

Health and Adult Social Care and Communities Overview and Scrutiny Committee

Agenda

Date: Thursday, 11th April, 2019
Time: 10.00 am
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

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

1. **Apologies for Absence**

2. **Minutes of Previous Meeting** (Pages 3 - 8)

To approve the minutes of the meeting held on 7 March 2019.

3. **Declarations of Interest**

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

4. **Declaration of Party Whip**

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

For requests for further information

Contact: Joel.Hammond-Gant

Tel: 01270 686468

E-Mail: joel.hammond-gant@cheshireeast.gov.uk with any apologies

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

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

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

Note: in order for officers to undertake and background research, it would be helpful if members of the public notified the Scrutiny Officer listed at the foot of the Agenda at least one working day before the meeting with brief details of the matter to be covered.

6. **Cessation of Specialist Orthodontic and Oral Surgery Services at Macclesfield General Hospital** (Pages 9 - 12)

To consider an update on the closure of the two services, as well as the responses to the recommendations made by the committee at its previous meeting on 7 March 2019.

7. **Closure of Parkinson's Disease Support Service at Macclesfield General Hospital** (Pages 13 - 14)

To consider a report outlining why East Cheshire NHS Trust is unable to further provide a Parkinson's disease support service from Macclesfield General Hospital, and the steps taken by the commissioner (NHS Eastern Cheshire Clinical Commissioning Group) to ensure the service is sustained in the immediacy and what the longer term aims are for the service.

8. **Forward Plan** (Pages 15 - 20)

To consider the council's forward plan of key decisions.

9. **Work Programme** (Pages 21 - 64)

To review the current work programme and agree to the addition or deletion of any items as per the selection criteria set out in the work programme covering report.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Health and Adult Social Care and Communities Overview and Scrutiny Committee**
held on Thursday, 7th March, 2019 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor S Gardiner (Chairman)
Councillor B Dooley (Vice-Chairman)

Councillors Rhoda Bailey, S Brookfield, E Brooks, L Durham, S Edgar,
C Green, G Hayes, L Jeuda, A Moran and J Rhodes

PORTFOLIO HOLDERS IN ATTENDANCE

Councillor L Wardlaw, Deputy Leader and Portfolio Holder for Health

OFFICERS IN ATTENDANCE

Jill Broomhall, Director of Adult Social Care
Nichola Glover-Edge, Director of Commissioning
Fiona Reynolds, Director of Public Health
Jean Rogers, Senior Commissioning Manager, NHS England North (Cheshire and Merseyside)
Tom Knight
Tracey Shewan, Executive Director of Quality and Safeguarding, NHS South Cheshire and Vale Royal Clinical Commissioning Group

100 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C Andrew and G Baxendale.

101 MINUTES OF PREVIOUS MEETING**RESOLVED –**

That the minutes of the previous meeting held on 7 February 2019 be approved as a correct record and signed by the Chairman.

102 DECLARATIONS OF INTEREST

No declarations of interest were received.

103 DECLARATION OF PARTY WHIP

No declarations of the presence of a party whip were received.

104 **PUBLIC SPEAKING TIME/OPEN SESSION**

There were two members of the public present who wished to speak to Minute No. 105. Both were members of staff that worked within the oral surgery and orthodontic departments at Macclesfield General Hospital.

Ms Nicola Bateson addressed the committee to express her concern for the patients and their parents/carers that would be required to travel further afield for their appointments, which would result in more time away from school and work, respectively.

Ms Bateson also commented on the rationale of East Cheshire NHS Trust to close the two services, and the hard work of the staff and consultants within the department to try and retain an effective local service provision.

Ms Moira Moss spoke to the committee about the manner in which the closure of the two services had been handled with the departmental staff and consultants, and reiterated Ms Bateson's concern about the impacts to service users.

105 **PROPOSED CHANGES TO SPECIALIST ORTHODONTIC AND ORAL SURGERY SERVICES PROVIDED BY EAST CHESHIRE NHS TRUST IN MACCLESFIELD**

Consideration was given to a report submitted by NHS England North (Cheshire and Merseyside) regarding the decision taken by East Cheshire NHS Trust to cease providing specialist oral surgery and orthodontic services from Macclesfield General Hospital.

The Trust had served notice on the two contracts in September and October, respectively, with intent to stop providing them in March and April 2019.

The committee was united in expressing its disappointment that:

- (a) both the Health and Adult Social Care and Communities Overview and Scrutiny Protocol – setting out the mutually agreed local procedure for how NHS bodies should consult and engage with this committee regarding proposed service changes and developments – and the statutory duties placed on the Trust and NHS England North (Cheshire and Merseyside) under various pieces of legislation, had been ignored throughout the process, and
- (b) that representations had not been made by East Cheshire NHS Trust to formally address this committee to explain its rationale for closing the two services.

Members put questions and comments in relation to;

- why the offer from staff and consultants to hold extra clinics in order to help to retain the local service had not been considered or taken up;
- concern regarding the decision making and communication of East Cheshire NHS Trust, if they had not made the service commissioner aware that the staff and consultant had been willing to hold extra clinics to support the service;
- why more concerted efforts had not been made to retain the two services within Macclesfield;
- why NHS England North (Cheshire and Merseyside) would be undertaking a full needs assessment, if they, as the commissioning body, had confirmed that they had no prior concerns or issues with the services being provided before the contract notices had been served;
- the concern for both patients – the majority of whom were children or adolescents – and their parents and carers that may have greater difficulty in travelling further for appointments, and be required to take time away from school and work respectively;
- the impact that the service closures would have on patients presenting with early stage cancer and the disadvantage that it may have on rates of successful, early cancer screenings; and
- whether it could be guaranteed that any future public consultation on the provision of the two dental services would include an option for the services to remain in the Macclesfield area.

In response to questions from members regarding the next steps in this process, the committee was advised that no specific timescales had yet been confirmed for the undertaking of the needs assessment or future procurement exercises, but that the committee would be kept informed throughout each stage of the process.

RESOLVED –

- 1 That, owing to the lack of, and therefore inadequate, consultation and engagement with this committee, the wider public and other stakeholders, the committee considers that the proposed service changes are not in the interest of service users and takes the steps necessary to the refer the matter to the Secretary of State for Health and Social Care.
- 2 That in light of the committee's decision to explore the use of its power to make a referral to the Secretary of State for Health and Social Care, East Cheshire NHS Trust and NHS England be asked to halt the cessation of specialist orthodontic and oral surgery services provided from Macclesfield General Hospital to allow time for an agreed local resolution to be achieved, or for sufficient consultation to be undertaken on the proposed changes and closures to the services.

106 **WORKING TOGETHER ACROSS CHESHIRE**

Consideration was given to a report and presentation submitted by NHS South Cheshire and Vale Royal Clinical Commissioning Group in respect of Working Together Across Cheshire: the scheme of work aimed at converging and combining the work of the four clinical commissioning groups within Cheshire, in preparation of the planned creation of a single Cheshire clinical commissioning group.

Members asked questions and made comments in relation to;

- whether future engagement and consultation with this committee and the wider public, in respect of service developments and variations, would be improved under the new working arrangements of the single Cheshire clinical commissioning group;
- the concern regarding potential staff redundancies and the associated costs attached to them; and
- the potential disadvantages of combining multiple workplace arrangements and cultures.

