

# **Health and Adult Social Care and Communities Overview and Scrutiny Committee**

## **Agenda**

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**Date:** Thursday, 7th November, 2019  
**Time:** 10.00 am  
**Venue:** Committee Suite 1, 2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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### **Membership**

<b>Chairman</b>	<b>L Wardlaw (Conservative)</b>
<b>Vice Chairman</b>	<b>A Moran (Independent Group)</b>
<b>Conservative Councillors</b>	<b>J Clowes, S Gardiner, P Redstone, J Weatherill and N Wylie</b>
<b>Labour Councillors</b>	<b>S Brookfield, A Critchley, M Houston, J Parry and R Vernon</b>
<b>Independent Group Councillors</b>	<b>D Edwardes and M Goldsmith</b>
<b>Liberal Democrat Councillors</b>	<b>D Murphy</b>

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 the Previous Meeting** (Pages 3 - 8)

To approve the minutes of the meeting held on 10 October 2019.

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For requests for further information

**Contact:** Joel.Hammond-Gant

**Tel:** 01270 686468

**E-Mail:** [joel.hammond-gant@cheshireeast.gov.uk](mailto:joel.hammond-gant@cheshireeast.gov.uk) with any apologies

3. **Declarations of Interest**

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

4. **Declaration of Party Whip**

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

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

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. **North West Ambulance Service (NWAS) Performance Update** (Pages 9 - 16)

To consider an update on performance.

7. **Everybody Sport and Recreation Annual Report 2018/19** (Pages 17 - 56)

To consider the annual report for 2018/19 of Everybody Sport and Recreation.

8. **Pre-Budget 2020/21 Consultation**

Report to follow as a supplementary agenda item.

9. **Recommissioning of Assistive Technology** (Pages 57 - 62)

To consider update on the progress of the new contract that was awarded for the provision of assistive technology.

10. **Forward Plan** (Pages 63 - 74)

To review the council's Forward Plan.

11. **Work Programme** (Pages 75 - 86)

To review the committee's current work programme.

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Health and Adult Social Care and Communities Overview and Scrutiny Committee**  
held on Thursday, 10th October, 2019 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor L Wardlaw (Chairman)  
Councillor A Moran (Vice-Chairman)

Councillors S Brookfield, J Clowes, A Critchley, D Edwardes, S Gardiner,  
M Houston, D Murphy, J Parry, P Redstone, R Vernon, J Weatherill and  
N Wylie

**PORTFOLIO HOLDERS IN ATTENDANCE**

Councillor L Jeuda, Portfolio Holder for Adult Social Care and Health; Deputy  
Leader of the Labour Group  
Councillor J Rhodes, Portfolio Holder for Public Health and Corporate  
Services  
Councillor M Warren, Portfolio Holder for Communities

**OFFICERS IN ATTENDANCE**

Geoffrey Appleton, Independent Chair of the Local Adults Safeguarding  
Board \*\*\*\*\*  
Linda Couchman, Acting Strategic Director of Adult Social Care and Health  
Nichola Glover-Edge, Director of Commissioning  
Mark Palethorpe, Acting Executive Director of People  
Jamilia Tausif, Associate Director of Commissioning (NHS South Cheshire  
Clinical Commissioning Group) \*\*\*  
Clare Watson, Chief Accountable Officer of the Cheshire Clinical  
Commissioning Groups \*\*

\* Attended for Minute No. 32 only  
\*\* Attended for Minute No. 33 only  
\*\*\* Attended for Minute No. 34 only  
\*\*\*\* Attended for Minute No. 35 only  
\*\*\*\*\* Attended for Minute No. 36 only

**27 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor M Goldsmith.

**28 MINUTES OF PREVIOUS MEETING**

RESOLVED –

That the minutes of the previous meeting held on 12 September 2019 be approved as a correct record and signed by the Chairman.

**29 DECLARATIONS OF INTEREST**

No declarations of interest were made.

**30 DECLARATION OF PARTY WHIP**

No declarations of a party whip were made.

**31 PUBLIC SPEAKING TIME/OPEN SESSION**

There were two members of the public present who wished to speak to Minute No. 33.

Mr. Richard Walton addressed the committee to express concern over the lack of a weekend service at the Congleton Minor Injuries Unit (CMIU), and the further intermittent closures it had experienced. He referred the committee to a petition raised by local residents whom were dissatisfied with the current CMIU working arrangements, which had gained over 5,500 signatures.

Councillor Paul Duffy (Congleton Town Council) spoke to the committee about the uncertainty local residents have had with regards to the CMIU, and argued that the reduced admissions at the CMIU could be attributed to residents' hesitation about the reduced operating hours and intermittent mid-week closures. He advised that members of the public would continue to travel further afield to other hospital provisions and that, attendance rates may consequently become too low to warrant the continued operation of the CMIU.

**RESOLVED –**

The committee thanked Mr. Richard Walton and Councillor Paul Duffy for their statements.

**32 CARE4CE**

Consideration was given to a report on the proposed future arrangements of the council's Care4CE service; feedback from the committee was intended to be taken into account by officers and portfolio holders prior to the final decision-making report being presented to Cabinet on 3 December 2019.

The feedback and comments from members included;

- that the report could be improved by simplifying its language and using less jargon, to make it easier for interested members of the public to understand the proposals being brought forward;
- concern that any potential introduction of new terms and conditions for staff could result in a two-tier pay system between existing and transferred staff, and staff that are recruited in the future;
- that consideration should be given to implementing the Ethical Care Charter as part of any proposal put forward; and



- that any targets and/or performance indicators included within a potential service level agreement should be reasonable and practicable for members of staff.

The committee unanimously agreed to ask Cabinet to provide assurances that, under any potential new service level agreement or wholly-owned company, the council will prevent the creation of a two-tier workforce, and protect the terms and conditions of all staff.

**RESOLVED –**

- 1 That the committee's feedback on the report and draft proposals be considered by officers and portfolio holders, prior to the decision-making report being finalised and present to Cabinet on 3 December 2019.
- 2 That Cabinet be asked to provide assurances that, under any potential new service level agreement or wholly-owned company, the council will prevent the creation of a two-tier workforce, and protect the terms and conditions of all staff.

**33 WORKING ARRANGEMENTS AT THE CONGLETON WAR MEMORIAL HOSPITAL MINOR INJURIES UNIT**

Consideration was given to a report submitted by East Cheshire NHS Trust on the working arrangements at the Minor Injuries Unit at Congleton War Memorial Hospital.

Members asked questions and put comments in relation to;

- concern that the mid-week operating service had been subject to intermittent closures and that the Trust could not guarantee a consistent mid-week operation;
- which other service provisions local residents had been required to attend when the CMIU was not open;
- how the removal of a weekend operating service, together with intermittent mid-week closures, affected residents local to the CMIU that had to travel further afield without the use of a car; and
- whether the Trust's decision to maintain reduced hours of operation arose from issues related to recruiting and retaining staff, or from the financial difficulties faced by the Trust.

**RESOLVED –**

- 1 That the committee expresses concern that the variable and intermittent opening times of the Congleton War Memorial Hospital Minor Injuries Unit may be a cause of the decline in the use of this service.
- 2 That the committee ask the commissioners to review the funding provided for this service and outline the shape of future local service provision in Congleton, with a view to trying to ensure a reliable minor injuries service for residents, and return to the committee with an update on this no later than 9 April 2020.

The committee adjourned for a short break.

**34 IMPACT OF 2018 WINTER PRESSURES ON DELAYED TRANSFERS OF CARE**

Consideration was given to a report on the performance of council and local NHS services in relation to delayed transfers of care, which focused on the extent of the impact that the 2018 winter months had on performance.

It was reiterated to members that 'winter pressures' had become a redundant term; health and social care services had seen increases in year-round pressures from periods and events of hot and cold weather.

**RESOLVED –**

That the update be noted.

**35 CONNECTED COMMUNITIES**

Consideration was given to a report on the activity and performance of the council's Connected Communities Centres.

Members asked questions and put comments in relation to;

- whether there was a method of quantifying and/or evaluating the social value of the Connected Communities Centres; and
- how the Connected Communities Centres had helped to promote social connectivity and enabled community groups and faith groups to engage with harder-to-reach people.

**RESOLVED –**

That the update be noted.

**36 LOCAL SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19**

Prior to the consideration of this report, Councillors Clowes and Gardiner declared non-pecuniary interests in the item; they were members of the Local Adults Safeguarding Board during the period in which the report discusses.

Consideration was given to the annual report of the Local Safeguarding Adults Board from the previous municipal year, 2018/19.

Members asked questions and put comments in relation to;

- the take-up and attendance at the free training sessions provided by the Local Adults Safeguarding Board; and
- what role the Board would have in relation to different safeguarding matters.

**RESOLVED –**

That the update be noted.

**37 CARERS HUBS AND LIVING WELL FUND**

Consideration was given to a presentation to provide the committee with background knowledge and information on the council's Carers Hub and the Living Well Fund.

**RESOLVED –**

That the presentation be noted.

**38 FORWARD PLAN**

Consideration was given to the council's Forward Plan of key decisions through to 31 January 2020.

**RESOLVED –**

That the Forward Plan be noted.

**39 WORK PROGRAMME**

Consideration was given to the committee's work programme.

A suggestion was made to add an item related to dementia support services in Cheshire East.

**RESOLVED –**

- 1 That the work programme be approved.
- 2 That the Chairman and Vice-Chairman liaise with officers and portfolio holders to explore the potential scope and detail of a work programme item on dementia support services in Cheshire East.

The meeting commenced at 10.02am and concluded at 1.25pm

Councillor L Wardlaw (Chairman)

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## Health and Adult Social Care and Communities Overview and Scrutiny Committee

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**Date of Meeting:** 07 November 2019

**Report Title:** Performance Update by North West Ambulance Service NHS Trust (Nwas)

**Senior Officer:** Roger Jones, Sector Manager and Jane Clayton, Advanced Paramedic (Cheshire and Merseyside)

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### 1. Report Summary

- 1.1. This report provides the Health and Adult Social Care Overview and Scrutiny Committee with an overview of the performance of the 999 emergency ambulance service for the Cheshire East Council area against national standards.

### 2. Recommendation

- 2.1. That the Health and Adult Social Care and Communities Overview and Scrutiny Committee receive and note the contents of the report.

### 3. Background

- 3.1. The Health and Adult Social Care Overview and Scrutiny Committee requested a 12 month performance update following the trust's previous report which was presented to Committee in November 2018.

- 3.2. The national ambulance response standards (targets) are as follows:

Category	Description	Response Time
Category 1	Time critical life-threatening injuries and illnesses which require immediate intervention e.g. cardiac arrest, serious allergic reaction, airway obstruction, ineffective / abnormal breathing.	7 minutes on average (mean) for all responses & 90% in 15 minutes

Category 2	Emergencies which require rapid assessment, urgent on scene intervention or urgent transport e.g. heart attack, epilepsy, stroke, sepsis, major burns.	18 minutes on average (mean) for all responses & 90% in 40 minutes
Category 3	Urgent problems which require treatment to relieve suffering e.g. burns, diabetic and hypoglycaemic episodes, abdominal pain, injuries and drugs overdose.	60 minutes mean for all responses and 90% in 120 minutes
Category 4	Problems which are not urgent but need assessment in person or over the phone.	90% in 180 minutes

#### 4. Performance

- 4.1.** For the purposes of this report, NWS has provided the average (mean) performance against each of the standards for each month/year below. These are incidents which have originated from within the Cheshire East Council Locality Area.
- 4.2.** When the trust shared performance data with the Committee last year, it was still facing the challenge of implementation of new national ambulance response programme standards (ARP) introduced in August 2017. The data in this report shows how the trust has progressed since that time and therefore reflects the period August 2017 to September 2019.
- 4.3.** The new standards require ambulance services respond to all patients in a timely manner as opposed to the historical standards which focused mainly on the most life threatening calls. NWS focused on both the life-threatening categories and the lower acuity calls in ensuring all patients receive the right response at the right time, in the right place, every time.
- 4.4.** The new standards have been challenging and whilst NWS performed very well initially in responding to the lower priority calls, a very challenging winter meant that some higher acuity emergencies were waiting longer for a response than they should.

	C1 Mean	C2 Mean	C3 Mean	C4 Mean
<b>2017</b>	<b>00:10:08</b>	<b>00:24:06</b>	<b>00:42:56</b>	<b>01:25:12</b>
August	00:09:25	00:19:39	00:30:44	01:25:06
September	00:10:06	00:21:32	00:40:33	01:22:40
October	00:10:02	00:21:51	00:41:58	01:15:03
November	00:09:27	00:24:05	00:41:32	01:28:13
December	00:11:03	00:30:41	00:56:55	01:34:19
<b>2018</b>	<b>00:08:55</b>	<b>00:22:32</b>	<b>00:52:41</b>	<b>01:33:36</b>
January	00:09:40	00:29:09	01:07:46	01:47:59
February	00:08:26	00:26:25	00:55:32	01:43:22
March	00:08:14	00:25:45	00:54:27	01:27:59

April	00:08:03	00:20:37	00:43:12	01:33:20
May	00:08:35	00:20:37	00:44:37	01:36:27
June	00:09:29	00:20:42	00:49:57	01:31:43
July	00:09:31	00:21:47	00:52:00	01:38:42
August	00:09:24	00:22:24	00:53:40	01:26:03
September	00:09:26	00:19:12	00:47:07	01:23:57
October	00:09:07	00:20:47	00:48:15	01:20:15
November	00:08:42	00:21:05	00:58:49	01:28:02
December	00:08:26	00:21:18	00:57:56	01:41:17
<b>2019</b>	<b>00:08:37</b>	<b>00:21:13</b>	<b>00:58:53</b>	<b>01:36:05</b>
January	00:09:13	00:26:17	01:19:25	01:51:21
February	00:09:22	00:23:41	00:58:08	01:36:02
March	00:08:42	00:20:13	00:54:57	01:26:06
April	00:08:44	00:22:07	01:01:44	01:32:42
May	00:08:18	00:17:52	00:47:23	01:31:06
June	00:08:16	00:19:15	00:48:13	01:38:44
July	00:08:18	00:20:16	00:59:25	01:40:58
August	00:08:25	00:21:08	01:02:38	01:34:37
September	00:08:26	00:19:57	00:55:31	01:29:49
<b>Overall</b>	<b>00:09:01</b>	<b>00:22:21</b>	<b>00:52:58</b>	<b>01:33:12</b>

## 5. Performance Improvement Plan

- 5.1. In order to improve the performance position, commissioners of the ambulance service requested the trust develop a Performance Improvement Plan (PIP) in January 2018.
- 5.2. The trust worked with an external agency who undertook an audit of frontline resources to understand current and future demand challenges, current and future resource requirements and the changes to the operational model required to support the delivery of the ARP.
- 5.3. The PIP was developed taking into account the recommendations from the external agency and with the support of the trust's commissioners. This included a phased changeover of front line resources to support the current and future workload. A reduction in the ratio of Rapid Response Vehicles (RRVs) to Double Crewed Ambulances (DCAs) was required to allow the correct vehicle to be sent to the patient first time.
- 5.4. NWS received additional investment from commissioners and the changes to the operational fleet were undertaken during late summer 2018.

