

Appendix 2 Overview of Performance

ACHIEVING THE COUNCIL'S SIX OUTCOMES

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

1 ~ Our local communities are strong and supportive

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

2 ~ Cheshire East has a strong and resilient economy

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

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

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

4 ~ Cheshire East is a green and sustainable place

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

5 ~ People live well and for longer

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

6 ~ A Responsible, Effective and Efficient Organisation

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

1. Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

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

2. The Council has recently agreed an ambitious three-year plan to support our voluntary, community and faith sector. We are fortunate in that we have over 50,000 dedicated volunteers in the Borough who provide over 74,000 hours of support each year to a vast range of organisations. From national charities such as Barnardos



helping people to tackle domestic violence to the Lighthouse Centre in Crewe which gives homeless people a place to get a hot meal, warm shower and wash their clothes every week. The plan also includes a contract awarded to Cheshire Voluntary Services Cheshire East (CVSCE) who provide resources and support to the voluntary, community and faith sector across the Borough.

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

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



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

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

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



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

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

8. We are supporting 87 community venues, as part of work to develop a network of connected community centres across Cheshire East. This enables local services to be delivered where communities need and want them, offering support and engagement for all living in the local area.

9. 94 organisations have received £170,351 of funding contributing to £2,881,992 worth of community projects, all designed to improve quality of life for Cheshire East residents. All of the projects that the Council supports get the maximum value from the grants received to benefit the local community. For example, Mere and Tabley Community Club were awarded

£5,000 to help pay for refurbishment of the club’s community hall and improve their facilities. The club is run by volunteers, and not only supports the club’s own social and sports activities but also provides a great affordable venue for many other community and charity organisations in a rural area.



Communities where you are Safe, and feel Safe

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

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

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

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



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

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

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

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

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

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

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

2. Cheshire East has a strong and resilient economy

Business Growth and Tourism

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

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

Jobs and Skills

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

Inward Investment

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



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

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

Infrastructure

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

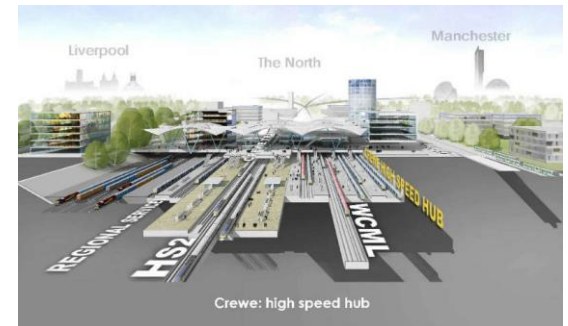


24Mbps. Take-up of fibre has risen to over 43%, one of the highest in the country and a further investment of over £3m in a Phase 3 roll-out was announced in January which will reach a further 6,000 premises by summer 2018. A new programme, Digital 2020, is currently awaiting approval from DCLG, and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

32. The Strategic Highways Infrastructure Team continues to make strong progress on the Council's major transport schemes by

planning, developing and delivering major highway and transport infrastructure improvements, in conjunction with partner organisations.