RESOLVED –

- 1 That the update be noted.
- 2 That the committee be kept informed of future progress in relation to this matter.

107 **FORWARD PLAN**

Consideration was given to the most recently published iteration of the Council's forward plan of key decisions.

RESOLVED –

That the forward plan be noted.

108 **WORK PROGRAMME**

Consideration was given to the committee's current work programme and whether any new or existing items needed to be added or deleted.

RESOLVED –

That the work programme be agreed.

The meeting commenced at 10.02 am and concluded at 12.00 pm

Councillor S Gardiner (Chairman)

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Working for a brighter future together

Health and Adult Social Care and Communities Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Report Title: Update on the Closure of the Specialist Oral Surgery and Orthodontics services by East Cheshire NHS Trust

Author: Tom Knight - Head of Primary Care NHS England North (Cheshire and Merseyside)

1. Introduction

- 1.1. To update the committee on the current position in respect of the specialist orthodontic and oral surgery services provided from Macclesfield General Hospital.

2. Background

- 2.1 Commissioners and the Trust have continued to meet weekly to ensure safe transfer of patients to alternative providers and as close to home as possible. The numbers of patients transferring is reducing on a weekly basis with the end point of agreement for transfer to alternative providers by the agreed service closure date.
- 2.2 Commissioners have reviewed any PALs issues passed to the NHS England Nursing Team from CCGs and none have been reported from the patients in the area.
- 2.3 Tom Knight met with Healthwatch Cheshire on 2/4/19 who have confirmed since October 2018 (when referrals were switched to alternative providers) there have been no issues reported about access to the services at Macclesfield.
- 2.4 Commissioners will be liaising with NHS Eastern Cheshire CCG who have recently completed a consultation exercise to identify any areas of good

practice. Although completed in different circumstances there will be opportunities to share the learning and build into the NHE England re-procurement.

- 2.5 Commissioners have recently responded to 1 MP letter from a constituent and a follow up response to a previous MP letter from another constituent.
- 2.6 Commissioners are currently developing the next steps in terms of future re-procurement of services as was described previously to the committee and would add the following for this update:

3. Managed Clinical Networks for Orthodontics and Oral Surgery

- 3.1. The purpose of a Managed Clinical Networks (MCN) is to ensure the highest quality standard of appropriate specialist care is provided to the population of Cheshire & Merseyside.
- 3.2. The MCNs enable the delivery of improved outcomes for patients, address health inequalities and utilise continuous quality improvement through pathway redesign and the best use of NHS resources.
- 3.3. The Managed Clinical Networks (MCN) will link all clinicians providing care within the specialty pathway regardless of setting or organisation to:-
 - Develop and implement a needs-led, evidence based care pathway in line with the commissioning guide which will deliver consistent, high quality care
 - Enable patient centred care which delivers equity of access and a high quality service to service users and their carers
 - Ensure that there is a mechanism for the patient voice to be expressed and heard in terms of any engagement activities
 - Advise on criteria to improve standards, quality, value and clinical outcome
- 3.4. The MCNs will play a key role in the future re-procurement of dental services and are fully supported by NHS England commissioners.
- 3.5. Updated orthodontic health needs assessment.
 - Need to understand full secondary care dataset
 - Agree timescale with Public Health England (PHE) to complete the work
 - Commissioners have a needs assessment report but it focusses largely on primary care orthodontics and was completed in 2018
 - Commissioners know that for East Cheshire Trust activity for Cheshire and Merseyside patients has been decreasing over the last two years

- Report findings from updated need assessment to Healthwatch and OSC
- 3.6. Develop our commissioning intentions.
- Based on national guidance if and where appropriate.
 - In conjunction with PHE and the MCNs for dentistry
 - Engagement with stakeholders including Healthwatch and OSC as previously reported
- 3.7. Develop a service specification.
- Based on service provision in line with the needs assessment
 - In conjunction with Public HE and the MCN
 - Engagement with wider stakeholders including Healthwatch and OSC as previously reported
- 3.8. It should be noted that commissioners are very keen to understand what the committee believes “good” looks like in terms of engagement with stakeholders.
- 3.9. Services across the dental pathway have been procured previously as part of a planned process and not precipitated by exceptional circumstances. Commissioners are in the process of agreeing resources to support this work.
- 3.10. Commissioners and the Trust have a tele-con scheduled on Friday 5/4/19 to discuss these matters further with the Committee Chair Stewart Gardiner.
- 3.11. Next meeting of commissioners and Trust is scheduled for Monday 8/4/19 in relation to the final cohorts of patients to be transferred to alternative providers.

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Adult Social Care and Health Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Report of: Neil Evans (Commissioning Director - Eastern Cheshire CCG)

Subject/Title: Future arrangements for Eastern Cheshire Parkinson's Disease Nursing Service

1. Report

- 1.1. This paper provides information with regards changes to the provision of nursing services supporting people living within NHS Eastern Cheshire CCG who have Parkinson's Disease. At the time of providing this update there remains elements of commercial confidentiality with regards future arrangements and therefore would propose to provide a further update to the next meeting of the Committee.
- 1.2. Until recently East Cheshire NHS Trust provided a nursing service to people with Parkinson's Disease. The service worked alongside other locally provided services including General Practice and Consultant led outpatient Neurology Services (which are delivered in eastern Cheshire by Salford Royal Foundation Trust).
- 1.3. Unfortunately the nurse who was employed to provide the service recently resigned and left the employment of East Cheshire NHS Trust in March 2019, leaving no staff in place to maintain the service. In early January East Cheshire NHS Trust approached NHS Eastern Cheshire CCG to suggest that it would be sensible that the CCG looked to commission the service from a specialist neuroscience provider on the basis that the new provider would have:
 - 1.3.1. Both the professional expertise and scale to ensure the service met the needs of our local populations;
 - 1.3.2. Greater ability to recruit and retain staff and therefore would provide additional resilience.
- 1.4. As a response to the loss of the East Cheshire NHS Trust service a number of short term actions took place:
 - 1.4.1. Prior to leaving her post the nurse reviewed all her case load and developed care plans for either GP or Consultant oversight of patients pending the implementation of the new provider. These plans were communicated to patients and the relevant clinicians involved in their care
 - 1.4.2. The CCG has provided updates to the Parkinson's UK, who in turn have provided details on the support available to our population.

1.4.3. The situation, and likelihood of a gap in provision, was highlighted to representatives of the Health and Adult Social Care and Communities Overview and Scrutiny Committee on 24 January.

1.5. In response to the need to develop a solution, and having explored the local options available to us, a provider of neuroscience services and NHS Eastern Cheshire CCG immediately began discussions about the provider offering a Parkinson's Nurse Service in eastern Cheshire. The principle to this has been agreed between the CCG and the provider but remains subject to the provider's final internal agreement, as well as contract signature. These actions are due to be completed imminently and the service will be then able to commence as soon as recruitment to the nursing post is completed.

1.6. Whilst other provider options have been explored the preferred provider, referenced in 1.5, is seen as the most appropriate option to meet the needs of the population of eastern Cheshire. There are opportunities for the new service to offer additional services including that:

1.6.1. The nurse is expected to be able to prescribe medication;

1.6.2. The larger team would give ability for cross cover.

1.7. When the new service is in place the provider will contact those patients on the case load to introduce the service and provide details of future arrangements.