- 5.5. The PIP also looked at additional internal efficiencies such as recruitment and retention of staff, review of skill mix and the introduction of clinicians into the Emergency Operations Centres (EOC). Additional training has been provided to clinicians assessing patients to allow increased opportunities for Hear and Treat (telephone advice and referral) and See and Treat (face to face assessment and referral). Work continues to look at and review processes for call handling including working with BT to benchmark 999 call answering performance and introducing additional processes within the EOC to allow earlier identification of the most serious and life threatening calls.

## **6. Improving care**

- 6.1. In 2017, the trust launched its Transforming Patient Care programme with the aim of improving outcomes for patients. There was particular focus on treating more people on scene (see and treat) or on the telephone (hear and treat) where clinically appropriate and, in turn, to reduce the number of people taken to hospital – avoiding unnecessary trip to A&E and keeping emergency resources free to respond quickly to life-threatening incidents.
- 6.2. Despite the number of incidents dealt with by NWAS increasing year on year, the transformation programme saw a reduction in hospital conveyances for the first time ever (38,824 fewer patients transported in 2018/19 than the previous year) which freed up ambulance time and made financial efficiencies of £7.3million.
- 6.3. Highlights from Transforming Patient Care include:
- The introduction of new clinical roles in NWAS' contact centres to provide support over the phone to staff and patients.
  - Rotational working was introduced for clinicians to enhance their skills in different working environments.
  - Training for emergency medical technicians was rolled out to enable them to utilise more appropriate outcomes for patients following assessment.
  - A single phone number for healthcare professionals to request ambulance transport was launched.
  - The introduction of a signposting service for patient transport crews concerned about a patient's wellbeing was rolled out.
- 6.4. The work of the Transforming Patient Care programme concluded in 2019 but has informed the new Urgent and Emergency Care strategy which outlines how NWAS will continue to develop services and initiatives with the aim of ensuring people receive the right care, at the right time, in the right place; every time.



## 7. Key Factors Affecting Performance

- 7.1. Managing Hospital handover is an ongoing challenge for the trust. The target for ambulance handover at hospital is 15 minutes, but unfortunately in some trusts, it often can take much longer, and resulting delays do have a huge impact on NWAS' ability to respond to patients waiting in the community; while ambulance crews are waiting to handover at hospital, they are unavailable to dispatchers looking to allocate the next waiting 999 call.
- 7.2. During the last year the trust has worked with 6 hospitals in a collaborative venture aimed at improving hospital handover times. A quality improvement approach has been taken with resultant improvements being seen in hospital handover times, benefiting both patients and the trust's ability to respond to other patients. This work is continuing and has been extended to include 14 hospitals.
- 7.3. For consistency purposes the data below shows the hospital turnaround times for the Mid Cheshire Hospitals NHS Foundation Trust (Leighton) and East Cheshire NHS Trust (Macclesfield) Emergency Departments for the same reporting period i.e. between August 2017 and September 2019.

Cheshire East Activity and Performance		
Time between arrival at hospital to handover of patient		
Month	Mid Cheshire Hospitals NHS Foundation Trust (Leighton)	East Cheshire NHS Trust (Macclesfield)
	Handover Time	Handover Time
Aug-17	00:14:27	00:17:54
Sep-17	00:15:27	00:18:46
Oct-17	00:16:09	00:17:04
Nov-17	00:16:29	00:18:27
Dec-17	00:16:45	00:21:48
Jan-18	00:17:56	00:20:41
Feb-18	00:17:54	00:22:18
Mar-18	00:20:54	00:21:29
Apr-18	00:17:42	00:18:58
May-18	00:17:00	00:18:56
Jun-18	00:18:48	00:18:06
Jul-18	00:19:27	00:19:18
Aug-18	00:17:43	00:18:56
Sep-18	00:19:01	00:18:40
Oct-18	00:19:10	00:20:20
Nov-18	00:19:12	00:19:46
Dec-18	00:19:15	00:19:25
Jan-19	00:20:22	00:21:03
Feb-19	00:20:02	00:20:55
Mar-19	00:19:45	00:20:14

Apr-19	00:18:37	00:19:11
May-19	00:18:01	00:20:13
Jun-19	00:18:41	00:19:43
Jul-19	00:17:40	00:20:52
Aug-19	00:18:52	00:21:01
Sep-19	00:18:42	00:19:58
<b>Overall</b>	<b>00:18:11</b>	<b>00:19:47</b>

**7.4.** Like all NHS trusts, NWAS is required to deliver services against a tightening financial position. Every year it is required to identify in-year efficiency savings (£9.834 million in 18/19 and £9.808 in 19/20) as part of a Cost Improvement Programme.

**7.5.** NWAS continues to experience recruitment and retention challenges. Again this is common throughout the NHS as particularly with paramedics, there is a limited market for suitably qualified staff and NWAS are competing with other ambulance trusts and other private and public sector healthcare providers nationally to attract candidates from this pool. The recruitment of other trained clinicians such as nurses is also challenging and the trust has had to adopt innovative approaches to ensure it has sufficient staff to deliver services safely and to a high quality.

**7.6.** New approaches have included partnership working with universities and Health Education England and more use of social media and international recruitment. In addition, the trust has strengthened its clinical leadership structure to enable staff to develop and progress.

## **8. Additional information**

### **8.1. Trust strategy launch**

8.1.1. The trust launched its 2019-2024 strategy on 22 October 2019 which has eight areas of focus that have become our priorities: integrated urgent and emergency care; quality; digital; workforce; stakeholder relationships; infrastructure; environment, and business and commercial development.

8.1.2. As the only provider organisation that covers the whole region 365 days of the year, 24/7, NWAS plays a central role in the development and improvement of urgent and emergency care services across the North West.

8.1.3. The importance of this is outlined in the NHS Long Term plan which describes how the NHS will move to a new service model in which patients get better support and properly joined-up care at the right time in the right care setting.

8.1.4. This will require collaboration with other healthcare services to make the most of opportunities to treat more patients by telephone, at scene and in community settings, reducing unnecessary journeys to hospital – a better outcome for patients and the whole of the NHS system.

8.1.5. There are challenges in the North West that the strategy takes into consideration; 9 out of the top 20 most deprived local authority areas are in the region, population health is poor with more cases of cardiovascular and respiratory diseases and life expectancy being lower than the south and high rates of alcohol and smoking related illnesses.

8.1.6. In Cheshire, NWAS' plans support the priorities of the STP/ICS which the trust is fully engaged with. These priorities are promoting health and wellbeing to reduce reliance on services, developing joined-up models of care outside of hospital and reducing variation in quality and ensuring a clinical and financially sustainable system.

## **8.2. Patient and public panel**

8.2.1. The trust has launched a panel for patients and the public to provide meaningful opportunities for patients/the public to influence service planning and delivery and to develop service improvements using co-production methodology. Members of the public are able to get involved at a level that suits them and their availability.

## **8.3. Community specialist paramedics**

8.3.1. Two of the trust's 10 community specialist paramedics (CSPs) are based in Cheshire East (Knutsford and Crewe). CSPs are a central presence in the communities in which they are based which enables them to provide a more patient-centred approach to healthcare in a way that the ambulance service was unable to provide before the role was introduced in 2015.

8.3.2. Working with GP practices and other health and social care professionals who support local residents, CSPs' duties are to develop and promote alternative treatment pathways, engage with local nursing and residential homes and educate local schoolchildren.

## **8.4. Community engagement**

8.4.1. The trust hosted an engagement event on 14 October 2019 in Northwich where people could learn more about the services we provide in Cheshire and give your feedback. Guests heard from representatives of the three services NWAS provides – emergency/999, NHS 111 and patient transport.

8.4.2. Themes from the event that will be put into an action plan were around raising awareness amongst the public about each of our services and promoting the roles of volunteer community first responders.

### **8.5. Community first responders**

8.5.1. This year marks the 20<sup>th</sup> anniversary of the community first responders (CFR) who are ordinary members of the public that respond to life-threatening emergency 999 calls, often arriving before the ambulance. These volunteers are invaluable in rural communities. At a recent event to celebrate the anniversary, three CFRs from Cheshire received 'remarkable responder' awards for their contributions to their communities within the county.

## **9. Contact Information**

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

Name: Julie Treharne  
Job Title: Head of Communications, North West Ambulance Service NHS Trust  
Email: [Julie.treharne@nwas.nhs.uk](mailto:Julie.treharne@nwas.nhs.uk)



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## **Health and Adult Social Care and Communities Overview and Scrutiny Committee**

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**Date of Meeting:** 07 November 2019

**Report Title:** Everybody Sport and Recreation Performance Review

**Portfolio Holder:** Councillor Mick Warren - Communities

**Report Author:** Mark Wheelton – Leisure Commissioning Manager

**Senior Officer:** Frank Jordan – Executive Director of Place

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### **1. Report Summary**

- 1.1. This report provides an update on the leisure and sports development services managed on behalf of the Council by “Everybody Sport & Recreation” (Everybody). It provides an update on the fifth year of Everybody’s operation, how the current provision is maximising health benefits and outcomes, and sets out proposed future developments and improvements to leisure centre provision.

### **2. Recommendations**

- 2.1. The Committee notes the progress made by Everybody in supporting improved health outcomes for the residents of Cheshire East.

### **3. Reasons for Recommendation**

- 3.1. Everybody provides a range of leisure services for local residents, which contribute in particular to Outcome Five “People Live Well & For Longer.” It is important to ensure that these are achieved through the ongoing monitoring of the Leisure Operating Agreement between the Council and Everybody.
- 3.2. Feedback from Members will further help strengthen and support the monitoring and challenge process.

#### **4. Other Options Considered**

- 4.1.** It is a requirement of the Leisure Operating Agreement that the council receives an annual report from Everybody.

#### **5. Background**

- 5.1.** The Leisure Operating Agreement between the Council and Everybody contains a range of elements to ensure that they provide 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 Everybody is delivering the requirements expected, particularly Outcome 5 – People Live Well & For Longer.
- 5.2.** The commissioning and monitoring of these services is undertaken through quarterly reviews which include the Portfolio Holder to assess progress against both contractual performance indicators and general overall performance. In addition Everybody are required to submit an Annual Report to the Council and which was recently presented to Cabinet (Appendix 1).
- 5.3.** In respect of leisure centre performance Everybody are required to report a range of performance indicators and other information, some of which is set out below for the full year 2018/19:
- Annual attendances at Council owned leisure centres was 3,607,231 against the target of 3,509,006. This is an increase of 3% against a performance target of 1% year on year increase. Overall this represents an increase in attendances of almost 40% at Council owned leisure centres since they transferred to management by Everybody in May 2014. This increases further to 3,732,541 and 6% on the previous year when attendances at Holmes Chapel Community Centre, owned by Holmes Chapel Parish Council and operated by Everybody is also taken into account.
  - As a result of imaginative programming and investment in facilities as set out later in this report, memberships at the facilities has increased from 10,000 in May 2014 to over 18,000 in 2018/19. A number of these will be “Options” members who receive a reduction in the monthly cost of memberships. This includes young people, senior citizens and those in receipt of a range of benefits.

- During the year Everybody targets memberships at a range of service users, supported by the Council's management fee. A key one is its support to "Cared for Children" (for whom the Council has a corporate parenting responsibility) whose memberships increased by 7.9% in the last year.
- To ensure that Everybody delivers an excellent level of service it is a requirement that all of the Council's leisure centres achieve QUEST accreditation on an annual basis. QUEST is an independent external assessment for the leisure industry, designed to demonstrate that the facility examined provides effective working, customer service and a high quality programme of activity.
- Everybody undertakes an annual survey of its customers on a range of areas of service from cleanliness and staff courtesy to activities programmed. Overall since 2014 there has been a year on year improvement in this area and for 2018/19 Everybody once again increased its overall satisfaction rating to 8/10.
- During 2018/19 Everybody's "Learn to Swim Scheme" at leisure centres had over 7,700 learners attending each week. All those on courses currently enjoy free swimming at other times to encourage participation and progress. There is a growth in swimming participation of over 40% since the service transferred to over 414,000 attendances last year. This contrasts significantly to the national trend which is reporting a fall of around 7% in swim participation.
- Volunteering is of major importance to the success of local community sports clubs and events and again there has been an increase in the time dedicated to this with over 8,000 volunteer hours being given against the target of 7,065 hours set by the Council.
- With a focus now on the importance of cycling for both transport and health the delivery of the nationally funded Department for Transport "Bikeability" scheme by Everybody on behalf of the Council is becoming of increased importance. During 2018/19 the scheme saw 6,497 young people trained in cycling skills, via school visits throughout the year, against a target of 6,080.

