

Cabinet Agenda

Date: Tuesday, 16th March, 2010
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda.

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

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

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

In order for an informed answer to be given, where a member of the public wishes to ask a question of a Cabinet Member three clear working days notice must be given and the question must be submitted in writing. It is not required to give notice of the intention to make use of public speaking provision but, as a matter of courtesy, a period of 24 hours notice is encouraged.

Please contact Cherry Foreman on 01270 529736
E-Mail: cherry.foreman@cheshireeast.gov.uk with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

4. **Minutes of Previous meeting** (Pages 1 - 8)

To approve the minutes of the meeting held on 16 February 2010.

5. **Determination of Admission Arrangements** (Pages 9 - 56)

To consider the outcome of consultations on the Council's proposed coordinated scheme and admission arrangements for community and controlled schools.

6. **People and Organisational Development Strategy 2010 - 2015** (Pages 57 - 80)

To approve the first comprehensive People and Organisational Development Strategy for Cheshire East Council for 2010 -2015.

7. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

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

8. **Managing Workforce Change** (Pages 81 - 86)

To consider the report of the Head of Human Resources and Organisational Development.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 16th February, 2010 in Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor W Fitzgerald (Chairman)
Councillor B Silvester (Vice-Chairman)

Councillors D Brown, R Domleo, D Brown, J P Findlow, F Keegan, A Knowles,
J Macrae, P Mason and R Menlove

Councillors in attendance:

Councillors A Arnold, Rhoda Bailey, W T Beard, R Fletcher, D Hough,
O Hunter, A Moran, B Moran, H Murray, L Smetham, D Thompson, A Thwaite,
G Walton and R West

Officers in attendance:

Chief Executive, Borough Solicitor, Borough Treasurer and Head of Assets,
Human Resources Delivery Manager, Strategic Director – People, Strategic
Director – Places, Communications and PR Manager, Partnership and CE's
Business Manager and Customer Services Manager

185 DECLARATIONS OF INTEREST

Councillor W T Beard declared a personal interest in agenda item 6 (Business Planning Process 2010-2013) in respect of grants to Town and Parish Councils on the basis that he was a parish councillor. Councillor A Moran also declared a personal interest in agenda item 6, in respect of grants to Town and Parish Councils and car parking charges on the basis of his membership of Nantwich Town Council.

No other interests were declared.

186 PUBLIC SPEAKING TIME/OPEN SESSION

There were no questions from members of the public.

187 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 1st February 2010 be approved as a correct record.

188

INCREASING CUSTOMER ACCESS THROUGH LIBRARIES

The formation of Cheshire East Council had provided an opportunity to increase customer access to a wide range of Council services through libraries. This would optimise the use of Council resources whilst also providing improved customer access through longer and more flexible opening hours, during a range of times to suit all residents. Moreover, it would reinforce the role of the libraries as the local community hub to access a range of Cheshire East services and would help to encourage customer adoption of web self-service through the People's Network.

Cabinet was asked to endorse the proposals in the report.

RESOLVED

For the reasons set out in the report:

That the policy proposal to increase customer access through libraries across Cheshire East, with the relocation of Customer Service Points at Alsager, Congleton, Holmes Chapel, Knutsford, Middlewich, Poynton and Wilmslow be endorsed.

189

**KEY DECISION CE09/10-32 BUSINESS PLANNING PROCESS
2010 - 2013**

Cabinet considered the report of the Borough Treasurer and Head of Assets, together with an addendum which was tabled at the meeting. The report introduced the Cheshire East Council Budget for 2010/2011 and had been produced following consultation on the pre-budget report issued in January 2010.

The report set out in detail the spending plans and income targets for the financial year commencing 1st April 2010, in addition to the financial estimates for the 2011/2012 and 2012/2013 financial years.

Council would be invited to approve the budget at its meeting to be held on 25th February 2010.