2. Recommendations

2.1. The committee is asked to note the actions taking place in order to maintain services within eastern Cheshire.

2.2. NHS Eastern Cheshire CCG will keep the committee updated with progress in finalising the contractual agreement and the commencement of the new service.



FORWARD PLAN FOR THE PERIOD ENDING 31ST JULY 2019

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

"an executive decision which is likely –

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

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

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

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

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

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

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

Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

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

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

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

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

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

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

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

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-48 Supported Local Bus Service Review - Procurement Proposals for Little Bus Service	To recommend changes to the Little Bus services beyond the existing service contract. The proposed changes will secure improvements in the quality and extent of the Little Bus operations whilst realising savings targets within the Medium Term Financial Strategy.	Cabinet	9 Apr 2019		Richard Hibbert	Fully exempt - paras 3 & 4
CE 18/19-49 Crewe Hub Station	To take all necessary actions to progress the Crewe Hub, including land acquisition and preparation of an evidence base for an Enterprise Zone.	Cabinet	11 Jun 2019			N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-50 Environment Strategy	To seek approval for the draft Environment Strategy and agreement that a borough wide public consultation takes place seeking views on the draft Environmental Strategy, with the decision on all final consultation materials being delegated to the Executive Director of Place. The outcomes of the consultation and any resultant changes to the draft strategy will be reported to and approved by Cabinet in due course.	Cabinet	11 Jun 2019		Paul Bayley	
CE 18/19-38 Malbank School and Sixth Form College - Authority to Let a Contract	To seek approval to delegate authority to the Executive Director of People to authorise the entering into of a construction contract for the creation of additional pupil places at Malbank School and Sixth Form College.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-47 Proposed Expansion of Middlewich High School	To seek approval for the proposed expansion of Middlewich High School from 700 to 775 places for implementation from September 2020, subject to due consideration of any feedback received during informal consultation. In addition, to seek approval to delegate to the Executive Director People authority to enter into a construction contract for additional places at the School.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A
CE 18/19-44 Local Transport Plan	Cheshire East Council as the Local Transport Authority has a duty to produce, and keep under review, a Local Transport Plan (LTP) in accordance with the Local Transport Act 2008. Council will be asked to approve the LTP for adoption following consideration by Cabinet.	Council	18 Jul 2019		Richard Hibbert	N/A

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Health and Adult Social Care and Communities Overview and Scrutiny Committee

Date of Meeting: 11 April 2019

Report Title: Work Programme

Portfolio Holder: Councillor J Clowes – Portfolio Holder for Adult Social Care and Integration

Councillor L Wardlaw – Portfolio Holder for Health

Senior Officer: Interim Director of Governance and Compliance Services

1. Report Summary

- 1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

2. Recommendation

- 2.1. That the work programme be approved, subject to committee agreement to add new items or delete items that no longer require any scrutiny activity..

3. Reason for Recommendation

- 3.1. It is good practice to regularly review the work programme and update as required.

4. Other Options Considered

- 4.1. N/A.

5. Background

- 5.1. The schedule attached has been updated following the last meeting of the committee on 7 March 2019, and a more recent liaison meeting – between the Chairman, Vice-Chairman, portfolio holders and key senior officers – on 28 March 2019.
- 5.2. Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity.

- 5.3. When selecting potential topics, members should have regard to the Council's three year plan and to the criteria listed below, which should be considered to determine whether scrutiny activity is appropriate.
- 5.4. The following questions should be asked in respect of each potential work programme item:
- Does the issue fall within a corporate priority;
 - Is the issue of key interest to the public;
 - Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
 - Is there a pattern of budgetary overspends;
 - Is it a matter raised by external audit management letters and or audit reports?
 - Is there a high level of dissatisfaction with the service;
- 5.5. If during the assessment process any of the following emerge, then the topic should be rejected:
- The topic is already being addressed elsewhere
 - The matter is subjudice
 - Scrutiny cannot add value or is unlikely to be able to conclude an investigation within a specified or required timescale

6. Medium Term Financial Strategy

- 6.1. At the suggestion of CLT, the council's Medium Term Financial Strategy 2019-22 will be used as an additional tool to support the forward planning and work programming of matters by the four overview and scrutiny committees.
- 6.2. Published alongside this covering report and the work programme itself are the areas of planned work within the corporate priorities related to this committee's remit.

7. Implications

- 7.1. There are no implications to legal or financial matters, equality, human resources, risk management, or for rural communities, children and young people or public health.

8. Ward Members Affected

8.1. All.

9. Access to Information

9.1. The background papers can be inspected by contacting the report author.

10. Contact Information

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

Name: Joel Hammond-Gant

Job Title: Scrutiny Officer

Email: joel.hammond-gant@cheshireeast.gov.uk

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11.04.19	13.06.19	01.08.19	12.09.19	10.10.19	07.11.19	05.12.19
10.00am	10.00am	10.00am	10.00am	10.00am	10.00am	10.00am
Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields

16.01.20	06.02.20	05.03.20	09.04.20	07.05.20
10.00am	10.00am	10.00am	10.00am	10.00am
Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Health and Adult Social Care and Communities Performance Scorecard (Quarter 3)	To consider performance data for council services in the committee's remit for quarter 3 of 2018/19.	Acting Executive Director of People	Adult Social Care and Integration Health	CLT	Performance monitoring	People live well and for longer Our local communities are strong and supportive	11.4.19

Cessation of Specialist Orthodontic and Oral Surgery Services at Macclesfield General Hospital	Pursuant to the committee's decision to consider the matter a 'significant development or variation', to follow up on the recommendations issued to East Cheshire NHS Trust and NHS England.	East Cheshire NHS Trust / NHS England	Health	Committee	Follow up on recommendations made and determine next steps for committee involvement	People live well and for longer	11.4.19
Closure of Parkinson's Disease Support Service at Macclesfield General Hospital	Following on from the recent news that East Cheshire NHS Trust would no longer be able to provide its Parkinson's disease support service at Macclesfield General Hospital, to consider an update on the matter, how and where the service would be provided, and what the longer term view for the service is.	East Cheshire NHS Trust / NHS Eastern Cheshire CCG	Health	Chairman	Monitor the service variation and determine next steps for committee involvement	People live well and for longer	11.4.19
CCG Operational Plans	To consider a report on CCG operational plans	Eastern/South CCGs	Health	CCGs	Performance monitoring	People live well and for longer	13.06.19
Improved Access – Eastern Cheshire CCG	To consider a report on the effectiveness and impact of NHS Eastern Cheshire CCG's work to improve access to services; new ways of working were introduced in October 2018.	Director of Commissioning (Eastern Cheshire CCG)	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	13.06.19