**5.4.** In its most recent "Active Lives" survey Sport England identified Cheshire East as the most active area in the North West. As a major provider of leisure facilities in the Borough, the Council through Everybody is a major contributor to this success. However, in order to continue to provide an estate of modern efficient leisure facilities in line with customer expectation, considerable ongoing investment is required. Whilst the

Council has transferred the majority of the leisure centre sites to Everybody by way of a lease, the responsibility for the building fabric remains with the Council. This includes the provision of repairs and maintenance, energy and capital improvements, many of which are aimed at improving the efficiency of the buildings and reducing their cost in both financial and environmental terms.

**5.5.** During the last financial year a range of planned maintenance works have been delivered by the Council's Facilities Management Service through its Planned Maintenance Budget including:

- Macclesfield Leisure Centre – completion of pool skimmer project, swimming hall and gym air handling replacement, boiler replacement and installation of combined heat and power unit.
- Sandbach Leisure Centre – Stairwell lighting upgrade.
- Nantwich Pool – replacement pool hall ventilation, main pool hall roof replacement, recoating of outdoor pool tank and internal decorations.
- Wilmslow Leisure Centre – replacement swimming pool hall air handling and lighting, squash court refurbishment, reception ceiling and lighting upgrade, pool and dry side boiler replacement, activity room lighting replacement, new energy monitoring controls for swimming pool and dry side areas.
- Knutsford Leisure Centre – swimming pool refurbishment and replacement sports hall floor.
- Poynton Leisure Centre – reception and first floor corridor refurbishment including new flooring, swimming pool hall lighting upgrade.
- Alsager Leisure Centre – replacement lift, reception refurbishment, replacement sports hall lighting and new heat metering installation to facilitate accurate energy management and recharging by the adjoining school.
- The Barony Sports Complex, Nantwich – replacement flooring in various areas.
- Shavington Leisure Centre – refurbishment of the outdoor astro turf pitch and floodlighting, plus refurbishment of the changing rooms, toilets and showers.

**5.6.** In addition to improved maintenance, the Council in partnership with Everybody has commenced on a programme of major improvements to a



number of other leisure centres within the Borough. This started with Crewe Lifestyle Centre in 2016 and was followed by:

- The creation of a new gym at Sandbach Leisure Centre in 2018.
- A £4m phased redevelopment programme of improvements at Macclesfield Leisure Centre, including the refurbishment and enlargement of the gym, new poolside changing village, new group cycling studio and refurbished squash courts which are due for final completion by January 2020.
- Finally, the new Alsager Sports Hub (including grass and all weather pitches) plus redevelopment of the leisure centre with new fitness studios and extended gym funded from a Section 106 Agreement have also opened in the last month.

**5.7.** In respect of future leisure centre improvements plans, the following are currently being programmed:

- The redevelopment of Congleton Leisure Centre, including a new replacement swimming pool, received planning approval in March of this year. Following the completion of the Pre Construction Services element of the programme the commencement of building on site is now likely to be early spring 2020.
- As part of the 2019/20 approved capital programme and following submission of detailed Business Cases to the Portfolio Holder for Finance, two projects financed by Everybody and delivered through the Council's Assets Service are programmed to commence during the current financial year at:

(i) Poynton Leisure Centre

- Extended gym (80 stations).
- New reception, café and soft play.
- Multiple flexible studio spaces – used for group exercise & health programmes.
- Group cycling studio.
- Refurbished wet side changing rooms.
- Refurbished dry side changing rooms – compliant to Football Foundation standards.
- Extended car park.
- Lift to access first floor.

*Also includes – as part of the overall scheme in partnership with CEC Education Team, Poynton High School, Cheshire FA & Football Foundation – provision for an AstroTurf pitch and grass pitch improvements.*

(ii) Nantwich

Nantwich Pool

- Extended gym (60 stations).
- Extended reception with café.
- Group cycling studio.
- Lift to access first floor.
- Extended outdoor changing provision.

The Barony Sports Complex

- Group exercise studio.
- Consultation rooms.
- Lift to access first floor.
- Some form of fencing around the perimeter of the site to further develop the potential for leisure activities.

**5.8.** The Council's capital programme addendum includes a range of other investments by Everybody which still require the completion of Detailed Business cases and Finance portfolio Holder approval before they can commence over the next two year period. They include:

(i) Knutsford

- Extended gym (60-80 stations).
- Extended reception.
- Café.
- Consultation rooms.
- Car park & access improvements.
- Learner pool.

(ii) Middlewich – potentially at an alternative Council facility

- Gym (50-60 stations).
- Multiple flexible studio spaces – used for group exercise & health programmes.
- Changing rooms.
- Consultation room.
- Reception.

(iii) Wilmslow

- Car parking improvements.
- Reconfigured studio spaces – used for group exercise & health programmes.
- Increased gym capacity.
- Re-configuration of the outside “Multi Use Games Area” space for alternative use.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

**6.1.1.** The 10 year Leisure Operating Agreement between the Council and Everybody commenced on 1<sup>st</sup> May 2014, and included a range of leisure centre leases to run co-terminus with this timescale. On 6<sup>th</sup> November 2018 Cabinet approved the extension of the Agreement for a further 5 years to 2029.

### **6.2. Finance Implications**

**6.2.1.** Whilst Everybody is a fully independent organisation it is required by the Charities Commission to submit a full set of accounts. These are highlighted on page twenty-six of the appended Annual Report. As a company limited by guarantee, under this status Everybody is a “not for profit” organisation and has to reinvest any surpluses into services and facilities.

**6.2.2.** Everybody receives a Management Fee for the delivery of service to be renegotiated annually with the Council. In addition Everybody also “buys back” a range of services including ICT services. Whilst the Council has transferred the majority of the leisure centre sites to Everybody via way of a lease the responsibility for the buildings remains with the Council as corporate landlord. This at present includes the provision of elements such as repairs and maintenance, programmed asset improvements and energy provision.

**6.2.3.** The annual Management Fee takes into account a number of elements including the success of the previous financial year and the commissioning requirements of the Council for the forthcoming year. Whilst the Leisure Operating Agreement has a default of a 3% reduction in the management fee year on year, the management fee for 2018/19 is £1.778m and there has been a reduction in the total fee of 31.8% since transfer in May 2014. This is set against Everybody also being required to absorb all its expenditure growth pressures.

### **6.3. Policy Implications**

**6.3.1.** The establishment of Everybody was in line with Council's drive to become a "best fit" authority and Everybody is expected to be a significant contributor to the Council's "Outcome Five" in support of improving the health of local residents as set out in the Council's Corporate Plan. Everybody's Annual Report 2018/19 evidences this in more detail.

#### **6.4. Equality Implications**

**6.4.1.** Everybody 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.

**6.4.2.** The proposed improvements at the various leisure centres will further address the need for accessibility to all residents along with a range of programmes being developed to attract a wide range of user groups.

#### **6.5. Human Resource Implications**

**6.5.1.** There are no implications as a result of this report

#### **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 Everybody is delivering the requirements of the Leisure Operating Agreement, the Council regularly monitors their performance 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.** In respect of the proposed leisure redevelopment and improvement programme outlined in section 5.7 of this report there are inherent risks associated with any capital build project. Each scheme will be project managed to include identification and review of risks and creation of a risk register which will be regularly reviewed.

#### **6.7. Rural Communities implications**

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

**6.7.2.** The proposed capital improvements to leisure provision will serve as an enhanced destination offering a diverse range of accessible facilities not only for nearby residents but also the wider rural communities in and around the locality

## **6.8. Implications for Children & Young People / Cared For Children**

- 6.8.1.** Everybody 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 Annual Report with highlights including:
- 6.8.2.** Under 16's form over half of active attendances supported by targeted programmes including "teen gym", learn to swim scheme and holiday activities.
- 6.8.3.** Almost 8,000 young people on the Learn to Swim Scheme.
- 6.8.4.** Availability of apprenticeships through the Everybody Academy, with the offer of a permanent position at the end of the scheme. It currently has eleven young people being trained. Ten graduates of the scheme have secured a permanent job with ES&R.
- 6.8.5.** 6,497 young people trained in Bikeability during the year.
- 6.8.6.** 422 registered Cared for Children members attending 3,862 gym, swim and class sessions, up from 2094 the previous year. The provision has a positive impact on these users and is also well reflected when the service is externally reviewed
- 6.8.7.** The proposals for the leisure centres, once redeveloped, will provide a range of new and refurbished facilities that will be fully accessible for young people. Safeguarding arrangements will be improved in Poynton, Knutsford and Middlewich through the proposed developments.

## **6.9. Public Health Implications**

- 6.9.1.** Everybody is expected to be a significant contributor to the Council's "Outcome Five – People Live Well & For Longer" in support of active participation and improving the health of local residents as set out in the Council's Corporate Plan. The Performance Report addresses ES&R's progress on this area of work and includes a range of "Case Studies" where targeted work has been developed to deal with target groups within the local population.

## **6.10. Climate Change Implications**

- 6.10.1.** Given that the majority of these activities are undertaken within the Council's leisure centres, ES&R continues to work on improving the efficiency of buildings through joint investment with the Council on a range of projects to reduce energy consumption. To focus on this, the Council and ES&R have agreed a new annual performance indicator

that will identify the costs to allow analysis of energy use by Kwh per visit.

## **7. Ward members Affected**

- 7.1.** Everybody provides a service across the whole of the Borough of Cheshire East as reflected in the Annual Performance Report

## **8. Consultation & Engagement**

- 8.1.** In development of each leisure centre redevelopment proposal, initial consultation was undertaken as part of the business case preparation. Further consultation at a local level will follow as appropriate, through where required the planning approval process and also regular meetings with site user groups.

## **9. Access to Information**

Appendix 1 – Everybody Sport & Recreation – Performance Report 2018/19.

## **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](mailto:mark.wheelton@cheshireeast.gov.uk)



# Performance Report

## 2018 - 2019



providing  
'Leisure for life'

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



Contents

Chief Executive Report	1
About Us	6
Vision	9
Values	10
Key Achievements	11
Finance	26
Company Information	27





## Chief Executive Report

At the end of another successful year for Everybody, our 5th as a matter of fact, I cannot help but reflect back on each anniversary and the challenges and changes we have all shared along the way.

In 2014 we started our adventure as an independent charity, full of anticipation and optimism for the opportunities that still lay ahead. I seem to recall our only concern was would we be able to make the most of this once in a lifetime chance to do things differently.

It is a remarkable tale of investment, growth and service improvements, of which we can all be justly proud, I hope you will agree. For my part, I could not ask for more from everyone at Everybody, whatever their role in our charity and I am so very privileged to work alongside them every day.

Whatever we have previously delivered is now in the past. The future beckons and thankfully, there is always, always more to do. Therefore, as we celebrate our 5th birthday and past successes, we will grow in confidence and self belief - such that this will inspire us to do even more for local people in the years to come.

So, where do I start? For me, paying tribute to all our volunteers would perhaps be best. I am continually humbled and amazed at the contribution they make in helping others to get more active, to enjoy their lives and to get involved in sport and recreation. Using their own skills, expertise and experience - they give their precious time to encourage and support others in their local communities to take part.....and all without any expectation of reward. It is fitting that their dedication and outstanding contribution to this overall success is recognised here first. Thank you for all that you give and all that you do for others.

Since May 2014 we have grown our membership base by almost 10,000, welcoming 18,000 members during this time. This is largely thanks to the investment in equipment and services that we have made. Someone apparently once said 'build it, and they will come' - so it has proved.

At the same time, we have seen participation in all our centres across the borough area grow by almost 40% to an incredible 3.73 million visits last year alone. We now welcome over a million more visits each year than when we started. Importantly, if we are serious about ensuring participation in sport and recreation is a habit for a lifetime, it is pleasing to see that over 400,000 of these additional visits have been generated by those aged 16 and under. Good news I think for the future health of our communities.

Customer satisfaction has increased too alongside this performance and now stands at 8/10 for overall satisfaction. With the new facilities





at Alderley Park & Alsager and our investment plans for a further £15M still to come, we expect this will improve further as our offer is developed too.

Our Learn to Swim programme continues to increase with over 7,700 learners attending lessons each week to gain this vital life skill. An increase over the first five years of over 30%!

Swimming participation generally has seen a significant increase of over 20% to 414,098 last year. A success made all the more dramatic against the backdrop of a national decline of around 7% elsewhere in the country.

In 2016, we tendered for and won the Public Health 'One You' contract to provide a range of innovative, bespoke programmes to support improved wellbeing, particularly in areas of need and long-standing health issues. These services have helped transform our business to ensure all our delivery is increasingly focussed on tackling health deprivation too, helping everyone to live well and for longer.

It came as no surprise then, when the recent Sport England Active Lives Survey showed Cheshire East is now the most active area in the north west. I think we have played our part in that alongside all our customers and partners.



We have set up our very own catering and cafe service - Taste for Life - aimed at improving our customers experience at our centres and events. Starting with nothing in 2016, this service now generates over £3/4M turnover and is a key part of our overall offer as well as now being an integral part of other centres run by colleagues in Bollington and Newcastle under Lyme.

We have created over 250 new jobs in all sorts of roles across the business, established our own training Academy to ensure we have the skills and knowledge necessary to deliver our services and we are 'growing our own' through our award winning apprentice programme. Over 20 young people have learned new skills and secured a permanent job with Everybody.

We attained 'Investors In People' accreditation in 2015 and retained it on re-inspection in 2018. Staff satisfaction is the highest it has ever been at over 91% and an incredible 99.3% of our staff said they feel trusted to get on, do their jobs and serve our customers. What more can anyone ask?

Our Talented Athletes Scheme continues to support young people to be able to develop to their full potential and we have watched, with some pride, their successes at regional, national and international



levels. We hope we have helped them along their way to be the best they can be.

Linked with this success, we have also established our own 'charity within a charity' - our Everybody Foundation. Through this, we support local people and community groups to participate in sport, health and leisure, at all levels and for all abilities by making small grants of up to £500 available to them. This funding can often make the difference in helping applicants achieve their goals, meeting the costs of travel, coaching, adaptations, events or new equipment for example. Removing barriers to their participation and achievements.

In addition to all these, we have also delivered over £10M in savings, without any loss of services or the closure of local centres. We have invested over £2M now in new equipment and products as well as securing over £32M in facility improvements along the way, with another £15M already planned.