RESOLVED

That

1. the results of the Budget Consultation exercises undertaken by the Council be noted;
2. the comments of the Borough Treasurer and Head of Assets (Chief Finance Officer) be noted in respect of the robustness of estimates and level of reserves held by the Council based on the budget, as identified in Appendix B of the report;

3. the 2010/2011 Budget Report be recommended to Council for approval;
4. the three-year Capital Programme for 2010/2011 to 2012/2013 be recommended to Council for approval (Appendix B, Paras 72 to 73 and Annex 4 in the report);
5. A Band D Council Tax of £1,216.34 (1.7% increase over 2009/2010 of £1,196.01) be recommended to Council for approval;
6. the Reserves Policy and Strategy be recommended to Council for approval (Appendix C of the report);
7. the appended schedule of fees and charges be approved, save to the extent that the setting of fees and charges is exercised by other Committees, Panels or individuals under the scheme of delegation or otherwise (Appendix B, Para 199 and Annex 7 of the report);
8. the 2010/2011 Specific Grants (excluding DSG) (Appendix B, Paras 23 to 29 of the report submitted) be agreed and that Portfolio Holders be authorised to agree any necessary amendment to particular grants within their area of responsibility in the light of further information received from Government Departments or other funding bodies;
9. the 2010/2011 Dedicated Schools Grant (DSG) of £200.2m (including central expenditure of £19.7m) and the associated policy proposals (Appendix B Paras 20 to 22 and Annex 5 of the report) be agreed;
10. the Children and Family Service Portfolio Holder be authorised to agree any necessary amendment to the DSG position in the light of further information received from DCSF, pupil number changes and the actual balance brought forward from 2009/2010;
11. the Prudential Indicators for Capital Financial be recommended to Council for approval (Appendix B, Paras 78 to 79 and Annex 3 of the report); and
12. the risk assessment detailed in Appendix B, Paras 64 to 66 of the report, be noted;
13. in respect of Fees & Charges (pages 165-166) the Rent of Collapsible Stall units at Alsager, Middlewich & Sandbach Retail Market be corrected as follows:

Service	2009/10 £	2010/11 £
ALSAGER RETAIL MARKET		
Cabinet Report Entry		
Stall Units measure 3.05m x 3.05m or 10ft x 10ft	40.00	41.00
Corrected Entry for Council Report		
Stall Units measure 6.10m x 3.05m or 20ft x 10ft	40.00	41.00
MIDDLEWICH RETAIL MARKET		
Cabinet Report Entry		
Stall Units measure 3.05m x 3.05m or 10ft x 10ft	40.00	41.00
Corrected Entry for Council Report		
Stall Units measure 6.10m x 3.05m or 20ft x 10ft	40.00	41.00
SANDBACH RETAIL MARKET		
Cabinet Report Entry		
Stall Units measure 3.05m x 3.05m or 10ft x 10ft	44.00	45.00
Corrected Entry for Council Report		
Stall Units measure 6.10m x 3.05m or 20ft x 10ft	44.00	45.00

14. In accordance with Para 2.2 of the Budget and Policy Framework Procedure Rules, it be recommended to Council that it should not alter the existing virement limits, which were detailed at Para A.33 of the Finance Procedure Rules.

190 **TREASURY MANAGEMENT STRATEGY 2010/2011**

Cabinet considered the report of the Borough Treasurer and Head of Assets which presented the Treasury Management Strategy for 2010/2011 to 2012/2013. The report included the prudential indicators and limits required under Part 1 of the Local Government Act 2003 and the Annual Investment Strategy 2010/2011 and Annual Policy Statement on Minimum Revenue Provision (MRP) for the redemption of debt 2010/2011.

The Strategy included the Communities and Local Government reporting requirements in accordance with the Local Government Investments Guidance under Section 15(1)(a) of the Local Government Act 2003.

RESOLVED

For the reasons set out in the report:

That Council be recommended to approve the Treasury Management Strategy and the Minimum Revenue Provision Statement for 2010/2011.

191 **RISK MANAGEMENT AND STRATEGIC RISK REGISTER**

A Risk Management Strategy and Framework had been developed in June 2009 to ensure that risk management was integral to, and incorporated into, , all areas of the Council's activities. Cabinet had approved the Strategy and Framework at its meeting on 14th July 2009 following consultation with the Corporate Management Team and the Governance and Constitution Committee.

The Corporate Risk Management Group which had been established to play a key role in the implementation of the Risk Management Framework, had reported periodically to the Corporate Management Team and the Governance and Constitution Committee.

The report now submitted updated Cabinet on risk management to enable the strategic risks to be noted and discussed as appropriate.

RESOLVED

For the reasons set out in the report:

That the identified strategic risks for the Council, and the actions in place to mitigate these, be noted.

