

## Outcome 5 – People live well and for longer

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

# Key Priorities

## Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Challenges

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

## Opportunities

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

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

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

Changing the way we work <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
<p><b>Direct Payments Review (Revenue Savings) [35]</b></p> <p>Review of direct payment policy and process to ensure that it is up to date, efficient and meets legal requirements.</p> <p style="text-align: right;"><i>Impact on Commissioning – External Care Costs Service Budget =</i></p>	<b>-0.500</b>	<b>-0.500</b>	<b>-0.500</b>
<p><b>One You Cheshire East (Revenue Savings) [36]</b></p> <p>Cheshire East Council commissions an integrated lifestyle service for members of the population aiming to improve their long term health through smoking cessation, physical activity, healthy eating, weight management and falls based interventions. This service is currently delivered by a number of providers. The Council will look to reduce the management costs whilst maintaining frontline delivery.</p> <p style="text-align: right;"><i>Impact on Public Health Service Budget =</i></p>	<b>-0.050</b>	<b>-0.100</b>	<b>-0.100</b>
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<b>Changing the way we work</b> <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Community Equipment Service (Revenue Savings) [37]</b>  <p>The Community Equipment service is currently commissioned by Cheshire East Council, Eastern Cheshire and South Cheshire Clinical Commissioning Groups. The service aims to improve and maintain a person’s health and wellbeing through increased independence, choice, control and quality of life of the individual with the provision of equipment. A review is being undertaken of the Community Equipment service to ensure that it is the most efficient and effective service for the residents of Cheshire East, the outcome of which will inform future commissioning intentions.</p> <p style="text-align: right;"><i>Impact on Commissioning - Other Service Budget =</i></p>	<b>-0.050</b>	<b>-0.100</b>	<b>-0.100</b>
<p style="text-align: center;"><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>. Values are not cumulative</i></p>			

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

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

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

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

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

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

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

Reducing subsidy	2019/20	2020/21	2021/22
<i>Ensure limited resources are redirected to the areas with the most critical need.</i>	£m*	£m*	£m*
<p><b>Reducing the Cost of Leisure Services (Revenue Savings) [46]</b></p> <p>The Operating Agreement between the Council and Everybody Sport &amp; Recreation requires a minimum of a 3% cash reduction of the annual management fee based on the previous year's agreed figure.</p> <p>The current management fee investment to Everybody Sport &amp; Recreation allows the Trust to operate a concessionary "leisure card" scheme. The current options scheme gives 40% off the full adult peak rate for a range of leisure centre activities. The proposal is to retain the scheme but reduce this 40% to 30% across all categories.</p> <p>Due to increased demand for car park refunds at Everybody leisure facilities in Crewe and Nantwich, there is a need to increase the budget by a further £25,000 to meet this additional usage. This reflects the actual costs for 2017/18, and those projected on current year usage which is anticipated to continue through to the 2019/20 financial year. Discussions will continue with the leisure trust to see if this increase can be addressed as part of the annual management fee setting process.</p> <p style="text-align: right;"><i>Impact on Leisure Service Budget =</i></p>	-0.086	-0.125	-0.163
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Reducing subsidy	2019/20	2020/21	2021/22
<i>Ensure limited resources are redirected to the areas with the most critical need.</i>	£m*	£m*	£m*
<b>Allocated Adult Social Care Grants (Revenue Investment) [47]</b>			
Increase to the Adults service budget in line with the additional grant income for the Local Community Voices, Social Care in Prisons and War Pensions Disregard grants.			
<i>Impact on Care Costs, Client Income and Healthwatch Service Budget =</i>	<b>+0.065</b>	<b>+0.065</b>	<b>+0.065</b>
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