2018/19 Quality Account – Mid Cheshire NHS Trust	To consider the 2018/19 Quality Account.	Mid-Cheshire NHS Trust	Health	Committee	Performance monitoring	People live well and for longer	13.06.19
2018/19 Quality Account – East Cheshire NHS Trust	To consider the 2018/19 Quality Account.	East Cheshire NHS Trust	Health	Committee	Performance monitoring	People live well and for longer	13.06.19
2018/19 Quality Account – Cheshire and Wirral Partnership	To consider the 2018/19 Quality Account.	CWP	Health	Committee	Performance monitoring	People live well and for longer	13.06.19
Congleton Minor Injuries Unit	To consider a report on the impacts to the Congleton Minor Injuries Unit Impact of national review of urgent care services with a required specification of service standards for the provision of facilities. Findings of the review and its impact on the unit to be considered.	Kath Senior (NHS East Cheshire Trust) / Director of Commissioning (Eastern Cheshire CCG)	Health	Committee	Performance monitoring Monitoring developments or variations in service provision	People live well and for longer	01.08.19
Health and Adult Social Care Performance Scorecard – Quarter 4, 2018/19	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Director of Adult Social Care	Adult Social Care and Integration Health	Corporate Leadership Team	Performance monitoring	People live well and for longer	01.08.19
Impact of 2018 Winter Pressures on Delayed Transfers of Care	To consider performance relating to delayed transfers of care during the 2018/19 winter months.	CEC / Eastern Cheshire CCG / South Cheshire CCG	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	01.08.19

Early Help Framework	Performance review following implementation in October 2018.	Director of Commissioning	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	01.08.19
Connected Communities	To consider a progress report on performance of the Council's Connected Communities Centres against key strategies and objectives	Director of Public Health	Adult Social Care and Integration	Committee	Performance monitoring	People live well and for longer Our local communities are strong and supportive	01.08.19
Recommissioning of Assistive Technology	To consider a report providing detail on performance following the recommissioning of assistive technology	Director of Commissioning	Health	Committee	Monitoring developments or variations in service provision	Our local communities are strong and supportive People live well and for longer	TBD - Autumn

Performance scorecard – Quarter 1, 2019/20	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Acting Executive Director of People	Adult Social Care and Integration Health	CLT	Performance monitoring	Our local communities are strong and supportive People live well and for longer	12.09.19
North West Ambulance Service (NWAS) Performance Update	To consider a performance report from NWAS, approximately 12 months on from the last report to the committee.	NWAS	Health	Committee	Performance monitoring	People live well and for longer	07.11.19
Everybody Sport and Recreation Annual Performance Report 2018/19	To consider the annual performance of ESAR in 2018/19.	CEO of ESAR	Health	Committee	Information / performance monitoring	People live well and for longer Our local communities are strong and supportive	07.11.19

Performance scorecard – Quarter 2, 2019/20	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Acting Executive Director of People	Adult Social Care and Integration Health	CLT	Performance monitoring	Our local communities are strong and supportive People live well and for longer	16.01.20
Review of Autism Screening at Cheshire's Custody Suites	To consider a report from the Cheshire and Wirral Partnership (CWP) on autism screening at Cheshire's custody suites, following a campaign to identify suspects with, or suspected of having, a condition on the Autistic Spectrum.	CWP	Health	Committee (following CWP Quality Account 2016/17)	Performance monitoring	People live well and for longer	16.01.20
Delayed Transfers of Care	To consider a report outlining performance on delayed transfers of care approximately 12 months on from the last report to committee in February 2019.	CEC / CCGs / CWP	Adult Social Care and Integration Health	Committee	Performance monitoring	People live well and for longer	06.02.20

Performance scorecard – Quarter 3, 2019/20	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Acting Executive Director of People	Adult Social Care and Integration Health	CLT	Performance monitoring	Our local communities are strong and supportive People live well and for longer	07.05.20
Performance scorecard – Quarter 4, 2019/20	To keep the committee informed of progress made within the health and adult social care sections, against key performance indicators.	Acting Executive Director of People	Adult Social Care and Integration Health	CLT	Performance monitoring	Our local communities are strong and supportive People live well and for longer	July/Aug 2020

Items to be scheduled into the work programme

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Improving physical and mental health and wellbeing in areas of greater deprivation within Cheshire East	To consider a report outlining the work undertaken by the Council and partners focused in areas of higher deprivation in the borough, to improve peoples' physical and mental wellbeing.	Director of Public Health / CEO of ESAR	Health	Committee	Overview	People live well and for longer Our local communities are strong and supportive	TBD
Impacts to Cheshire East Adult Social Care Services Following Decision on Millbrook Unit	To consider a report highlighting the impacts to Cheshire East Council adult social care services following the implementation of the new model of mental health services in eastern Cheshire. (This will be brought to the committee following the implementation of new ways of working to ensure sufficient data and evidence for effective scrutiny.)	NHS Eastern Cheshire CCG / CWP / CEC	Adult Social Care and Integration Health	Director of Adult Social Care / Director of Public Health	Performance monitoring	People live well and for longer	TBD
On-line Slimming Products	To investigate the licensing/control mechanisms in place to regulate the sale of slimming products on line and to review the mental impacts of rapid weight loss achieved through such products.	Director of Public Health	Health	Chairman	Policy Development	People live well and for longer	TBD

Outcomes from Consultation on Option 2 Plus	To consider information from the Eastern Cheshire CCG, Cheshire and Wirral Partnership and South Cheshire and Vale Royal CCG on the consultation carried out for the newly proposed Option 2 Plus for the redesign of mental health services in Cheshire East.	Associate Director of Commissioning (Eastern Cheshire CCG)	Adult Social Care and Integration Health	Committee	Establish a clear role for monitoring the implementation of changes and the performance of the new service arrangements	People live well and for longer	TBD
Cheshire East Mental Health Strategy	To consider the Cheshire East Mental Health Strategy prior to a decision being made by Cabinet.	Director of Commissioning Corporate Manager – Health Improvement	Health	Chairman	Pre-decision, strategy/policy development	People live well and for longer	TBD

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Outcome 2 - Cheshire East has a strong and resilient economy

What this means:	We will invest in the building blocks that will allow business to grow, give our residents the right skills to secure employment and attract inward investment in to the Borough. By working together with business and our residents we will enhance the quality of place and create prosperity for all.			
What the Council will focus on:	1. Culture, Heritage and Tourism	2. Jobs and Skills	3. Business Growth and Inward Investment	4. Infrastructure
What this will look like:	Across the Borough our towns and villages will offer a rich mix of retail, leisure, cultural and heritage facilities that will serve our residents and attract more visitors and tourists to Cheshire East.	The workforce in Cheshire East will be well educated and skilled. Unemployment will be kept low, new and high quality jobs will be created and people will be ready for work as soon as they leave education or training.	Businesses will grow and thrive in Cheshire East. Sites and support will be available to attract new businesses to the Borough and to allow existing businesses to grow.	The Borough will be connected to the rest of the country and movement and connectivity within the Borough will improve as well as being safe and efficient.

Key Priorities

Cheshire East has one of the strongest economies in the country and is made up of a vibrant mix of businesses across a wide range of sectors. However, we need to maintain this position and create further growth that will support the wellbeing of our residents.

However, there are some strategic risks which must be managed if we are to be able to support continuing growth in the Borough's economy.

In particular we need to continue to support housing growth in a manner so that we can provide the right type of housing that will attract people with the skills to support our local economy; as well meeting the needs of all our residents.

Furthermore, we need to ensure we can deliver employment sites so we can continue to attract inward investment and to enable our existing businesses to grow and become more productive.

Another key strand of supporting a vibrant economy is ensuring we are able to provide a rich and diverse range of leisure opportunities for visitors and local residents to enjoy.

With this in mind the Council is prioritising investment from both its capital and revenue budgets to support economic growth through the delivery of major infrastructure projects such as HS2 and through projects which will support housing, employment and regeneration in our towns and villages.