192 **THIRD QUARTER PERFORMANCE REPORT**

Cabinet received an overview of 2009-2010 third quarter performance for the Council. The report included a summary of the performance for October to December 2009 against indicators included in the Local Area Agreement.

RESOLVED

For the reasons set out in the report:

That the overview of performance and the issues raised in the report be noted in respect of potential underperformance against targets and how these would be addressed, in particular:

- Performance against the 34 Local Area Agreement (LAA) targets; and
- Performance against the nine non-designated LAA local priority indicators.

193 **HIGHWAYS AND TRANSPORTATION - LINKS TO LOCAL AREA PARTNERSHIPS**

On 17th December 2009, in accordance with Standing Orders, Council remitted the following motion to Cabinet –

“This Council calls upon the Executive to recognise the need to improve the conduct of decision-making and consultation in relation to all matters relating to the Council’s responsibilities as a Highways Authority and its responsibilities through its Transport Policies.

In particular, the Council calls upon the Executive Members with responsibility for Strategic Planning and the Environment to recommend the establishment of bodies, which would effectively carry out the public functions which were previously the responsibility of the three Joint Highways Committees and the Public Transport Liaison Committees, within the area now governed by Cheshire East. These responsibilities should include the public consideration of decisions in relation to parking, Traffic Regulation Orders, Speed limits and engineering improvements and all other matters where effective transparent consultation and decision making is required.

The Council asks for Committees of local Councillors to be established in each of the previous areas covered by Macclesfield, Congleton and Crewe and Nantwich Borough Councils and provision to be made for the involvement of the police and where relevant town and Parish Councils. The Committees to be empowered to receive and consider representations by the public where these are appropriate.”

Cabinet considered a suggested approach to the implementation of local engagement on highways and transportation issues across Cheshire East.

RESOLVED

For the reasons set out in the report:

That -

1. Highways and Transportation forums be established, based on the Local Area Partnership boundaries, to provide a mechanism for local Ward Members and other interested parties to discuss highways and transportation issues, such as local investment priorities, traffic management and public transport arrangements; and
2. a Cheshire East Transport Forum be established to bring together transport operators across the Borough with the Council to discuss strategic transport issues.

194 **MANAGING WORKFORCE CHANGE - SEVERANCE PROVISION**

Cabinet considered a report on the current position in respect of the severance scheme within Cheshire East Council, and recommended arrangements to support workforce change with effect from 1st April 2010.

RESOLVED

For the reasons set out in the report:

That

1. the Council's current voluntary severance terms, as detailed in Section 11.1 (i) to (iii) of the report, continue to apply from 1st April 2010 to 31st March 2011; and
2. these provisions apply to all redundancies which occur for any reason during the period.

195 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

196 **MANAGING WORKFORCE CHANGE**

Cabinet considered a report detailing a number of applications for voluntary redundancy which the Chief Executive was recommending for approval.

RESOLVED

For the reasons set out in the report:

That

1. the recommendation of the Chief Executive to release employees whose roles were listed on Appendix A, Section A of the report, under the arrangements agreed in relation to severance provisions for employees in the Council be approved, subject to approval at Council of the redundancy funding package recommended by Cabinet as part of the Budget Report 2010/2011, at agenda item 6 on the agenda; and
2. Cabinet note the list of employees whose roles were listed on Appendix A, Section B of the report, who may become compulsorily redundant and would receive payments under the arrangements agreed in relation to severance provisions for employees in the Council, subject to approval at Council of the redundancy funding package recommended by Cabinet as part of the Budget Report 2010/2011, at agenda item 6 on the agenda.

The meeting commenced at 2.00 pm and concluded at 4.15 pm

W Fitzgerald (Chairman)

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	16 March 2010
Report of:	John Weeks
Subject/Title:	Determination of Coordinated Scheme and Community and Voluntary Controlled Schools Admission Arrangements
Portfolio Holder:	Councillor Paul Findlow

1.0 Report Summary

- 1.1 This Decision Paper reports on the outcome of the consultations held during the Spring Term 2010 on the Council's proposed coordinated scheme and admission arrangements for the area of Cheshire East Council, in order that arrangements can be determined by 15 April 2010, in accordance with statutory requirements.
- 1.2 The Coordinated Scheme, once determined, will apply to applications for places in maintained schools and Academies received for the relevant age group i.e. at the normal point of entry into reception at 4+ and secondary transfer at 11+ for the school year 2011-12 and to applications received 'in year' (i.e. those received after the first day of the school year into the relevant age group or into any other year group) with effect from September 2010, in accordance with regulations. This scheme will apply to subsequent years, subject to any review,
- 1.3 The proposed admission arrangements for Cheshire East community and controlled schools will apply with effect from September 2011, subject to any review.