It is important to remember that, as a local charity, we reinvest all our surpluses and resources into improving our services for local residents. In turn, we have then seen growth in participation and memberships. This is proving to be a sustainable approach, a virtuous, expanding circle of greater Involvement driving greater investment - for the benefit of all.

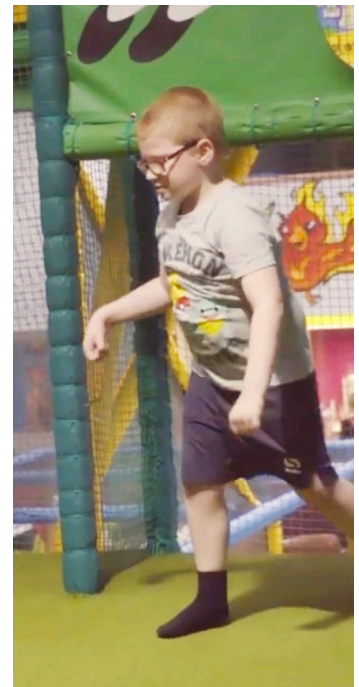
I would like to take a moment to thank all our staff for their dedication, hard work and loyalty over these years. This report attempts to tell their story and I hope that my words and the remaining pages of the case studies, stories and KPI's do justice to their efforts and skill.

Our Trustees have given so much of their time, their experience and their knowledge to support us all and guide our charity through our early years. I am grateful to them all for their advice and challenge - the combination of which has brought us to where we are now.

Finally, I want to express our sincerest thanks to all our customers, members and visitors. We exist to serve you, we would achieve very little without you of course, and I hope the rest of this annual report shows that your involvement, your personal achievements, make it all worthwhile.

It's been quite an adventure so far - and truth be known, we've really only just begun.

Best wishes  
Peter Hartwell  
Chief Executive, Everybody Sport & Recreation



**Peter Hartwell**  
Chief Executive

## Five Year Overview

2014

### Queen's Baton Relay

Everybody, in partnership with Cheshire East Council, hosted the Queen's Baton Relay in the run-up to the Commonwealth Games.

### #EverybodyChallenge

We encouraged the people of Cheshire East to take on the #EverybodyChallenge and take part in 30 minutes of activity five times a week.

### Everybody launches

Everybody Sport & Recreation launches as a 'not for profit' organisation with charitable status, helping people to live well and for longer.

### First Everybody Awards

Local sporting clubs and individuals gathered for the first-ever Everybody Awards held at Cranage Hall, Cheshire.

2015

### On-Line Booking

On-line bookings became available for all customers after a massive project to merge all the Everybody sites into a single management system.

### Everybody Academy Launch

Wilmslow Leisure Centre hosts the launch of Everybody Academy providing a wide range of training opportunities from entry-level to advanced.

### 2.7 Million Visits

Welcomes 2.7 million visits in the first year of existence.

### Fitness Establishment of the Year

Everybody named Sport and Fitness Establishment of the Year in the UK Heart Safe Awards 2015.

2016

### Taste for Life Launches

Taste for Life opens its doors for the first time at the Crewe Lifestyle Centre. Offering great food, coffee and a place to relax and unwind.

### HCCC Opens

Holmes Chapel Community Centre was officially opened by Paralympic Gold medalist's Megan Giglia and Sophie Thornhill.

### Crewe Lifestyle Centre Opens

President of the International Paralympic Committee Sir Philip Craven officially opened the £15m state-of-the-art Crewe Lifestyle Centre.

### Investors in People award

Receive the 'Investors in People' award which leads the drive for better leadership and better workplaces.





2017		
<b>Taste for Life opens at Jubilee 2</b> Opened a brand new catering facility in partnership with Newcastle Borough Council within Newcastle's 'Jubilee 2'.		<b>20,000 Volunteer Hours</b> Thanked 150 volunteers who helped clock up 20,000 volunteer hours across the trust since 2014.
<b>First Everybody Junior Awards</b> Awards took place at Holmes Chapel Community Centre celebrating the fantastic sporting achievements of young people.		<b>Everybody Foundation</b> The 'Everybody Foundation' is created to offer grants and assistance to fund individuals and groups who promote active and healthy lifestyles.
2018		
<b>Speedflex launches</b> Wilmslow Leisure Centre saw the launch of the new Speedflex Studio officially opened by football legend Alan Shearer.		<b>Escape Pain</b> Awarded National Lottery funding to deliver a new specialist rehabilitation programme, 'Escape-Pain'.
<b>Macclesfield Leisure Centre Investment</b> A major £4m upgrade includes extended gym, improved fitness studios, changing facilities, reception & new spa.		<b>Investors in People Award</b> Everybody is awarded 'Investors in People' status for a further three years.
2019 & Beyond		
<b>3.7 Million Visits</b> Record 3.7 million customer visits during 2018/19 - 1 million more than our first year.		<b>£14.5 Million Investment</b> Cheshire East Council supports £14.5m investment plan in five towns; Nantwich, Poynton, Knutsford, Middlewich and Wilmslow.
<b>Everybody@Alderley Park</b> The new sports complex will include a health and fitness suite, dance studio, sports hall, three tennis courts and a five-a-side all-weather football pitch.		<b>Alsager Leisure Centre Major Refurbishment</b> The refurb includes a new gym extension, new reception & social area, new fitness & group cycling studios and development of the sports hub.



## About Us



Everybody Sport & Recreation is a registered charity and a company limited by guarantee, we re-invest 100% of our surplus back into our local communities.

We are responsible for delivering leisure services and public health initiatives in partnership with Cheshire East Council and Holmes Chapel Parish Council.

### Our key services include:

- 15 leisure facilities
- Everybody Fitness membership scheme
- Everybody Learn to Swim scheme
- Everybody Healthy – a range of health and wellbeing programmes and initiatives to support people in our communities;
- Sports development service including key programmes such as Talented Athlete Support Scheme, Volunteer Programme, Club & Coach Development, Bikeability and more
- Everybody Academy – specialist leisure training provider delivering a range of training and development opportunities including volunteering, apprenticeships and work placements
- Taste for Life Catering – onsite cafés in local Everybody leisure centres in Cheshire East, business and event catering as well as children's party catering
- Everybody Options concessionary discount programme
- Everybody Personal Training programme
- Everybody Foundation – a new charity (Registered Charity No. 1174873) that raises funds to support individuals and groups to promote a healthy and active lifestyle.



Strategic direction is provided by the independently appointed Board of Trustees. The Board has ultimate responsibility for the governance of the Trust and supports the management team to deliver their strategic aims.

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.

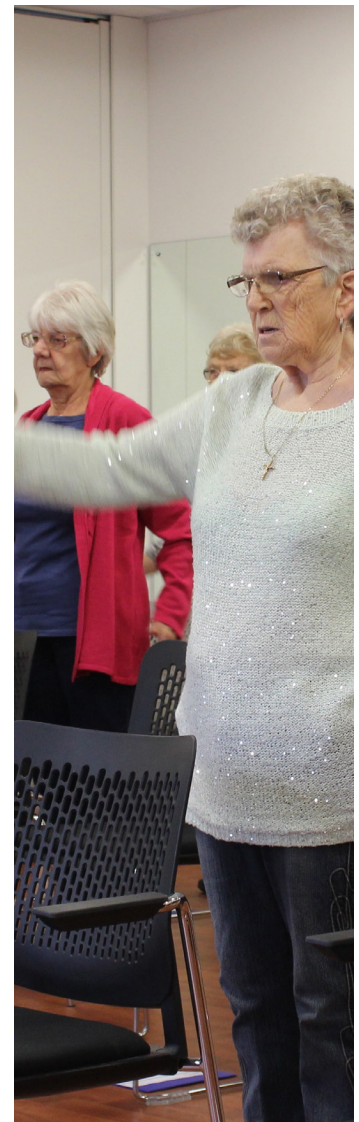
### Where we work

The majority of our work is in Cheshire East, in the communities surrounding our 15 leisure centres. We also manage the café at the Jubilee 2 in Newcastle-under-Lyme.

The map on the next page illustrates where our current centres and future sites, ones that we have agreements with, are situated. Fifteen,



including two in Holmes Chapel, are situated in Cheshire East with one in Newcastle-under-Lyme borough.



Cheshire East has an estimated current population of 378,800 (Cheshire East Council website). This has risen from 370,127 at the last Census (2011).

Cheshire East is noted as having an aging population. According to the Cheshire East Local Plan (paragraph 1.27) there will be a 65% increase in the population aged 65 and above and a 134% increase in the population aged 85 and above by 2030.

The overall population is also expected to increase, due to new housing provision. The overall growth proposition is to deliver at least 36,000 new homes which forecasts an increase in the borough's population of around 58,100 people by 2030.

### Getting more people physically active

Supporting people to be more physically active is a key aspect of what we do. Whilst we have a major part to play in this, we work





collaboratively with local partners including Cheshire East Council, Holmes Chapel Parish Council, Newcastle-under-Lyme Borough Council, numerous health partners, local officers from sports national governing bodies and Active Cheshire to address this issue. We also work closely with a number of national partners including ukactive, CIMSPA, Sporta and Health Innovation Network.

The level of physical activity is measured nationally as part of the Sport England Active Lives Survey. Within Cheshire East, participation in physical activity has been growing for the last few years since Sport England redefined these measures.

In the latest survey, released in April 2019, Cheshire East is now the most active borough in the North West. 69.8% of people are classed as active – completing over 150 minutes per week – an increase of 5.8% or 19,000 people since the same time last year. The number of inactive adults has also decreased to 21.1% (-2.0%). Over three in four adults (78.9%) are now meeting the Chief Medical Officer's recommendations.

**Table 1 – Level of Physical Activity (Source: Active Lives – April 2019)**

Area	Inactive (<30)	Low-active (30-149)	Active (150+)
England	25.1% (-0.6%)	12.3% (-0.2%)	62.6% (+0.8%)
North West	25.6% (+1.1%)	12.5% (-0.5%)	60.3% (-1.1%)
Cheshire East	21.1% (-2.0%)	9.1% (-3.8%)	69.8% (+5.8%)
Cheshire West	24.3% (+0.4%)	13.4% (+1.0%)	62.3% (-1.5%)
Warrington	27.5% (+3.8%)	15.3% (+3.7%)	57.3% (-7.4%)



## Vision

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.

### Leisure for Life

Our simple vision of providing 'Leisure for Life' requires us to help people live a healthy life of course. It also seeks to make participation in any recreational or leisure activity an enduring habit from the earliest years to later life.

### Helping people to live well and for longer

We also have a long-term shared vision with Cheshire East Council, 'helping people to live well and for longer', to emphasise our commitment to positively impacting the health of everyone in the borough of Cheshire East.

By achieving our vision of 'Leisure for Life' we will be making a major contribution towards helping people to live well and for longer.



## Values



In order to build on our successes to and have an even greater impact on our mission and strategic aims, we will need to continue to work with our values at the heart of all that we do.

These values have guided our thoughts and actions since May 2014 and are the foundation of our way of working.

<b>Fit for the future</b>	We will give everyone the opportunity to train and enhance their skills by encouraging people to develop themselves and others. Creating and promoting 'careers in leisure'.
<b>Working as one</b>	We will all work to the common goal of providing 'leisure for life' and support each other in all we do.
<b>Trusted and Honest</b>	We respect and value the input of every person and at all times act with integrity and respect.
<b>In the service of others</b>	We will provide first class facilities and services that are well maintained, inviting and valued by our customers.
<b>Free to do our Best</b>	Our culture and business processes will support people to act on their own initiative – with innovation being recognised and rewarded.
<b>Caring for all</b>	We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.



We are proud of not what we have achieved but also 'how' we have achieved these with everyone committed to the organisation's values. We will continue to engage with our people at every opportunity to ensure all are engaged and supported in a positive manner.



## Key Achievements

This section highlights our achievements over the past year. To help to illustrate what we have achieved, we have broken them down under our Strategic Aims.

Improve Wellbeing through Physical Activity & Healthy Recreation	Build an Ethical and Sustainable Business
Provide a Great Customer Experience	Develop our People to be the Best

Our Strategic Aims help to guide what we do and subsequently what we have achieved.

### Improve Wellbeing through Physical Activity & Healthy Recreation

#### One You

One You, commissioned by Cheshire East Council, involved the delivery of a range of lifestyle services to support individuals and families to change their behaviour. We deliver five areas:

- 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, Children & Family Workshops and Fakeaway Classes)

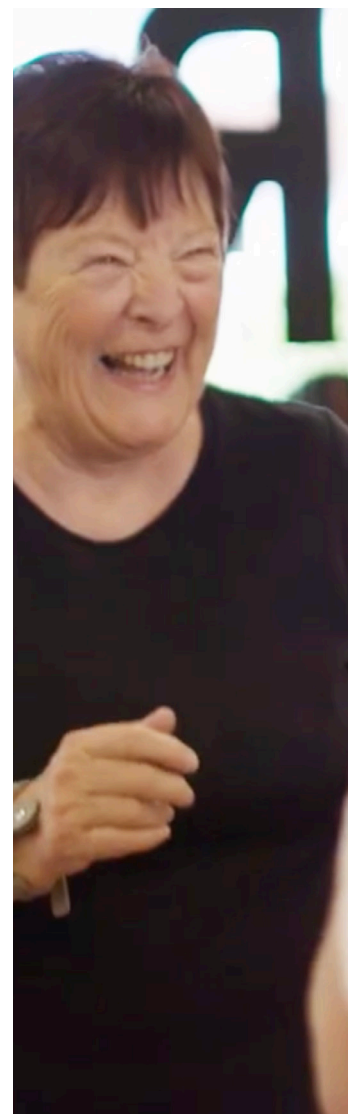
In 2018/19, we achieved the following results

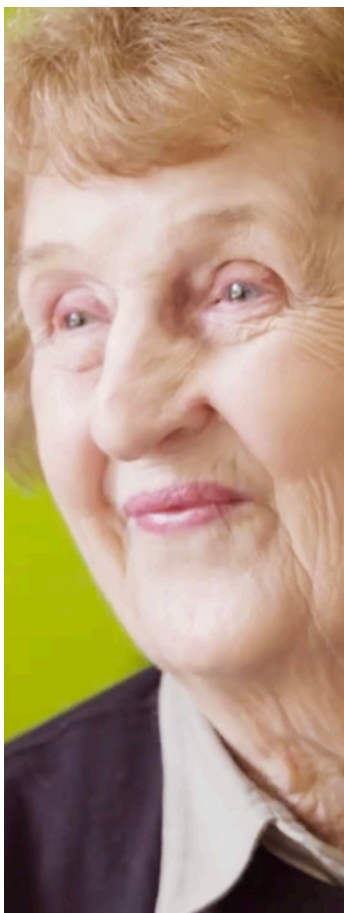
#### Active Lives

<b>1,615</b> Completers	<b>74%</b> Gone From Inactive to Active	<b>94%</b> Increased Physical Activity Levels
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#### Re-Shape

<b>364</b> Completers	<b>98%</b> Lost Weight	<b>35%</b> Lost Over 5%
<b>65%</b> Lost over 3%	<b>98%</b> Reduced BMI	<b>86%</b> Reduced Waist Size





Be Steady Be Safe

<b>249</b> Completers	<b>71%</b> Reduced their Fear of Falling Score	<b>84%</b> Improved their TUG score
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Taste for Life Cookery Courses

<b>367</b> Completers	<b>84%</b> Improved DQS Score	<b>95%</b> Increase in Knowledge & Understanding
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Lets Get Movin'

<b>47</b> Completers	<b>83%</b> Increased Physical Activity Levels	<b>89%</b> Increased Rating of Overall Health
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Fit for Birth

<b>13</b> Completers	<b>62%</b> Increased Physical Activity Levels
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All programmes are rated very highly by participants. All six programmes were rated at an average of over 8 out of 10. Taste for Life Cookery Courses were rated an average of 9.7 out of 10.