Challenges

- Not just delivering housing growth but delivering the right type of houses which meet all the needs of residents and will attract new residents to the Borough.
- Delivering employment sites to attract inward investment and to enable existing businesses in the Borough to grow.
- Delivering the required infrastructure to support growth in a sustainable manner.

Opportunities

- Ensuring we fully capitalise on the opportunity for sustainable growth that can be enabled with the arrival of high speed rail and other investments in strategic infrastructure.
- Taking a strategic approach to the way we manage our land and property so that we can not only support economic growth but also create future revenue to support the delivery of essential services.
- Regenerating our key towns so we can offer a diverse range of leisure, retail and commercial opportunities.

Proposals to vary the Budget under Outcome 2 (Economy) are focused on these areas:

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Visitor Economy (Revenue Savings) [3] Reviewing alternative and more efficient means of delivering visitor information in the Borough. <i>Impact on Visitor Economy Service Budget =</i>	-0.017	-0.022	-0.022
Contract and Commissioning savings (Revenue Savings) [4] The Council is reviewing all its commercial arrangements with third parties including the contracts it holds with its wholly owned companies. A proposal to deliver this saving target has been developed and has been considered by the Council's Cabinet. <i>Impact on Cross Service Budgets =</i>	-0.250	-0.250	-0.250
*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19 . Values are not cumulative			

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Macclesfield Silk Heritage Trust (Revenue Investment) [5] This proposal recommends a standstill position in investment in the Trust, to improve sustainability whilst West Park Museum is redeveloped. <i>Impact on Cultural Economy Service Budget =</i>	+0.020	+0.020	+0.020
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Income generation <i>Charging strategies for each service area to increase income where appropriate based on market rates and considering the price elasticity of demand for services.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Increase Public Rights of Way Fees and Charges (Revenue Savings) [6] Additional income to be delivered through the Public Rights of Way Service. <i>Impact on Public Rights of Way Service Budget =</i>	-0.023	-0.023	-0.023
Investment Portfolio (Revenue Savings) [7] The objective of this proposal is to deliver a long term and sustainable income to the Council through investment in commercial property. The general approach will be to consider the level of investment, risk and potential rate of return prior to considering acquiring the specific investment. <i>Impact on Assets Service Budget =</i>	-0.250	-0.500	-0.500
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Investment in services <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Cheshire East Reflects (Revenue Savings) [8] The programme of events end in 2018 so no further funding will be required in 2019/20. <i>Impact on Cultural Economy Service Budget =</i>	-0.050	-0.050	-0.050
Business Rate Growth for Council Facilities (Revenue Investment) [9] Recent additions to the Council's estate to improve facilities for residents have resulted in pressures on budgets. For example, the creation of improved leisure and environmental facilities, the retention of empty buildings and the revaluation of properties for business rates has resulted in higher business rates being payable, are contributing to the budget pressure. <i>Impact on Facilities Management Service Budget =</i>	+0.090	+0.180	+0.180
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Investment in services <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Management of Risks Relating to Land (Revenue Investment) [10] <p>The Council has a number of brownfield sites in its ownership, some of which are former landfill sites or contaminated land from their former uses. The Council currently has robust management arrangements for active sites, but needs to put in place a regime to address non-active sites and to undertake works on certain sites e.g. water treatment, septic tanks.</p> <p style="text-align: right;"><i>Impact on Assets and Facilities Management Service Budget =</i></p>	+0.090	+0.010	+0.010
Energy Cost Increases (Revenue Investment) [11] <p>Additional budget requirement as a result of the increased cost of gas and electricity within Council buildings. The full impact of the increase will be mitigated in 2019/20 due to the abolition of the Carbon Reduction Commitment Levy (CRC), which has been replaced by an increase in the Climate Change Levy at lower cost than CRC.</p> <p style="text-align: right;"><i>Impact on Facilities Management Service Budget =</i></p>	+0.145	+0.145	+0.145
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

Reducing subsidy <i>Ensure limited resources are redirected to the areas with the most critical need.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Homelessness Reduction Act - new burdens (Revenue Investment) [12] <p>The Minister for Local Government is providing local authorities with new burdens funding following the introduction of the Homelessness Reduction Act. The Homelessness Reduction Act places new statutory duties on Local Authorities.</p> <p>The Homelessness Reduction Act has significantly reformed England's homelessness legislation to ensure that more people get the help they need to prevent them becoming homeless in the first place. It forms part of the Government's end to end approach to tackling homelessness, helping both those at risk of homelessness and those experiencing a crisis. The new burdens funding for the Act sits alongside other funding for homelessness, including the Homelessness Prevention funding and the Flexible Homelessness Support Grant.</p> <p>The funding has been made available for local authorities to meet the new duties contained within the Act.</p> <p style="text-align: right;"><i>Impact on Strategic Housing Service Budget =</i></p>			
	+0.010	-0.037	-0.037
Community Transport (Revenue Savings) [13] <p>Following the introduction of the revised bus network the Council has continued to look how to deliver its transport related services in the most effective and efficient way. This programme is now looking at a review of the Council's flexible transport Little Bus service. In addition, staff and overhead efficiencies from the Council's wholly owned company, TSS, are being proposed.</p> <p style="text-align: right;"><i>Impact on Client Commissioning - Transport Service Budget =</i></p>			
	-0.109	-0.200	-0.200
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

Outcome 5 – People live well and for longer

What this means:	Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing.			
What the Council will focus on:	1. Empowering people to live independent, healthier and more fulfilled lives	2. Information, Advice and Guidance, Prevention and Early Intervention	3. Accessible high quality services, Information & Advice	4. Public Protection, Health Protection and Safeguarding
What this will look like:	<p>Our residents are supported to live independently with a high quality of life.</p> <p>Our residents take responsibility for their own health and well-being. They have a positive experience in all interactions with the health and care system.</p>	<p>The Council commissions and delivers proactive services which help to support physical and mental wellbeing.</p> <p>Facilitating the identification, at an early stage, of individuals who can benefit from preventative services and interventions which help improve physical and mental health and wellbeing.</p>	<p>Residents and customers find it easy to access local services and get the information they need.</p> <p>Our residents have choice when accessing our high quality services. Our residents achieve excellent outcomes through engagement with our local services.</p>	<p>There are strong, multi-agency arrangements in place to ensure residents are safeguarded and protected.</p>

Key Priorities

Introduction

The Council has experienced a significant increase in the number of children entering care in Cheshire East. Whilst this rise is reflected locally and nationally, it continues to put pressure on budgets within Children's Social Care, both in terms of placement and staffing costs. A number of measures were put in place in 2017/18 and these have started to impact; children in care numbers have started to stabilise. A growth bid for social care in 2018/19 forms part of these proposals.

Increasing pressures on the budget have led to a number of service reviews and changes in commissioned services. The focus of these has been to maintain frontline capacity and target our resources more effectively on those services that make an impact. The Council has continued to invest in the intensive child in need service, to prevent the escalation of children's needs, previously known as Project Crewe. We are reshaping the market to meet the change in demand and refocus our early help offer.