2.0 Decision Requested

- 2.1 Cabinet is recommended to approve
- the proposed **coordinated admission scheme (Appendix 1)**, which all local authorities are required by section 88M of the School Standards and Framework Act 1998 (SSFA) and the Co-ordination Regulations to have in place;
 - the proposed **admission arrangements (Appendix 2)** for its community and controlled schools, which are the overall

procedure, practices, criteria and supplementary information to be used in deciding on the allocation of school places, and;

- notification of the determined arrangements to all consultees within 14 days of determination.

3.0 Reasons for Recommendations

- 3.1 The recommendation will enable the Local Authority to meet its statutory duty to determine by 15 April 2010 a coordinated scheme and admission arrangements as stated in paragraph 1 above, and to notify all consultees of the decision, in accordance with legal requirements.

4.0 Wards Affected

- 4.1 Once determined, the coordinated scheme will apply to all Cheshire East maintained primary and secondary schools; determined admission arrangements will apply to all Cheshire East community and voluntary controlled schools.

5.0 Local Ward Members

- 5.1 As stated in paragraph 4.1 above.

6.0 Policy Implications including - Climate change - Health

- 6.1 Policy once determined will apply for three admissions years, unless further changes are proposed, which will be subject to consultation. The changes proposed to the admission arrangements and particularly the oversubscription criteria, have no implications for the current school transport policy, which provides for assisted home to school transport for pupils attending the local school; defined as the school in which catchment area the pupil lives, or closest available school and the distance by the shortest available walking route exceeds two miles (primary school) or three miles (secondary school).

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 Members should note that the costs of School Admissions are charged to the Dedicated Schools Grant within the element for central expenditure.

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 8.1 As stated in paragraph 7.1 above.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 The Authority has a duty to comply with the mandatory requirements imposed by the School Admissions Code (or by statutory provisions) The Code is made under section 84 of the School Standards and Framework Act 1998 as amended by section 40 of the Education and Inspection Act 2006. This Code also reflects recent changes to the law made by the Education and Skills Act (ESA) 2008 and Regulations. The new Regulations that apply for the purpose of this report are:
- **The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008**, which requires that all local authorities formulate and determine a scheme for coordinating admission arrangements for maintained schools within their area by 15 April.
 - **The School Admissions (Admission Arrangements) (England) Regulations 2008**, in relation to consultation on admission arrangements, which must also be determined by 15 April.

10.0 Risk Management

- 10.1 If the Local Authority does not determine its admission arrangements and coordinated scheme before 15 April 2010, it will be in breach of its statutory duty to comply with the provisions of the School Admissions Code.
- 10.2 If the Local Authority does not notify the Secretary of State by 15 April 2010 that a scheme has been adopted for the following academic year, the Secretary of State may impose a scheme.

11.0 Background and Options

- 11.1 On 16 November 2009 the Admissions Forum considered the draft consultation document on the proposed arrangements and recommended that the consultation document (copy attached as Annex 1) and its appendices be approved.
- 11.2 Consultation on the proposed changes to existing *admission arrangements* commenced prior to 1 January 2010 in order to ensure that the minimum 8 weeks statutory consultation period was met prior to the deadline of 1 March 2010. In addition, the Council's *coordinated scheme* was formulated by the statutory date of 1 January 2010 following consultation with the Admissions Forum at its meeting of 16 November 2009. All statutory consultees received notification of the proposed arrangements and advice on how comments could be submitted to the Local Authority up until the deadline of 1 March 2010.
- 11.3 Consultation on proposed changes to existing arrangements were notified as follows:

- Schools were advised in the Schools Bulletin of 7 December that consultation on the proposed admission arrangements and coordination scheme was underway. Reminders were also communicated in the Schools Bulletin in January and February 2010.
- Information about the consultation was included as an agenda item in the Head of Children and Families Services Spring Term Report to Governing Bodies, with full details being made available on Cheshire East Council's website.
- Notification was sent out to all neighbouring and diocesan authorities at the end of December 2009.
- Notices were published at the end of December 2009 in newspapers across Cheshire to inform relevant parents and carers and local groups with an interest of the consultation on proposed admission arrangements and inviting feedback, in accordance with the mandatory provisions of the School Admissions Code.
- Information was presented to CEAPH and discussed at the meeting of the CEASH in January.