### Case Study: Active Lives

Mark joined the Active Lives programme at Sandbach Leisure Centre. In just 12 weeks, Mark has improved his strength, stamina and most importantly his mental fitness.

Mark suffered with many medical conditions including osteoarthritis, chronic fatigue, claudication, neurological damage, depression and anxiety.

When he started the Active Lives programme he was very nervous of even walking up the stairs to the gym, let alone getting on any of the machines. Mark's carer would drive him from Middlewich to Sandbach Leisure Centre and wait while he trained.

Upon completion of his 12 week programme, Mark takes the bus on his own - he even walks to another bus stop further away to keep himself more active. Mark was very dubious that exercise was going to help him in the beginning and had no confidence in himself. Mark shares, 'I cannot believe the difference this has made to my quality of life'.

Mark now trains 4 to 5 times a week and is thrilled with his progress - he says he 'feels taller'. He does not hesitate to take the stairs or to walk anywhere.



### ESCAPE-pain

In early 2018, we were commissioned by Health Innovation Network South London (HIN). They had secured funding from Sport England to roll out the ESCAPE-Pain across the country. ESCAPE-pain is an evidenced based education and exercise programme for people with Osteoarthritis of the knee or hip.

Since the start of the programme, 62 people have completed the course over 8 cohorts. Of these completers, 68% have gone from inactive to active.

As a result of our programme delivery, we have been labelled as a model of best practice for structure of delivery and screening against inactivity by HIN. Due to this, we were asked to present to current and new providers of similar lifestyle programmes on the methods we have adopted within the programme delivery. We illustrated the key methods, performance information and success stories to help the partners to continuously improve.

### Volunteering

201 volunteers contributed their own time to support us to help people to live a healthy and lifestyle throughout the last year. Collectively they





contributed over 8,000 hours across a variety of opportunities including delivering Nordic Walking sessions, assisting at swimming lessons and supporting disability sessions to name a few.

Back in 2014, we outlined a target for the volunteer programme to reach 40,000 hours by 2020. As of the end of 2018/19, our volunteers have contributed over 35,000 hours. This puts us on target to achieving this milestone this year.

### **Disability**

The Ability for All programme provides inclusive activities for all ages. Part of this includes with funding from Cheshire East Council through Short Breaks to deliver activities for children with disabilities with their families. In 2018/19 a total of 440 sessions were delivered for 317 individuals resulting in 2,140 attendances.



### Case Study: Ability for All

Pearl is 12 with a range of additional needs. She attends a range of activities on our Ability for All programme. In the summer of 2017 Pearl started to attend some of our holiday and Activity Hub sessions on an occasional basis. Over the past 2 years she has progressed and is now regularly attending swimming lessons on Alpha Swim Scheme and the Activ8 soft play sessions at Fun4All Play Centre.

Pearl's mum, Jane, writes a regular blog page, The Wrong Kind of Snow, which reflects on Pearl's day to day and family experiences. Jane recently wrote a blog article on their experiences of attending different social activities such as Activ8 session at Fun4All.

It begins by giving a 'shout out to an organisation that has given Pearl something I did not think was achievable, an age appropriate social life'.

It summarises the challenges that Pearl has faced in accessing social activities and personal concern's regarding worrying about 'your child's loneliness, and a sad place reflecting that all your twelve year olds friends are adults'.

It outlines how Pearl's and Jane's confidence grew as they accessed more sessions including Alpha Swim and 'highlight of her week' the session at the Fun 4 All soft play centre.

It concludes by highlighting the key learnings including 'that it is possible to make local services inclusive to everyone'.

We continue to take every opportunity to improve accessibility and improve programming for individuals with specific needs. Key aspects of the forthcoming development programmes include improving accessibility for all potential users where feasible. As part of each scheme, our Disability & Inclusion Lead is consulted at the planning stage to ensure the everyone's needs are considered at this stage.

### Options

The Options membership allows people in various demographics and those in receipt of certain allowances/benefits to enjoy leisure activities at a discounted rate. We have worked with the council to maintain this offer to ensure the discounts are maintained to encourage access for the whole community.

As of the end of March, nearly a quarter (24.8%) of fitness memberships were held by Options card holders. When looking at all members, 12%







have an Options card.

### Talented Athlete Support Scheme

Another successful year has seen a 10.6% growth in memberships to 136 at the end of the year. Athletes are involved in a diverse range of sports including athletics, gymnastics, martial arts, rugby, sailing and snow sports.

September 2018 saw the first TASS Conference held at Holmes Chapel Community Centre. Six existing members shared their stories highlighting their successes and outlining their journey including some of the challenges encountered. We look forward to welcoming the athletes at the conference again this year.

We have also delivered a number of workshops and our second TASS Camp. The workshops including Appropriate Strength Training, Effective Recovery and Improving Performance were each attended by between 15 and 25 athletes. Feedback received has been positive. The TASS Camp was attended by small group for six hours in total. At the start each athlete was screened then techniques were examined to look at improvement areas. With measurements taken at the start and end, all participants improved their scores. One of the participants outlined that their stability improved as a result of attending the camp.

Some of the talented athletes supported community events including the Crewe & Nantwich Town Sports.

### Family Focus

Commissioned by Cheshire East Council, Family Focus supports targeted families to supports them to live a healthy lifestyle. Families have access to regular physical activity opportunities, education and nutritional support.

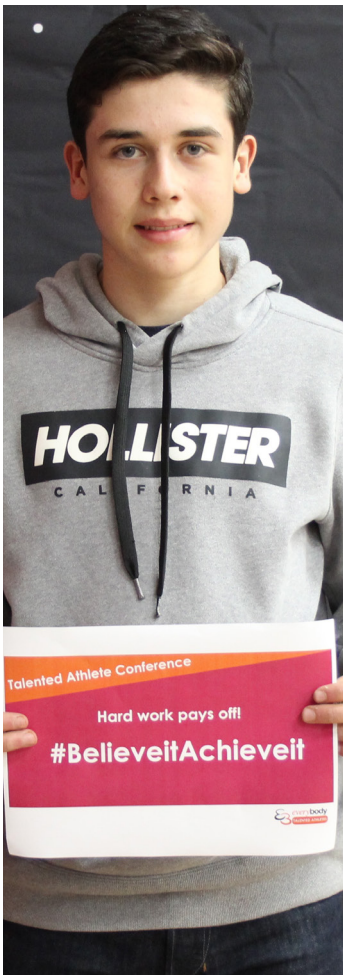
In the last year, 43 families have accessed the programme. 75% have increased their activity level, 46% have improved their diet, 46% have improved their mental wellbeing and 53% of adults have lost weight.

### Cared for Children

Supported by Cheshire East Council, we continue to support Cared for Children to access a variety of activities along with their carers and siblings. As of the end of March 2019 we had 478 members. Throughout the year they attended 3,862 times in varying activities including the gym and playing badminton.

### Bikeability

Cheshire East Council has a grant, from the Department for Transport, to deliver Bikeability until 2020. We deliver the programme on their behalf and have done for a number of years.





During 2018/19, 6,497 children, from 125 schools across Cheshire East, completed a Bikeability course.

We continue to have a good working relationship with, our delivery partner, Cyclist Training Limited. We receive positive feedback from participants and schools alike.

During 2019 we will be working with Cheshire East Council on the submission for the continuation of Bikeability funding for 2020 onwards.

## Everybody Foundation

The Everybody Foundation is an independent charity that raises funds to support individuals and groups to promote a healthy and active lifestyle. Organisations and individuals can make applications for up to £500 for projects that meet the Foundation's aims.

Staff and customers have raised funds to allow the Foundation to provide the grants awarded to date. Challenges have included a group climbing Ben Nevis and a Coast to Coast cycle ride. Direct support has also been provided by identified roles within the business and each £ raised by the Foundation is matched up to a maximum of £5,000 per annum.

Throughout 2018/19, the Everybody Foundation, has awarded 23 grants for a total of £6,833. Recipients included community sports clubs, individuals to access training opportunities and talented athletes to help them to reach their potential.

## Build an Ethical and Sustainable Business

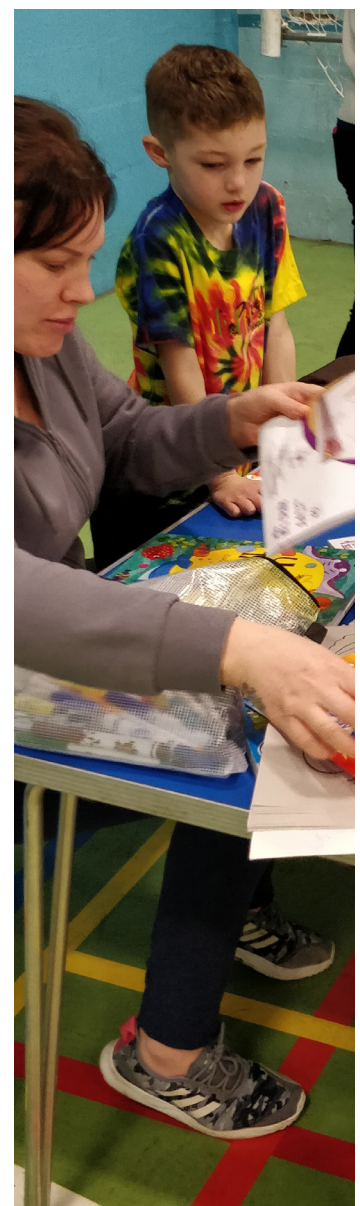
### Investment

Over the last year, in partnership with Cheshire East Council, we have seen further significant investment into a number of our sites. Together we are continuing the investment into a number of sites with a focus on modernisation and reducing energy consumption. These have included:

**Alsager Leisure Centre** – an extended gym, now offering 51 pieces of Technogym equipment, and a new reception with lift access to the first floor. Work is continuing on the new studios that will be completed over the summer.

**Macclesfield Leisure Centre** – improvement and extension to gym, dedicated group cycling studio and refurbished exercise studio. Work on the changing rooms is due to be completed over the summer.

**Shavington Leisure Centre** – the changing and toilet facilities have been modernised and improved.





**Wilmslow Leisure Centre** – improvement to the gym, development of a new studio space and improved air handling for the pool hall. Congleton - We have, working closely with Cheshire East Council, secured £14.5M worth of investment through the Council's Medium-term Financial Strategy. The investments into Knutsford, Middlewich, Nantwich, Poynton and Wilmslow are built on a financial model that the increased usage at each facility will repay the cost of the investment. The capital programme will improve facilities and services across a variety of communities. Work will begin on the first two projects, Nantwich and Poynton, later in 2019.

### Case Study: Macclesfield Gym Extension & Bio-circuit

The gym at Macclesfield Leisure Centre, kitted out with Technogym equipment, has been extended and modernised. The expansion has seen an increase to 79 pieces of equipment – the second largest gym in our portfolio.

In addition, users benefit from the state-of-the-art Bio-circuit studio. It offers a personalised workout, based on revolutionary aerospace technology, to deliver a tailored workout to help users achieve results in a short amount of time.

Furthermore, a dedicated group cycling studio and refurbished exercise studio complete the fitness offer at the site.

These developments have resulted in an initial membership growth of over 300 since the start of the year and this is continuing to climb.

Construction of the Alderley Park Sports Complex is progressing well. It will open in the Autumn. The facility will include a 60 station gym, two group exercise studios, a sports hall, tennis courts, small sided astroturf, cricket pitch and football pitches. Everybody @ Alderley Park will feature a state of the art immersive cycling studio.

### Finance – Surplus Position & Business Growth

2018/19 has proved to be another successful year. Our turnover has increased to £16,469,489. This increased turnover along with controlled expenditure resulted in a surplus of £212,112. This exceeded our budget targets.

The surplus of £212,112 for 2018-19, is shared between funds which are classed as being either 'Unrestricted Funds' (available for distribution) or 'Unrestricted Designated Funds' (available for specifically designated purposes). These funds have increased in size by £120,426 and £91,686 respectively during the year.



## Performance Management Framework

Last year we launched the Everybody Scorecard, our performance management framework. It is made up of four sections – social impact, commercial, customer excellence and people. No single area is more important than any other and when put together they equate to the totality of our business.