We are increasingly working on a sub-regional footprint. In July this year Cheshire East, in partnership with Manchester, Salford, Trafford and Stockport Councils, celebrated the first birthday of its regional adoption agency. The service, called 'Adoption Counts', has been formed to ensure that children can be adopted sooner by speeding up the adoption process and providing a better range of post-adoption services. In April this year the Council, in partnership with Cheshire West and Chester, Warrington and Halton Councils launched its shared fostering marketing and recruitment hub. This collaboration recently welcomed its 100th enquiry to foster and it is anticipated that this will lead to an increase in local foster carers. The collaboration is already sharing foster carers and has ambitions to be a market leading shared fostering service.

Work is well underway to establish new safeguarding children partnership arrangements, both at a pan-Cheshire level and, importantly, locally. These changes are being created by the Children and Social Work Act, 2017 and will replace the current Local Safeguarding Children's Boards (LSCBs).

Significant work has taken place over the past year to commence the implementation of Signs of Safety (SoS) as a new way of working with families across Cheshire East. This has included over 500 practitioners and managers from across the partnership being trained in the model. Working closely with North Yorkshire County Council (who were recently rated by Ofsted as Outstanding) as part of the DfE Partners in Practice (PiP) Programme, Cheshire East has benefitted from the advice and guidance from an authority that is successfully using the model to achieve positive results for children, young people and staff. Staff have participated from the outset to help to shape and prepare for Signs of Safety within their services, embracing change. We believe that this is already starting to change the culture across the service and partnership; recruitment and retention of social care staff has significantly improved over the past year. Embedding this model across all areas of our work with children, young people and families is a priority for 2018/19 and beyond.

During 2017 feasibility work has been underway around developing a locality model of working for frontline children's services. This has looked at a range of factors to determine whether it would be more effective and improve services for children, young people and their families based on a number of geographical areas across the borough.

Improving the outcomes for our cared for children and care leavers continues to be a priority. Improving their experiences around

education, health and care services is a priority and a new Corporate Parenting Strategy will be launched later this year. The strategy will set out the 'pledges' made by all corporate parents to our cared for children and care leavers. The Council will shortly also publish its 'local offer' to care leavers, setting out the services they can expect to access.

Absolutely paramount is the ability to ensure we protect both our vulnerable adults and children. Through working with our partners, we continue to focus on issues such as domestic abuse, child exploitation and adult abuse. To ensure we continue to tackle these important issues, we are increasingly working across agencies and partnerships such as Cheshire Fire and Rescue, Police and Crime Commissioner for Cheshire, NHS and housing associations to ensure we take a holistic approach.

We have worked over recent years to shift to Adult Social Care and Health services that reflect the outcomes and aspirations of people using those services. Our ambition is to develop flexible, personalised services that enable people to maintain their independence and, where possible, remain living in their own home.

In line with the Care Act 2014, we will focus on the wellbeing of individuals, supporting choice by giving people the opportunity to have a direct payment and develop their own bespoke package of support. We will stimulate the development of an active and vibrant care market both in the independent sector but also across the voluntary, community and faith sectors.

The recommissioning of Care at Home services (Domiciliary Care), and Accommodation with Care services (Nursing and Residential Care) in Cheshire East has been led by the Council with our health partners. Joint commissioning with our health partners has enabled the Council to develop our local model and will increase opportunities including step up, step down and discharge to assess beds. The recommissioning of Care at Home and Accommodation with Care is underpinned by Care Market Development activities, as

we continue to develop the care market in Cheshire East. We are also currently reviewing our Extra Care provision with a long term ambition to re-design and grow our local model for Extra Care. Additional priority areas for Adults and Older People commissioning will include: Assistive Technology, Community Equipment Services, Advocacy and Direct Payments Support services.

We are committed to developing the Care Provider Market in Cheshire East to improve services and outcomes for adults with complex needs. This includes individuals with Learning Disabilities, Physical Disabilities, Mental Health and Autism, through the development of our Complex Needs Dynamic Purchasing System, which providers bid to be part of, and which enables the Council to commission services which meet the local needs and outcomes of individuals. The Complex Needs Dynamic Purchasing System has been for Young People and Adults aged 16 years plus which will also support transition from Young Peoples to Adult services. This will be supported through the development of three local strategies Learning Disabilities, Mental Health and Autism, which have been developed across the Local Authority and Health partners.

Our commitment to supporting carers who provide care and support to their families in our community continues to grow through the Cheshire East Carers Hub which was commissioned by the Council in partnership with Health. The Carers Hub was commissioned in April this year as a single point of contact for Carers of all ages (Young Carers, Working Age Carers, Parent carers and Older carers), which includes the Information and Advices, the Carers Living Well Fund, Group Support, Training and a 24 hour chat line which is peer led. During the first 3 months the Carers Hub identified over 300 hidden carers across Cheshire East. We are also in the process of re-designing our Respite Care offer, to include a more flexible bed based and community based offer, in response to what carers have told us to include.

The Public Health Team will continue to provide the evidence and data that informs commissioners as to where they need to focus

their efforts to deliver the best outcomes to improve resident's health and wellbeing. There will also be a concerted effort to embed early intervention and prevention in everything that we do across health and the local authority, recognising that empowering individuals to improve their health and wellbeing will be beneficial to both the individual, but also the system as it will, in time, reduce demand. The recommissioning of Public Health Services will ensure effective delivery in the most efficient way.

Our priorities for Public Health commissioning over the next year include: The mobilisation of the new Substance Misuse Services which went live on the 1st November; and recommissioning Sexual Health Services, Lifestyle Services (One You), Children and Young People Early Help Mental Health services (including Emotional Health Schools), Infection Prevention and Control services, and our Healthy Child Programme.

Our Communities Team will focus on the continued implementation of the Connected Communities Strategy, supporting communities to help themselves and creating a sustainable community infrastructure that will help individuals and families to live well.

Following feedback from local organisations, we will aim to build relationships, and to support the development of a thriving Voluntary Community and Faith Sector in Cheshire East through the coproduction of a local strategy. This will be supported through the recently commissioned Early Help Framework, which currently has 56 Providers contracted to respond to bid for Early Intervention and Prevention services, for example Befriending services, and Sensory Impairment services which are currently being commissioned via the Framework.

Proposed changes within Health will inevitably have a significant impact on social care both in children's and adults, but the full impact of these are not yet known. We remain committed to working with our NHS colleagues locally and sub-regionally.

Challenges

- Continuing to manage the increase in numbers of children and young people in care and affordability of residential and external placements.
- Managing the market to ensure that there is a range of services, care and support available to support cared for children and young people in their local area, many of whom have complex needs, including working sub-regionally to broaden the range and effectiveness of our services.
- Strengthening partnerships to deliver integrated, value for money services that ensure the voice of children and young people and better meet their needs.
- Managing young people in transition to adulthood, in particular those with a complex disability who will be transitioning to adult social care during the next three years.
- Meeting the needs of our aging population; by 2027 the number of people in the Borough aged 65+ is estimated to rise to over 127,000 and those aged 85+ estimated to have increased to 18,800.
- Managing the needs of adults with dementia, which has a higher prevalence in Cheshire East than the England average (4.47% of the population aged 65+ are recorded as having dementia).
- Supporting our 'unpaid carers' to have breaks but also to maintain their caring roles.
- Addressing the health and wellbeing, especially mental wellbeing, of our population to ensure they can live full and independent lives.