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



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

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

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

37. The A6 Manchester Airport Relief Road scheme is currently under construction. The technical approvals process and detailed design checks are nearing completion with the majority of roadworks elements now completed. The Stage 2 Road Safety Audit is with all Local Authorities for review and the response is ongoing. The structures design checks are ongoing, however most Technical approvals for major structures are completed with retaining walls and other smaller structures ongoing.
38. The A500 Junction 16 Pinch Point Scheme scheme has been implemented to alleviate congestion at junction 16 of the M6 through the addition of a lane to the eastbound approach to the junction. Works are now complete at junction 16 and work continues to close this project out and address final payments.
39. The A556 Knutsford to Bowden (Highways England scheme) scheme allowed for the construction of a new 4.5 mile dual carriageway between M6 junction 19 (near Knutsford) and the M56 junction 7 (near Bowdon). Construction started in November 2014 and opened on the 6th of March 2017, with an official opening on 24th March 2017. Works will continue on the de-trunking of the old A556 until Autumn 2017.
40. The Crewe Green Roundabout is a five-arm signalised roundabout, forming a major confluence of roads to the east of Crewe. Peak period congestion is severe and traffic modelling showed that the recent opening of Crewe Green Link Road (South) was predicted to add approximately 15% more traffic to the junction. Options have been developed to manage the revised traffic flows by remodelling the junction. In October, Cabinet approved the preferred design solution for design development and on to implementation using the Scape civil engineering and infrastructure framework. Design is underway to develop the scheme for Construction, and a public engagement exercise for ran in conjunction with Sydney Road Bridge between 20th March and 9th April. A planning application will be submitted shortly.
41. The Middlewich Bypass scheme was awarded funding by the Department for Transport (DfT) to develop the scheme to Outline Business Case stage. A report to Cabinet in November approved the preferred route option. The Outline Business case was submitted to DfT on 31st March. A decision on further progression of the scheme is expected from the Secretary of State in July 2018.
42. A scheme outline and design is being prepared for the dualling of the A500 between M6 junction 16 and Meremoss Roundabout with environmental and traffic surveys currently underway. Consultation with affected landowners, local Members, residents and wider stakeholders is ongoing with formal planning submission likely to be during spring/summer 2018.
43. By the end of quarter 4 the Highways service had received 39,902 enquiries for the year (13,015 in quarter 4 alone). Of these 38,603 were resolved (97%) and the figure indicates the high level of customer engagement with the service.
44. Pothole repairs for 2016/17 totalled 16,105. Despite a slight increase in the number of programmed repairs (compared to 15,410 in 2015/16), the total annual cost reduced for the year from £921,000 (in 2015/16) to £708,000. The Council is targeting a further reduction in pothole repairs in 2017/18 as a result of the commitment to the Highway Investment Programme. As a result of a wet winter 2016/17, with many night frosts, the number of salting treatments also increased from the previous year, proactively working to keep people safe on Cheshire East roads.

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

Securing the Best Start in Life

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

Highest Achievement for All Learners

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



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

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

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

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

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

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

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

Inclusion

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

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



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

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

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

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

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

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

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

4. Cheshire East is a green and sustainable place

Planning and Sustainable Development

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

Waste Management

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

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

- 73. **Reuse and Recycling** - During this quarter the Council anticipates collecting around 23,000 tonnes of waste for recycling through its silver and green bin schemes and from the nine Household Waste Recycling Centres (HWRC). Around 350 tonnes of this material is reused through charitable partnerships and the HWRC.
- 74. **Waste, Recycling Reuse Figures** (quarter 4 indicative estimated tonnages)

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

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



areas with public information and enforcement.

Environment

76. **Parks Strategy Delivery** - The Coronation Valley Restoration Project is completed in Queens Park Crewe and the Macclesfield South Park Lake Project is now entering the final phase (planting of marginal vegetation). The Council is currently looking at future funding and prioritised investment in our key parks guided by the principles of the Parks Strategy.
77. **Playing Pitches** – The Playing Pitch Strategy is currently in its final phase of development. Following Cabinet endorsement, the documents are out for public consultation.
78. **Parks** – Cheshire East is engaged in the delivery of over 20 park improvement projects funded from S106 developer contributions (in excess of £700,000) working with local



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

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

Affordable Energy, Growing Energy Businesses & Independent Energy

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

5. People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives

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



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

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

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

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



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

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

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

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

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



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

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

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

Information, Advice & Guidance, Prevention and Early Intervention

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

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

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

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

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

Accessible high quality services, Information & Advice

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



108. A new model for the provision of sexual health services has been implemented which aims to improve accessibility to services through provision of an online booking system, use of text messaging and advice lines, increased outreach activity with high risk groups and increased services for young people.

109. Some Health Visiting and School Nursing Teams have relocated into five Children's Centre locations with the aim of delivering streamlined and integrated services with Children's services for delivery of the Parenting Journey.

110. Uniforms have been introduced for School Nurses which has aided identification of the nurses within schools and presents a more professional image.

111. A new integrated IT system has been introduced to collate data and information for the 0-19 Healthy Child service which will support the provision of comprehensive, holistic services.

112. New chapters have been published in the Cheshire East Joint Strategic Needs Assessment (JSNA):

- End of Life Care for adults (March 2017)
- Updated perinatal mental health JSNA and the full reports for the perinatal mental health peer support community JSNA project (February – March 2017)
- Alcohol and drugs JSNA (February 2017)
- These provide information that can be used to understand the local context and to inform effective commissioning of services



Public Protection, Health Protection & Safeguarding

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

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

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

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

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

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

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



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

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

132. Public Health are piloting a safeguarding audit with its commissioned services, and the learning from this pilot will inform our ongoing approach to safeguarding assurance of commissioned services.

6. A Responsible, Effective and Efficient Organisation

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