Looking back on the first five years of performance, we have worked with our Contract Manager to review our performance indicators and ensure they reflect our future direction. The existing indicators have been kept with a few new indicators introduced including investment per head and energy usage being monitored to help us to continue to ensure we are jointly 'helping people to live well and for longer'.

## Inclusion & Diversity

To support our approach to ensuring there are no barriers to accessing our services and facilities, an internal working group has been formulated. The group, which meets twice per year, ensures that we recognise the differences and treat people according to their needs. Diversity celebrates the ways in which we differ and is about valuing everyone as an individual. This helps, supported by a clearly initiated policy, to ensure that no one regardless of their age, ability or background receives less favourable treatment or is disadvantaged because of a protected characteristic as identified in the Equality Act 2010.

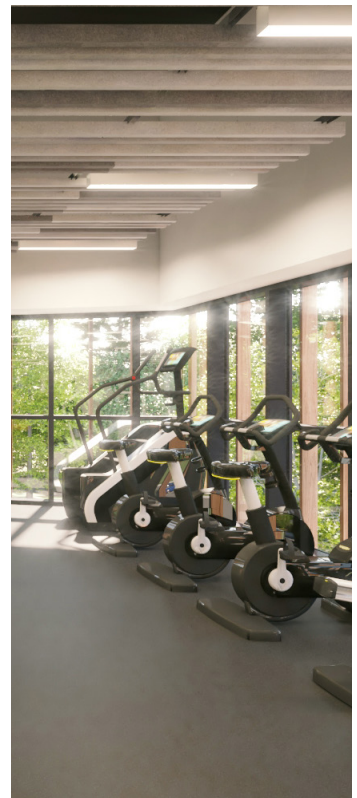
## Environment

Considering the environment is a key aspect to building an ethical and sustainable business. The Everybody Environmental Steering Group, with representatives from all centres, monitor current performance and input ideas in to our future environmental commitments. They are responsible for the delivery of the Environmental Policy and sharing learnings with colleagues.

Along with Cheshire East Council Assets Team, we look at ways we can reduce energy usage. This includes investing in modern systems that use less energy and training staff in how to best utilise all systems to ensure optimal energy performance. In line with this, a joint key performance indicator has been agreed – energy usage per visit. Upgrades to equipment will be considered as part of future investment schemes.

## Data Protection

In line with the updated General Data Protection Regulations (GDPR), that were applied in May 2018, a full audit was undertaken. A number of recommendations were made and subsequently actioned across the business. New or improved processes have been implemented accordingly. As part of the project, policies were either written or





reviewed and updated with staff undertaking face-to-face awareness training. All sites and teams were audited by our independent Data Protection Officer – a Quest assessor noted this was an example of best practise.

## Provide a Great Customer Experience

### Participation

Level of physical activity participation is increasing across the country. We are also seeing this at a local level as participation increased by 7.9% in 2018/19 compared to the year before.

Overall attendances at our facilities and sessions held within our communities have also increased. We recorded 3.75M attendances last year – an increase of 7.4% from 2017/18.

Active attendances by people aged 60 and over have increased by 15.9% with those aged under 16 increasing by 9.0%. The diverse programming and follow on sessions from referral programmes have supported this growth.

We also continue to buck the national trend locally, according to Sport England's Active Lives survey, of a decline in swimming participation. At our centres participation in swimming is on the rise. Last year we saw a 5.3% increase in attendances in swimming.

### Memberships

Fitness and Learn to Swim Scheme memberships have been maintained over the last year. The improved facilities at Macclesfield and Alsager, once fully completed, will be felt throughout this year.

We launched a new membership type called the Wild Card. For £5, it enables a new group to access services in flexible ways. They are incentivised by discounts and offers to participate in activities at our centres.



### Case Study: Personal Training Boot Camp

At Shavington Leisure Centre we offered a personal training boot camp to members at a discounted price compared to the general public.

All 18 places available were taken by existing members. Smaller group PT sessions are popular at the moment. Other classes, services and products were promoted during the session resulting in some secondary spend. Results and feedback received have all been positive.



## Everybody Awards

Hosted by Olympian Sharron Davies MBE, the awards recognised exceptional achievements of community heroes, took place on Friday 26th October. A keynote speech was provided by Ironman Triathlon World Champion Chrissie Wellington. Over 200 guests enjoyed the evening, sponsored by Applewood Independent, held at Wrenbury Hall. Those recognised include:

- Sports Personality of the Year – Nicola Bruce (Ultra Marathon long distance runner)
- Young Sports Achiever of the Year – Abby Warren (Crewe Rifle and Pistol Club)
- Disabled Sports Achiever of the Year – Sean Savage (Seahorse Swimming Club)
- Coach of the Year – Grace Dodd (Cheshire Blades)
- Health & Wellbeing – Andrea O'Neill (Millfields Primary School)
- Club of the Year – South Cheshire Amateur Boxing Club
- Volunteer of the Year – Kath and Mike Povall (Health Walks)
- Young Volunteer of the Year – Fran Townsend (Alsager Netball Club and Alsager Bridgestone Swimming Club)
- Everybody Customer Hero – Mark Rimmer (Sandbach Leisure Centre)
- Chairman's Award – Nicola Bruce (Ultra Marathon long distance runner)
- Lifetime Achievement – Pat Arnott (Alsager Netball Club)

## Junior Awards

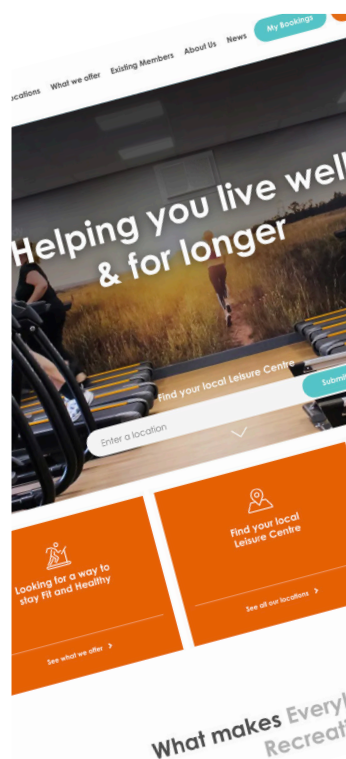
Children aged 5-11 years old were recognised at the Everybody Junior Awards, on Saturday 24th November at Wilmslow Leisure Centre, for their inspirational efforts and contributions to local sporting success. Over 100 guests were welcomed with entertainment from Sylk Dance Academy. The winners were:

- Everybody Swim Rising Star Award – Emily Smart
- Junior Achiever of the Year – Daisy-Mae Poolford
- Junior Member – Jake Alex Coombs
- Everybody Family of the Year – Rebecca Singleton, Andrew, Lincoln and Verity Stafford
- Junior Helper of the Year – Rubylee Rogerson
- Junior Superstar Award – Arthur Elliot
- Junior Sports Personality (5-8 years old) – Heidi Woods
- Junior Sports Personality (9-11 years old) – Mia Brookes

## Website

A new website was launched in August 2018. The development phase included an analysis of the previous website performance and an understanding of what our current customers wanted from a website. This allowed us to scope out an improvement plan for a new improved online user experience and customer journey.

## Performance Report 2018 - 2019





We appointed web development company Persona Studio to develop a new website including online joining and improved online bookings. The new website was optimised for use on all devices ensuring compatibility for our customers. Security of the website has also been improved.

Since the launch, performance has increased highlighted by the following statistics:

- Visitors increased by 7.8% from 224,509 (August-March 2017/18) to 242,002 (August-March 2018/19).
- Visits increased by 5.4% from 581,453 (August-March 2017/18) to 613,229 (August-March 2018/19).
- Online transactions increased from 35% (2017/18) to 38% (2018/19) supported by improved integration with our booking system.



Security of the new website has also improved. This is highlighted through the following:

- Uptime now at 99.7% compared to 97% the previous year.
- Over 5 days downtime with over 1000 outages in 2017/18 compared to only 14 hours downtime and only 161 outages in 2018/19.

Membership sales have increased through a new quick and easy way to sign up for memberships using Xn pay. We have achieved 500 Annual Cash memberships sales online between August 2018-March 2019. In March, we have added Direct Debit memberships for purchase through our website.

A good example of this in action is the Commit to Fit Campaign in September 2018. A combination of the discounted offer, the ease of purchasing online and some online marketing tactics means that the sale of annual passes increased by three times as many when compared to the total for the previous year.



### Taste for Life

Another busy year for Taste for Life is highlighted by delivering more events than ever before. More equipment has been bought and staff upskilled to cater for this growth. The appointment of a dedicated Events Manager will see this grow over the coming year.

A key expansion has been the opening of a café at Bollington Health & Leisure. The café compliments their offer and has been welcomed by their customers.

### Customer Survey

We continue to test the effectiveness of our sites and products using mystery customer visits. ProInsight provide an industry recognised service, benchmarkable internally and externally, which helps us to understand how our processes are functioning in practice. All aspects



of our sales process is tested during surveys. Visits are undertaken every three months with repeat visits and action plans completed for any site that doesn't achieve 70% for any individual audit.

## Develop our people to be the best

### Staff Survey Results

In Summer 2018, we carried out our second biennial staff survey. We were thrilled to see that staff satisfaction had increased from 84% back in 2016 to 91% this time. This also compares to an original staff satisfaction percentage of just 48% from staff within Leisure Services before moving to Everybody. This reflects so positively in how we treat one another and how we work together every day to help our customers. Other key results were:

- 93% feel proud to work for Everybody (up from 83%).
- 90% speak positively about Everybody to others (up from 84%).
- 90% would recommend Everybody as an employer (up from 81%).
- 88% had trust and confidence in local managers (up from 76%).

Since the last staff survey, we had launched the iTrent system which includes Payroll, HR records, Employee and Manager self-service, annual leave and e-timesheets. 87% of employees and 96% of managers felt that iTrent and the MyEverybody ESS site had improved their experience of working for us.

Key measures from the staff survey have been incorporated into the People category on our Everybody Scorecard. We have also launched a new series of short pulse surveys to touch base with the team and seek further feedback. The next full staff survey will be done in 2020.

### Investors in People

In November 2018 we were delighted to retain our Investors in People (IIP) accreditation for a further three years. This reflects positively on our culture and process, and on the achievements of everyone across the organisation. Positive feedback from our IIP assessor included:

- We have a clearly defined purpose and vision for Everybody.
- There are good levels of staff ownership and positive team working.
- We have open and transparent leadership with a continuous improvement culture.
- There is a strong focus on reward and recognition across the business.

We are currently making progress on our action plan to ensure we continue to improve as an employer. This plan covers the following areas:

- How we manage.
- Giving feedback.





- Communication.
- Performance Development Reviews.
- Health and wellbeing.

Since our IIP review, we have launched a couple of new iTrent modules. The Learning and Development module provides a 'one stop shop' online environment for employees and their managers. Both can see a full Learning and Development record at a glance with events bookable online including a new automated approval process. The Recruitment and Selection module stores details from previous applications, making it easier to apply for new roles across the business. Since launching the Recruitment and Selection module, we have managed to attract 40% more applications for jobs compared to the same period last year.

### Apprentices

We have continued to develop the apprenticeship scheme, adding value to personal development aspects of their progress through the scheme. We have also changed the Academy staffing structure to enable our new role of Learning & Development Lead to have a clear focus on the apprenticeship programme.

A further three apprentices have now progressed to permanent roles with us, taking the total to ten, and a further five are due to graduate through the scheme within the next six months. We also have a further six apprentices who are part way through their first year with us.

2018 saw our apprenticeship team plan, organise and deliver the second Apprenticeship Event, rebranded as the Holmes Chapel Village Festival. The event was open to staff and the local community and was highly successful with an increase in attendance from the previous year and most importantly creating lots of happy experiences. Planning is well underway for this years event in July which is looking to be bigger and better than ever.

Later in 2019, four of our senior managers will begin a three year Level 6 Business Management apprenticeship as we continue to invest in apprenticeships and our management development programme.

### Academy

The Everybody Academy spent much of the first three years ensuring that the key corner stones of learning and development were in place throughout the organisation especially at operational level. This year the focus has started to change to ensure that the future requirements are planned for including clear progression routes for staff and managers and preparing for succession management principles.

This led to the introduction of a number of career frameworks, wherever possible based on industry standards, and then modified to ensure that they meet our requirements. These frameworks will form a





key part in future development of employees working alongside other support mechanisms to empower managers and staff.

Our management development programme has begun with the successful implementation of a 360° review process for a number of managers. The results are being used alongside information from the 2018 Staff Survey and Investors in People report to ensure that identified skills and knowledge gaps will be targeted for development. The Development Programme will include developmental opportunities at all levels from our future managers through to our existing Senior Managers.

We have worked closely with all departments to set new objectives, targets and programmes to meet their evolving needs. In 2018/19, we supported and facilitated programmes including Data Protection, Mental Health First Aid, training on our new website and iTrent as well as targeted Resilience training for staff from Sandbach Leisure Centre who have been experiencing a number of local challenges.

During 2018/19 we facilitated 118 different learning & development types (81 in 2015/16) to 630 individuals (317 in 2015/16) – this does not include Lifeguard ongoing training and competency assessments which have been counted separately in the past. In total 69% of staff accessed a training opportunity (48% in 2015/16).

We continue to offer a number of work placements providing various experiences including within leisure centres, sports development and marketing. Last year we provided 48 work placements.

### Staff Awards

In November 2018 we held our third Staff Awards to recognise individual contribution, team achievement and long service of our staff and volunteers. The biggest to date, held at Wilmslow Leisure Centre, was attended by over 220 people. Staff reaching key service milestones were celebrated alongside volunteers that have reached milestones in terms of the number hours served.