Opportunities

- Continue to work to embed Signs of Safety as a way of working in Cheshire East to make our services more inclusive to support families to develop their own solutions leading to sustainable outcomes and more child-focused, putting the needs of children and young people first.
- Maximise sub-regional arrangements to improve collaborations, streamline and enhance good practice across all partnerships.
- Commission new children's care hubs, where children and young people's needs can be better met by integrating fostering and residential care more closely so they achieve greater stability of care.
- Implement a locality working model to better support joint working with children and families at the centre.
- In the forthcoming Green Paper on Adult Social Care the Government has indicated that the Green Paper will cover: a sustainable social care system; how people pay for social care including a cap on lifetime social care bills; care market stability and development; and also the integration of health and social care.
- The commissioning of Early Intervention and Prevention services via the Early Help Framework.
- Ensuring a strategic approach to digital innovation, for example through the work to introduce the Personal Care Record, enhancing the Live Well online directory and the Digital Inclusion Strategy.
- Continued roll out of Connected Communities Centres to deliver the right services in the right places at the right time.
- Working with NHS colleagues to further develop joint commissioning for outcomes.
- Develop new ways of working where the service user is in charge of their journey to remain in their own home and they are connected to their communities.

Proposals to vary the Budget under Outcome 5 (Health) are focused on these areas:

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Independent Living Fund - Attrition Factor Reductions (Revenue Savings) [33] Cheshire East Council receives annual funding from central Government to support individuals previously in receipt of funding from the Independent Living Fund which closed in June 2015. Funding available to the Council reduces annually and although the Council has ring-fenced the money to Adult Social Care the demand for ongoing care and support continues. <i>Impact on External Care Costs Service Budget =</i>	-0.027	-0.027	-0.027
Client Finance and Business Support Review (Revenue Savings) [34] Review of the adult social care client finance and business support function to ensure reduced bureaucracy and prevent duplication across services and review the structure to ensure maximum effectiveness and productivity. This is interdependent with the people directorate management service business case. <i>Impact on Operations – Support to Social Work Service Budget =</i>	-0.100	-0.100	-0.100
<p>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</p> <p>Values are not cumulative</p>			

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Direct Payments Review (Revenue Savings) [35] Review of direct payment policy and process to ensure that it is up to date, efficient and meets legal requirements. <i>Impact on Commissioning – External Care Costs Service Budget =</i>	-0.500	-0.500	-0.500
One You Cheshire East (Revenue Savings) [36] Cheshire East Council commissions an integrated lifestyle service for members of the population aiming to improve their long term health through smoking cessation, physical activity, healthy eating, weight management and falls based interventions. This service is currently delivered by a number of providers. The Council will look to reduce the management costs whilst maintaining frontline delivery. <i>Impact on Public Health Service Budget =</i>	-0.050	-0.100	-0.100
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Community Equipment Service (Revenue Savings) [37] <p>The Community Equipment service is currently commissioned by Cheshire East Council, Eastern Cheshire and South Cheshire Clinical Commissioning Groups. The service aims to improve and maintain a person's health and wellbeing through increased independence, choice, control and quality of life of the individual with the provision of equipment. A review is being undertaken of the Community Equipment service to ensure that it is the most efficient and effective service for the residents of Cheshire East, the outcome of which will inform future commissioning intentions.</p> <p style="text-align: right;"><i>Impact on Commissioning - Other Service Budget =</i></p>	<p style="text-align: right;">-0.050</p>	<p style="text-align: right;">-0.100</p>	<p style="text-align: right;">-0.100</p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Review and reduction of contract values (Children's Services) (Revenue Savings) [38] <p>Across the children's services (social care, education and early intervention) there are a significant amount of external contracts worth circa £21m. A systematic review of all contracts will be undertaken and a negotiation will take place with the providers to ensure outcomes for children and young people remain person focused.</p> <p><i>Impact on People – Children and Families Service Budget =</i></p>	<p>-0.500</p>	<p>-0.500</p>	<p>-0.500</p>
Healthwatch Cheshire East (Revenue Savings) [39] <p>The primary purpose of the Healthwatch service is to act as an independent champion and voice for residents in order to help monitor and shape local health and social care services. This is achieved by actively gathering the opinions and experiences of local people in using these services and producing valuable and timely feedback for the NHS and local authority. Negotiations have been initiated between the partnership & the provider to propose 10% reduction to the value of the overall contract.</p> <p><i>Impact on People – Commissioning Early Intervention & Prevention Budget =</i></p>	<p>-0.015</p>	<p>-0.015</p>	<p>-0.015</p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i></p>			

Income generation <i>Charging strategies for each service area to increase income where appropriate based on market rates and considering the price elasticity of demand for services.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Increase Income (Income Generation) [40] <p>The proposal is to conduct a review of individuals who have historically been assessed with a low or no financial contribution towards their care and support services, to support these individuals to access their full welfare benefit entitlement, address any changes in individual circumstances and to ensure consistent application of the Council's charging policies.</p> <p style="text-align: right;"><i>Impact on Client Contributions Service Budget =</i></p>	<p style="text-align: center;">-0.100</p>	<p style="text-align: center;">-0.100</p>	<p style="text-align: center;">-0.100</p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p style="text-align: center;"><i>Values are not cumulative</i></p>			

Investment in services <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Growth in Demand for Adult Social Care (Revenue Investment) [41] <p>The Adults Social Care budget both here in Cheshire East, and across the country, remains under pressure as a result of a number of factors. These include young people transitioning into adulthood, care fee levels paid to external care providers, the rising demand generally and our older population requiring much more complex care. To ensure the Council is well placed to meet this demand it will invest in services that will deliver high quality support to our most vulnerable residents.</p> <p style="text-align: right;"><i>Impact on External Care Costs Service Budget =</i></p>	+3.500	+8.500	+8.500
New Adult Social Care Winter pressures (Revenue Investment) [NEW] <p>This additional funding is for councils to help alleviate the pressures on Social Care and the NHS through the winter months, ensuring that people can avoid hospital or leave hospital when they are ready into a setting that best meets their needs. This will support the NHS to free up capacity over winter. Cheshire East Council will agree, in consultation with NHS colleagues, the most effective way to spend the money to achieve the purposes of the grant, including tackling delayed discharges of care, based on the challenges faced in the local health and care system, including local market conditions and preventing admissions. This funding is to be reported within the Better Care Fund.</p> <p style="text-align: right;"><i>Impact on External Care Costs Service Budget =</i></p> <p style="text-align: right;"><i>Additional Ringfenced Grant Funding =</i></p>			
	+1.451	0.000	0.000
	-1.451	0.000	0.000

