information

9.1. Local Welfare Safety Net review

9.2. Cheshire East Joint Strategic Needs Assessment

9.3. Cheshire East People Live Well for Longer Commissioning Plan

10. Contact Information

- 10.1. Any questions relating to this report should be directed to the following officer:

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Approval to commission universal information and advice service

Appendix A: Statistics from the current contract monitoring

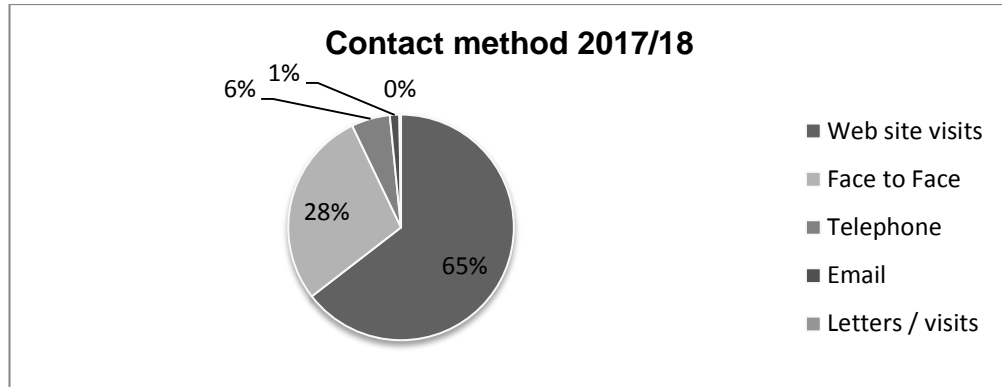


Figure 1 Contact methods 2017/18

Clients receiving a service	9,132
Web site visits	16,533

Figure 2 Volumes for 2017/18

Primary issue	
Benefits & tax credits	7,714
Benefits Universal Credit	787
Consumer goods & services	725
Debt	8,539
Education	55
Employment	1,537
Financial services & capability	287
Health & community care	780
Housing	1,300
Immigration & asylum	110
Legal	978
Other	471
Relationships & family	1,287
Tax	207
Travel & transport	217
Utilities & communications	200
Discrimination	101
Grand Total	25,295

Figure 3 Primary issues 2017/18

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