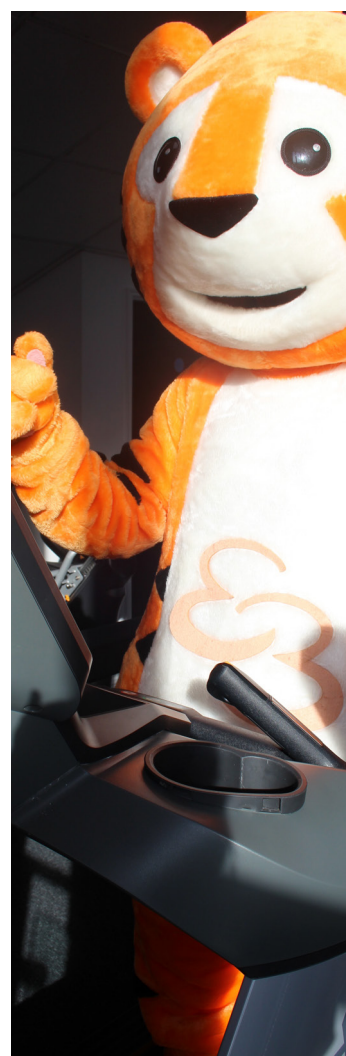
## Finance

### Operating Surplus 2018 - 19

	Unrestricted Funds	Restricted Funds	01 April 2017 – 31 March 2018	01 April 2016 – 31 March 2017
	£	£	£	£
<b>Income</b>				
Donations and Legacies	2,497,819	-	2,385,732	2,781,274
Charitable Activities	10,227,740	-	9,250,477	9,068,484
Other Trading Activities	814,690	-	705,340	318,158
Investment Income	6,874	-	1,414	2,057
Grants and Contracts	2,922,366	-	3,103,315	2,651,257
<b>Total Income</b>	<b>16,469,489</b>	<b>-</b>	<b>15,446,278</b>	<b>14,821,230</b>
<b>Expenditure on Charitable Activities</b>				
<b>Other Trading Activities</b>	723,331	-	620,907	350,671
<b>Charitable Activities</b>	15,534,046	-	14,751,154	14,359,079
<b>Total Expenditure</b>	<b>16,257,377</b>	<b>-</b>	<b>15,372,061</b>	<b>14,709,750</b>
<b>Net Income (Expenditure)</b>	<b>2112,112</b>	<b>-</b>	<b>74,217</b>	<b>111,480</b>
Transfers Between Funds	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>212,112</b>	<b>-</b>	<b>74,217</b>	<b>111,480</b>

## Company Information

<b>Registered Office</b>	Everybody Sport & Recreation, 3rd Floor, 1 Ashley Road, Altrincham, Cheshire WA14 2DT
<b>Head Office</b>	Holmes Chapel Community Centre, Station Road, Holmes Chapel, CW4 8 AA
<b>Company No.</b>	8685939
<b>Registered Charity No.</b>	1156084
<b>Chief Executive</b>	Peter Hartwell
<b>Executive Directors</b>	Thomas Barton Kerry Shea Paul Winrow
<b>Trustees</b>	Andrew Kolker (Chair) Phil Bland Colin Chaytors Zoe Davidson Helen Gowin Martin Hardy Harry Korkou Richard Middlebrook Steven Percy Kimiyo Rickett Alex Taylor
<b>Bankers</b>	Barclays Bank, 1 Churchill Place, London, E14 5HP
<b>Solicitors</b>	Bates, Wells & Braithwaite, 2-6 Cannon Street, London, EC4M 6YH
<b>Auditors</b>	Crowe Clarke Whitehill LLP, 3rd Floor, The Lexicon, Mount Street, Manchester, M2 5NT
<b>Company Secretary</b>	Oakwood Corporate Services, 3rd Floor, 1 Ashley Road, Altrincham, Cheshire WA14 2DT





“As we celebrate our 5th birthday and past successes, we will grow in confidence and self belief - such that this will inspire us to do even more for local people in the years to come.”

Peter Hartwell - CEO Everybody Sport & Recreation



**Registered Office:** Everybody Sport & Recreation, 3rd Floor,  
1 Ashley Road, Altrincham, Cheshire WA14 2DT

**Head Office:** Holmes Chapel Community Centre, Station Road,  
Holmes Chapel CW4 8AA

**Company Number:** 8685939  
**Registered Charity Number:** 1156084





*Working for a brighter future together*

Version  
Number: 2

## **BRIEFING REPORT**

### **Health and Adult Social Care and Communities Overview and Scrutiny Committee**

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**Date of Meeting:** 07 November 2019

**Report Title:** Assistive Technology Progress Report

**Portfolio Holder:** Councillor Laura Jeuda, Adult Social Care and Health

**Author:** Nik Darwin, Senior Commissioning Manager

**Senior Officer:** Nichola Glover-Edge, Director of Commissioning

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#### **1. Introduction and Policy Context**

- 1.1. This purpose of this report is to provide an update on the progress of the new contract that was awarded for the provision of assistive technology.
- 1.2. Recommendations were approved by Cabinet in relation to recommissioning the Assistive Technology Service on 10 July 2018. As a result of this, a procurement process was completed, with award of the new Assistive Technology contract to 'Welbeing'. This paper provides a summary of the steps undertaken in this process, as well as in the subsequent mobilisation and delivery phases.

#### **2. Background**

- 2.1. Assistive Technology can play an important role in addressing the care needs of individuals. This includes supporting people to remain independent and in their own home for longer, whilst also allowing them to exercise choice and control over their support. Additionally, these aids can provide reassurance for carers who benefit from knowing the cared for person is safe.
- 2.2. Assistive Technology covers a wide range of devices. This includes technology such as pendant alarms, bed sensors, GPS devices and CO<sup>2</sup>

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detectors and voice assistants. However, the offer from the Assistive Technology Service will change over time as more devices become appropriate e.g. smartwatches, mobile phone apps.

- 2.3. Cheshire East Council has contracted an Assistive Technology service (also known as Telecare) for a number of years to enable people in receipt of social care to receive this technology based support. However, the service was re-commissioned as a result of expiry of the previous contract.
- 2.4. Provision of the service allows the Council to directly meet Outcome 5 in the Corporate Plan: 'people live well and for longer', as well as contributing to Outcome 1: 'our local communities are strong and supportive'. It is also in keeping with the ambitions of the Council's Commissioning Plan 'People Live Well for Longer'. This describes the imperative to focus on early help and prevention, helping avoid address problems before they worsen; and to put in place cost effective approaches to delivering adult social care which meet the outcomes of individuals.
- 2.5. The overall vision for the service is:

*"Residents of Cheshire East receive appropriate Assistive Technology to address their health and social care outcomes, and to enhance their independence and safety. This will enable them to live well and for longer whilst also reducing pressure on statutory social care and health services (via reduced admissions to A&E and Residential Care)."*

- 2.5 It is of note that whilst the Council does not have any specific legal responsibilities around Assistive Technology, the Care Act 2014 does affirm a responsibility for local authorities to ensure that resources are deployed effectively in order to meet client needs and outcomes. In addition to this, it also includes a statutory prevention duty to ensure that people's needs do not become more serious, which Assistive Technology can contribute towards.

### **3. Briefing Information**

- 3.1. The recommissioning process involved an extensive needs assessment/ review of current delivery. This covered the following areas: population need, the developing Assistive Technology market, the evidence base for Assistive Technology in comparison to usual care, current provider performance, approaches used by other Local Authority areas etc.
- 3.2. Fundamental to the re-commissioning work was engagement with stakeholders. This included Clinical Commissioning Groups and people

using the service. The latter was conducted using a survey of Assistive Technology users which identified the following key findings:

- 64% of respondents either 'strongly agreed' or 'agreed' with the statement that Assistive Technology improved their quality of life, with 27% neither agreeing nor disagreeing.
- 75% of respondents felt that the service offered good value for money (33% 'agreed' with this statement, 42% 'strongly agreed')
- 90% of respondents either 'agreed' (49%) or 'strongly agreed' (41%) that the service helped them with their independence. Similarly 86% felt that it enabled them to remain in their own home (47% 'strongly agreed', 39% 'agreed').
- 60% 'strongly agreed' that it provided reassurance for family, 37% 'agreed' with this statement.

**3.3.** These sources of information allowed the service specification for Assistive Technology to be informed by the views of people and professionals in the community. As such, the service specification included the following broad aims:

- To enable people to feel safe and secure in their home and the wider community
- For technology to be an enabler to help people maintain their independence and health and wellbeing;
- To support individuals without removing their autonomy or unduly compromising their privacy
- To support informal carers in their caring role and thus reduce the risk of carer breakdown.

**3.4.** A procurement process was followed for the contract using the ESPO framework (ESPO are a public sector owned professional buying organisation specialising in providing a wide range of goods and services to the public sector). As part of this, tendering organisations on the framework had to complete a series of questions and these responses were evaluated by a panel. As a result of this work, the contract was awarded to Welbeing for an initial period of 2 years. The contract also includes an option to extend for a further two years.

**3.5.** It was necessary for Welbeing to undertake a relatively complex mobilisation process. This was due to a number of reasons including; the requirement to reprogram equipment for the new response centre; transfer of staff from the previous provider including a need to revise the inherited staffing structure; the need to communicate the change of provider to existing users; a requirement to address problems with the quality of data



that was transferred from the previous provider. However, it should be emphasised that the overwhelming majority of customers did not see any noticeable change to the service they received.

- 3.6.** Quarterly contract management meetings have been held with the provider, together with additional themed meetings. Contract Management involves evaluation of the provider's delivery against a number of outcomes and outputs. Average monthly statistics (January-September 2019) are: 92% of installations are conducted within 1-5 days; 97% of repairs are conducted with 1-7 days; call response time within 30 seconds; 92%.
- 3.7.** Initiatives of particular note since the contract was introduced include:
- the introduction of 'Ownfones' to speed up discharge from hospital (note: an Ownfone is a mobile handset enabling the patient to receive support at the touch of a button. This can be handed out as a precursor to Assistive Technology being installed 48 hours later).
  - Training completed for 200 staff including access to a new secure referral portal. This includes hospital staff from Leighton and Macclesfield.
  - New procedures introduced to enable staff to understand how to make a referral and clearer referral criteria.
- 3.8.** Once the service had an opportunity to embed, a working group was set up in August 2019 to analyse processes and to consider how appreciative service efficiencies could be made. Information gathering is still taking place at the moment but options include: moving to a rental model for stock; switching to all digital equipment thus reducing the number of maintenance visits; ensuring referral and assessment criteria are applied appropriately.

## **4. Implications of the Recommendations**

### **4.1. Legal Implications**

- 4.1.1.** Procurement of these services was undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

### **4.2. Financial Implications**

Assistive Technology is funded through the Better Care Fund (BCF) 'The BCF Governance Group have currently agreed to fund AT up to the value of £787,000. The BCF Governance Group is comprised of Senior Representatives from the Council and the 2 Clinical Commissioning Groups which cover the CEC footprint. Cabinet were advised that there is a risk of further funding being required for AT, from CEC, as Expenditure



in previous years has exceeded this amount. It will therefore be necessary for the Council to continue to work closely with the new provider to deliver further contract efficiencies to bring costs down to this level or review how spending can be managed across BCF or Council resources. An update on progress will be provided as part of the Third Quarter Review in February 2020.

#### **4.3. Human Resources Implications**

- 4.3.1. A TUPE process was followed with staff transferred from the previous provider.

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## **FORWARD PLAN FOR THE PERIOD ENDING 31<sup>ST</sup> JANUARY 2020**

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](mailto: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 18/19-65 SMDA Infrastructure Procurement Strategy	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8<sup>th</sup> May 2018:</p> <p>To procure the infrastructure, utilities and ground stabilisation works at South Macclesfield Development Area; to enter into any contracts or agreements required under the SCAPE Civil Engineering and Infrastructure Framework; and to utilise an NEC ECC Type C construction contract with Early Contractor Involvement.</p>	Executive Director Place	Not before 12th Jun 2019			N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-66 SMDA Infrastructure and Funding Agreement	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8<sup>th</sup> May 2018:</p> <p>To enter into a funding agreement (infrastructure agreement) with the principal landowner in respect of the Council's landholding at South Macclesfield Development Area.</p>	Executive Director Place	Not before 12th Jun 2019			Partly exempt by virtue of paras 3 and 5.