Investment in services <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Independent Reviewing Officer (IRO) Service (Revenue Investment) [NEW] There is a significant increase on the demands on the Independent Review Officer (IRO) service to meet their statutory responsibilities as a result of a 33% increase in the number of children who are cared for. This additional funding secures a temporary post and an additional post to ensure that expectations are met without compromise to children and young people in our care. <i>Impact on Children's Social Care Budget =</i>	+0.126	+0.126	+0.126
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Looking after young children <i>Review of current service offers to ensure high standards are maintained and demand is managed.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Growth Bid Cared for Children and Care Leavers (Revenue Investment) [42] <p>There has been a 17% increase in the numbers of cared for children in Cheshire East over the last year, which is a situation being experienced elsewhere, both regionally and nationally. Although we are still below national and local comparators, admissions to care have continued to exceed the number of discharges and the complexity of needs of individuals are increasing due to improved assessments and effective prevention arrangements. This increase in numbers and complexity has resulted in the need for additional placement purchases, including high cost placements, and additional staffing to support children, young people and care leavers.</p> <p><i>Impact on Commissioning – Social Care – Cared for Children Service Budget =</i></p>	+0.700	+1.200	+1.200
Extension of the Fact22 model (Revenue Investment) [43] <p>Additional investment to provide an intensive support offer for families who have experienced repeat care proceedings and/or who have children in need, where alcohol and substance misuse is negatively impacting upon their ability to care safely for their children.</p> <p><i>Impact on Children in Need and Child Protection Service Budget =</i></p>	+0.300	+0.300	+0.300
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p><i>Values are not cumulative</i></p>			

Looking after young children <i>Review of current service offers to ensure high standards are maintained and demand is managed.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
0-19 Healthy Child Programme (Revenue Savings) [44] <p>The 0-19 Healthy Child Programme is a universal programme available to all children and young people. The programme aims to ensure that every child gets the good start they need to lay the foundations of a healthy life. The programme recognises the importance of building on the support in the early years and sustaining this across the life course for school-aged children and young people to improve outcomes and reduce inequalities through universal provision and targeted support. Recommissioning will look to reduce management costs and maintain current frontline provision.</p> <p style="text-align: right;"><i>Impact on Public Health Service Budget =</i></p>	No change	-0.150	-0.150
Review of allowances for children previously cared for (Revenue Savings) [45] <p>To review the existing policies for the financial support provided to Special Guardians, Adopters and those with Child Arrangement/Residence Orders. Review and re-assess suitability for existing arrangements, how these compare to other similar authorities and consider implementing a new policy for any future financial arrangements.</p> <p style="text-align: right;"><i>Impact on Cared for Children and Care Leavers Service Budget =</i></p>	-0.075	-0.150	-0.300
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

Looking after young children <i>Review of current service offers to ensure high standards are maintained and demand is managed.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Funding of Social Workers (Revenue Investment) [NEW] To permanently fund nine social workers within the Children's Social Care Service to ensure caseloads remain appropriate and manageable. This is in keeping with the Council's commitment as Corporate Parents. <i>Impact on Children's Social Care Service Budget =</i>	+0.400	+0.400	+0.400
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

Reducing subsidy <i>Ensure limited resources are redirected to the areas with the most critical need.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Reducing the Cost of Leisure Services (Revenue Savings) [46] <p>The Operating Agreement between the Council and Everybody Sport & Recreation requires a minimum of a 3% cash reduction of the annual management fee based on the previous year's agreed figure.</p> <p>The current management fee investment to Everybody Sport & Recreation allows the Trust to operate a concessionary "leisure card" scheme. The current options scheme gives 40% off the full adult peak rate for a range of leisure centre activities. The proposal is to retain the scheme but reduce this 40% to 30% across all categories.</p> <p>Due to increased demand for car park refunds at Everybody leisure facilities in Crewe and Nantwich, there is a need to increase the budget by a further £25,000 to meet this additional usage. This reflects the actual costs for 2017/18, and those projected on current year usage which is anticipated to continue through to the 2019/20 financial year. Discussions will continue with the leisure trust to see if this increase can be addressed as part of the annual management fee setting process.</p> <p style="text-align: right;"><i>Impact on Leisure Service Budget =</i></p>			
	-0.086	-0.125	-0.163
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19.</i></p> <p><i>Values are not cumulative</i></p>			

Reducing subsidy <i>Ensure limited resources are redirected to the areas with the most critical need.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
Allocated Adult Social Care Grants (Revenue Investment) [47] Increase to the Adults service budget in line with the additional grant income for the Local Community Voices, Social Care in Prisons and War Pensions Disregard grants. <i>Impact on Care Costs, Client Income and Healthwatch Service Budget =</i>	+0.065	+0.065	+0.065
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for 2018/19. Values are not cumulative</i>			

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Portfolio Holder for
Adult Social Care and Integration

Cllr Janet Clowes Summary	2019/20 MTFS Feb 2018 £m	2019/20 Latest Props £m
Adult Social Care Operations	(1.500)	1.415
Adult Social Care Commissioning	6.809	2.959
Total Policy Proposals	5.309	4.374

Adult Social Care Operations	2019/20 £m
Client Finance and Business Support Review	(0.100) ³⁴
Pay and Pensions	1.515 ⁵⁹
Total	1.415

Adult Social Care Commissioning	2019/20 £m
Increase Income	(0.100) ⁴⁰
Independent Living Fund - Attrition Factor Reductions	(0.027) ³³
Growth in Demand for Adult Social Care (merged)	6.000 ⁴¹
Reduced demand / efficiencies ASC (merged)	(2.500) ⁴¹
Direct Payments Review	(0.500) ³⁵
Community Equipment Service	(0.050) ³⁷
Healthwatch Cheshire East	(0.015) ³⁹
Allocated Adult Social Care Grants	0.065 ⁴⁷
New ASC Winter pressures spend	1.451
New ASC Winter Pressures funding	(1.451)
Pay and Pensions	0.086 ⁵⁹
Total	2.959

2019/20 Latest Proposals **4.374**

2019/20 as at MTFS Feb 18 Adult Social Care Operations	2019/20 £m
Commissioning all services currently provided by our in-house provider, Care4CE	(1.500)
Pay and Pensions	-
Total	(1.500)

2019/20 as at MTFS Feb 18 Adult Social Care Commissioning	2019/20 £m
Increase Income	(0.100)
Independent Living Fund - Attrition Factor Reductions	(0.027)
Growth in Demand for Adult Social Care	6.000
Pay and Pensions	0.936
Total	6.809

2019/20 MTFS Feb 2018 **5.309**

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Portfolio Holder for Health

Cllr Liz Wardlaw Summary	2019/20 MTFS Feb 2018 £m	2019/20 Latest Props £m
Client Commissioning: Leisure	(0.110)	0.383
Public Health Communities	0.139	0.010
Cross Service		0.020
Total Policy Proposals	0.029	0.413

Client Commissioning: Leisure	2019/20 £m	
3% reduction in Operational Management Fee (ESAR) (merged)	(0.048)	46
Changes to "Everybody Options" Scheme Investment (ESAR) (merged)	(0.063)	46
Everybody Leisure Car Park Refunds 2019/20 (merged)	0.025	46
Pay and Pensions	0.469	59
Total	0.383	

Public Health Communities	2019/20 £m	
One You Cheshire East	(0.050)	36
Pay and Pensions	0.060	59
Total	0.010	

Cross Service	£m	
Delivery of the Equality, Diversity and Inclusion Strategy	0.020	49
Total	0.020	

2019/20 Latest Proposals **0.413**

2019/20 as at MTFS Feb 18 Client Commissioning: Leisure	2019/20 £m	
3% reduction in Operational Management Fee (ESAR)	(0.049)	
Changes to "Everybody Options" Scheme Investment (ESAR)	(0.063)	
Pay and Pensions	0.002	
Total	(0.110)	

2019/20 as at MTFS Feb 18 Public Health Communities	2019/20 £m	
Pay and Pensions	0.139	
Total	0.139	

2019/20 MTFS Feb 2018 **0.029**

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