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 18/19-69 Acquisition of the Willows, Macclesfield	<p>In accordance with Chapter 2, Part 6, Paragraph 52 of the constitution of Cheshire East Borough Council dated 12<sup>th</sup> February 2019:</p> <p>To approve the acquisition of the property known as The Willows, Macclesfield, Cheshire SK11 8LF and to instruct the Council's Legal Officers to proceed to legal completion of the purchase and any related legal documentation on terms and conditions to be determined by the Assets Manager and the Director of Governance and Compliance.</p>	Executive Director Place	Not before 19th Jun 2019			Fully exempt under para 3
CE 18/19-67 Macclesfield Town Centre Regeneration - Strategic Regeneration Framework and Future Programme	Taking into account the outcome of a public consultation on a draft Strategic Regeneration Framework for Macclesfield Town Centre, to approve a final version of the Framework and agree further actions stemming from its recommendations.	Cabinet	8 Oct 2019		Jo Wise	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-11 Re-Commission of Children with Disability Short Breaks	To approve the re-commissioning of Children with Disability short breaks services and delegate authority to the Acting Executive Director People, following consultation with the Portfolio Holder for Children and Families, to make a decision on award of contract.	Cabinet	8 Oct 2019		David Leadbetter	
CE 19/20-13 The Cheshire East Partnership Five Year Plan	To approve the Partnership Five Year Plan for submission to the Cheshire and Merseyside Health and Care Partnership and to authorise Officers to take all necessary actions to submit the Plan.	Cabinet	8 Oct 2019		Guy Kilminster, Corporate Manager Health Improvement	
CE 19/20-5 Recommissioning of Housing-Related Support Contracts	To seek approval to the recommissioning of Housing-Related Support Contracts to be awarded from 1 <sup>st</sup> April 2020, and to delegate authority to the Executive Director Place to authorise and award the contracts.	Cabinet	8 Oct 2019		Karen Carsberg, Strategic Housing and Intelligence Manager	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 19/20-7 Everybody Sport and Recreation Annual Performance Report 2018/19 and Leisure Centre Capital Improvement Programme	Cabinet will be asked to: 1. note the annual performance report for 2018/19 from Everybody Sport and Recreation; and 2. approve the letting of a series of contracts for future capital improvement works at leisure centre provision in Knutsford, Middlewich, Nantwich, Poynton and Wilmslow.	Cabinet	8 Oct 2019		Mark Wheelton	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	17 Oct 2019		Richard Hibbert	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-51 ASDV Programme Update	To authorise officers to take all necessary actions to implement the recommendations made in the ASDV Review report approved by Cabinet on 12th March 2019.	Cabinet	5 Nov 2019			Fully exempt - paras 3 & 4
CE 19/20-22 Crewe Southern Link Road Bridge - Preferred Route	To seek approval for the selection of a preferred route and to continue to progress the design and development of the scheme and carry out work necessary to support a planning application.	Cabinet	5 Nov 2019		Paul Griffiths	N/A
CE 19/20-19 Supplementary Planning Document - Brooks Lane (Middlewich) Development Framework (Masterplan)	To consider representations received to the draft Brooks Lane (Middlewich) Development Framework (Masterplan) public consultation held in January and February 2019; subject to that, to approve the publication of the document as a Supplementary Planning Document.	Portfolio Holder for Planning	Not before 20th Nov 2019		Jeremy Owens	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Portfolio Holder for Planning	November 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 19/20-6 Care4CE	In connection with a strategic review of Care4CE, to seek approval to establish a wholly-owned community interest company (CiC), and to introduce new terms and conditions for new staff in the Single Legal Entity (SLE).	Cabinet	3 Dec 2019			N/A
CE 19/20-20 Highway and Infrastructure Schemes up to £5M in Value	To seek approval to deliver a number of highway and infrastructure schemes valued between £1M and £5M and to authorise the officers to take all necessary actions to implement the schemes.	Cabinet	3 Dec 2019		Paul Davies	N/A
CE 18/19-54 Crewe Station Hub Area Action Plan - Publication Draft Plan	To seek approval for a further six week consultation period on the Crewe Station Hub Area Action Plan.	Cabinet	3 Dec 2019		Adrian Fisher, Head of Planning Strategy	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-26 Best4Business Update	To approve the revised Best4Business programme plan and associated budget impact.	Cabinet	3 Dec 2019			Part exempt - para 3
CE 19/20-27 Selective Licensing	To authorise officers to progress a two-staged approach to the implementation of a Selective Licensing scheme.	Cabinet	3 Dec 2019		Karen Carsberg, Strategic Housing and Intelligence Manager	N/A
CE 19/20-18 Review of Council Tax Support Scheme for 2020/21	To approve the Council Tax Support Scheme for 2020/21.	Council	12 Dec 2019		Liz Rimmer	N/A
CE 19/20-17 Well-Managed Highway Infrastructure	To seek authority for the Executive Director Place, in consultation with the Portfolio Holder for Highways and Waste, to approve amendments to the Council's Highway Inspection Code of Practice and Adverse Weather Plan to ensure that they accord with the document ' Well-Managed Highway Infrastructure'.	Cabinet	14 Jan 2020		Paul Traynor	N/A



<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-23 Crewe Hub Station - Project Development Output, Strategic Outline Business Case and Evidence Base	To approve the outputs of the Crewe Hub Station solutions stage project development work, approve the strategic outline business case for the enhanced Crewe Hub Station and its supporting evidence base and funding and financing strategy, progress the Hub station design to detailed design, and seek necessary Government commitments on funding.	Cabinet	14 Jan 2020		Hayley Kirkham	N/A
CE 19/20-28 Congleton Household Waste Recycling Centre	To consider proposals for household waste recycling provision.	Cabinet	4 Feb 2020		Ralph Kemp, Corporate Manager for Commissioning	Fully exempt - para 3
CE 18/19-68 Medium Term Financial Strategy 2020-24	To approve the Medium Term Financial Strategy for 2020-24, incorporating the Council's priorities, budget, policy proposals and capital programme. The report will also include the capital, treasury management, investment and reserves strategies.	Council	20 Feb 2020		Alex Thompson, Director of Financial and Customer Services	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-21 Site Allocations and Development Policies Document	To seek approval to submit the Publication Draft Cheshire East Site Allocations and Development Policies Document, along with its supporting evidence, for public examination.	Council	20 Feb 2020		Jeremy Owens	N/A
CE 19/20-24 Municipal Waste Management Strategy 5 Year Review	To consider the updated waste strategy and authorise officers to undertake consultation and, subject to the outcome of that consultation, any necessary actions to implement the strategy.	Cabinet	10 Mar 2020		Paul Bayley	N/A
CE 19/20-25 Cheshire East Carbon Reduction Strategy	To receive the draft Carbon Strategy for the Council to achieve its carbon neutral aims by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint; and to authorise officers to undertake consultation and revise the strategy prior to its adoption and implementation.	Cabinet	7 Apr 2020		Ralph Kemp, Corporate Manager for Commissioning	N/A



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Version  
Number: 1

Key Decision N

Date First  
Published: N/A

## **Health and Adult Social Care and Communities Overview and Scrutiny Committee**

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**Date of Meeting:** 07 November 2019

**Report Title:** Work Programme

**Senior Officer:** Jane Burns, Executive Director of Corporate Services

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### **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. To approve the work programme, subject to the agreement to add new items or delete items that no longer require any scrutiny activity.
- 2.2. To review the suggestions to add new items (Section 6) and delete items (Section 7), and determine which new items will be added to the work programme and when.

### **3. Reason for Recommendation**

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

### **4. Background**

- 4.1. The committee has responsibility for updating and approving its own work programme. Scrutiny liaison meetings – held between the Chairman and Vice-Chairman of the committee, alongside the portfolio holders and key senior officers – ensure that there is continued awareness and discussion of upcoming policies, strategies and decisions within the committee's remit area.

## **5. Determining Which Items Should be Added to the Work Programme**

- 5.1. 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.
- 5.2. The following questions should be considered by the committee when determining whether to add new work programme items, or delete existing items:
- 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 or underspends?
  - Is it a matter raised by external audit management letters and or audit reports?
  - Is there a high level of dissatisfaction with the service?
- 5.3. The committee should not add any items to its work programme (and should delete any existing items) that fall under any one of the following:
- The topic is already being addressed elsewhere by another body (i.e. this committee would be duplicating work)
  - The matter is sub-judice
  - Scrutiny would not add value to the matter
  - The committee is unlikely to be able to conclude an investigation within a specified or required timescale

## **6. Items Suggested for Addition**

- 6.1. Since the last meeting on 10 October 2019, the following reports and matters have been suggested for the committee to determine whether to add them to its work programme and if so, when.
- 6.1.1. 'Falls Prevention Strategy' – to consider an update on performance related to the Council's Falls Prevention Strategy.
- 6.1.2. 'Funding for the Congleton Minor Injuries Unit and Future Local Service Provision in Congleton' – This item has been added following the committee's formal request to the Cheshire CCGs (commissioner) and



East Cheshire NHS Trust (provider) to review and update the committee on the funding for the CMIU, as well as an outlook of future service provision in Congleton.

## **7. Items Suggested for Deletion**

- 7.1. Since the last meeting on 10 October 2019, the following reports and matters have been suggested for the committee to determine whether to delete them from its work programme.

- 7.1.1. 'Impacts to Cheshire East Adult Social Care Services Following Decision on Millbrook Unit' – The committee has two reports on the performance of the redesigned adults and older people's mental health services on its agenda on 5 December 2019.

It is proposed to delete the above item from the work programme and to incorporate its brief within the other item, to improve the coherence of the report and make the agenda more manageable for the committee.

## **8. Implications of the Recommendations**

- 8.1. 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.

## **9. Ward Members Affected**

- 9.1. All.

## **10. Access to Information**

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

## **11. Contact Information**

- 11.1. 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](mailto:joel.hammond-gant@cheshireeast.gov.uk)

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<b>07.11.19</b>	<b>07.11.19</b>	<b>05.12.19</b>	<b>16.01.20</b>	<b>06.02.20</b>	<b>05.03.20</b>	<b>09.04.20</b>	<b>07.05.20</b>
10.00am	2.00pm	10.00am	10.00am	10.00am	10.00am	10.00am	10.00am
<b>Ordinary business meeting</b>	<b>Extra informal meeting</b>	<b>Ordinary business meeting</b>	<b>Ordinary business meeting</b>	<b>Ordinary business meeting</b>	<b>Ordinary business meeting</b>	<b>Ordinary business meeting</b>	<b>Ordinary business meeting</b>
Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields	Committee Suite, Westfields

<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
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	Adult Social Care and 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	Adult Social Care and Health	Committee	Information / performance monitoring	People live well and for longer  Our local communities are strong and supportive	07.11.19
Recommissioning of Assistive Technology	To consider a report providing detail on performance following the recommissioning of assistive technology	Director of Commissioning	Adult Social Care and Health	Committee	Monitoring developments or variations in service provision	Our local communities are strong and supportive  People live well and for longer	07.11.19

Pre-Budget 2020/21 Consultation	To consider the 2020/21 budget proposals for the services that fall within the remit of this committee.	Acting Executive Director of People / Director of Financial and Customer Services (S151 Officer)	Adult Social Care and Health  Public Health and Corporate Services  Communities	CLT	Pre-decision scrutiny	Our local communities are strong and supportive  People live well and for longer  Responsible, effective and efficient organisation	07.11.19
Informal information gathering session on Gypsy and Irish Traveller communities in Cheshire East, focusing on the impacts they experience to/on their welfare	To meet with council officers and partners to receive information and evidence on the impacts to the welfare of Gypsy and Irish Traveller communities in Cheshire East, what current legislation requires of local authorities, and how Cheshire East Council (and partners) have performed against these targets.  Initially, the committee will look to consider evidence on the following welfare issues: education, health, hostility/harassment, environment.	Various partners	Adult Social Care and Health  Public Health and Corporate Services  Communities	Committee	Potential spotlight review	Our local communities are strong and supportive  People live well and for longer  Responsible, effective and efficient organisation	07.11.19 (extra informal meeting)



Provision of Orthodontic and Oral Surgery Services in Cheshire East	Following the most recent update on 12.09.19, to receive a further update on the activity and progress in relation to future orthodontic and oral surgery services in Cheshire East.	NHS England / Public Health England	Adult Social Care and Health	Committee	To be consulted and informed of development of new model of care for services	People live well and for longer	05.12.19
Cheshire East Mental Health Strategy	To scrutinise the activity and performance of the council against the key objectives and aims in the recently published Mental Health Strategy.	Acting Executive Director of People	Adult Social Care and Health	Committee	Performance monitoring	People live well and for longer	05.12.19
Update on the Re-design of Adults and Older People's Mental Health Services in Cheshire East	To consider the progress made to date by health partners to establish the new, redesigned service provision for adults and older people's mental health services in Cheshire East, as well as performance against key targets and objectives.	NHS Eastern Cheshire CCG / CWP / CEC	Adult Social Care and Health	Committee	Performance monitoring	People live well and for longer	05.12.19
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 Health	Director of Adult Social Care / Director of Public Health	Performance monitoring	People live well and for longer	05.12.19

Reducing the Parity of Deprivation and other Key Health Issues Across Cheshire East	(1) To consider a report detailing and explaining what the 'tartan rug' is and how it is used. (2) To consider a report on how the council (with and without partners) is working to reduce health inequalities and disparities across the borough, e.g. varying levels of deprivation.	Acting Executive Director of People / Acting Director of Public Health	Adult Social Care and Health  Public Health and Corporate Services  Communities	Committee	Overview	People live well and for longer  Our local communities are strong and supportive	05.12.19
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 Health  Public Health and Corporate Services  Communities	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	Adult Social Care and Health	Committee (following CWP Quality Account 2016/17)	Performance monitoring	People live well and for longer	16.01.20

Recommissioned Respite Care Services	To consider an update on the recommissioned respite care services.	Director of Commissioning	Adult Social Care and Health	Committee	Performance monitoring	People live well and for longer	05.03.20
Falls Prevention Strategy	To consider an update on performance related to the council's Falls Prevention Strategy	Acting Executive Director of People	Adult Social Care and Health	Chairman	Performance monitoring	People live well and for longer  Responsible, effective and efficient organisation	05.03.20
Funding for the Congleton Minor Injuries Unit and Future Local Service Provision in Congleton	Following the committee's request on 10 October 2019, to consider a report from Cheshire CCGs (commissioner) and East Cheshire NHS Trust (provider) on the funding provision for the CMIU and the shape of future local service provision in Congleton.	Clare Watson (CCGs) / John Wilbraham (East Cheshire NHS Trust)	Adult Social Care and Health	Committee	Review of service provision and funding	Our local communities are strong and supportive  People live well and for longer	09.04.20
Cheshire and Wirral Partnership NHS Foundation Trust – Quality Accounts 2019/20	To consider the 2019/20 Quality Account and provide feedback to be included in the final version of the accounts.	CWP	Adult Social Care and Health	CWP	Performance monitoring	People live well and for longer	09.04.20

East Cheshire NHS Trust – Quality Accounts 2019/20	To consider the 2019/20 Quality Account and provide feedback to be included in the final version of the accounts.	East Cheshire NHS Trust	Adult Social Care and Health	East Cheshire NHS Trust	Performance monitoring	People live well and for longer	09.04.20
Mid Cheshire NHS Trust – Quality Accounts 2019/20	To consider the 2019/20 Quality Account and provide feedback to be included in the final version of the accounts.	Mid Cheshire NHS Trust	Adult Social Care and Health	Mid Cheshire NHS Trust	Performance monitoring	People live well and for longer	09.04.20
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 Health  Public Health and Corporate Services  Communities	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 Health  Public Health and Corporate Services  Communities	CLT	Performance monitoring	Our local communities are strong and supportive  People live well and for longer	July/Aug 2020
Recommissioning of Integrated Lifestyle Services	A performance update on the new commission approximately 6 months after it has been in place	Director of Commissioning	Adult Social Care and Health	Committee (2018/19)	Performance monitoring	Our local communities are strong and supportive  People live well and for longer	July/Aug 2020