11.4 To comply with new statutory requirements, the changes proposed to the existing **coordinated scheme** include:

- A revised timetable and procedure for coordinating primary school admissions, with all applications being made to the 'home' authority and not the maintaining authority;
- A national closing date for secondary coordination;
- A procedure for making requests for admission above the Published Admission Number, to comply with changes introduced in the School Admissions Code 2009;
- The inclusion within the scheme of the arrangements for coordinating applications received 'in year'.

11.5 It is proposed that the current **admission arrangements** for community and voluntary controlled schools, determined by Cabinet on 24 March 2009, be agreed for September 2011 with the following proposed changes:

- Amendment to the title 'looked after child' to be renamed 'cared for child';
- Amendment to the current oversubscription criteria to give a higher priority to siblings;
- Proposals to vary some schools' current admission numbers for September 2010 admissions, in line with net capacities.

11.6 It should be noted that further changes have been made to the consultation document to ensure determined arrangements fully reflect the requirements of the Schools Admissions Code, to ensure clarity

and to rectify any errors or omissions but these do not affect the overall procedures proposed during consultation.

- 11.7 It should also be noted that the original proposal to remove the category of feeder/partner primary from the oversubscription criteria has not been recommended for approval for 2011 in light of the responses to the consultation, as summarised below in paragraph 11.15.

Responses to the Proposed Coordinated Scheme

- 11.8 The consultation exercise has produced a small number of responses. Overall, little opposition has been received to the proposed arrangements, although the proposed changes to the scheme to include primary coordination with effect from 2011 (item 1) and 'in year' coordination from 2010 (item 4) have, as might be expected, raised questions from representatives of schools.
- 11.9 The 12 responses received to the proposed changes to the Local Authority's coordination scheme have been summarised in **Table 1** below.

TABLE 1

Proposed Changes	Support	Do not Support	No View	Total Responses
1) Revised timetable and procedure for coordinating primary school admissions	4	6	2	12
2) National closing date for secondary coordination	8	0	4	12
3) Procedure for making requests for admission above the Published Admission Number	9	0	3	12
4) The inclusion within the scheme of the arrangements for coordinating applications received 'in year'	3	7	2	12

- 11.10 ***Revised timetable and procedure for coordinating primary school admissions.*** A total of 6 schools have responded that they have concerns that the dates proposed in the scheme of 29 April for making primary school offers to parents and carers is too late. These concerns are largely in relation to the impact that this will have on the setting of budgets, agreeing and appointing staff, particularly where compliance with infant class size is jeopardised by further admissions and class organisation. The consultation papers explained the reasons for the proposed date, which are a consequence of the statutory requirement to exchange data with other authorities up until the end of March. These concerns were raised at the meeting of the Admissions Forum of 26 January 2010 and it was agreed that representation would be

made by the Forum to the Secretary of State regarding the new coordination Regulations referred to in paragraph 1 above. Cheshire East Council has taken into account these Regulations and has in addition considered the dates proposed by other authorities due to the necessity to coordinate applications before proposing 29 April. Further information is contained within **Annex 1**.

- 11.11 ***The proposed arrangements for coordinating applications received 'in year'***. It should be noted that 7 of the 12 schools that returned a response indicated that they 'do not support' the proposed inclusion within the Authority's scheme for coordinating applications received 'in year' explaining that the system currently in place, with parents applying to the school and not the Authority, is working well and should not be changed. This view was discussed in detail at the autumn 2010 meetings of the Admissions Forum. The consultation report (**Annex 1**) provided the justification for the changes explaining that this is in response to new legislation and the mandatory requirement now placed on all English local authorities to administer the 'in year' application process for its residents and to coordinate with 'neighbouring' authorities on applications for schools in their area with effect from September 2010.

Responses to the Proposed Admission Arrangements

- 11.12 A total of 34 responses have been received to the consultation on arrangements for community and voluntary controlled schools with the majority being supportive of the proposed changes or returning a 'no view' response. Responses were received from 18 representatives of primary schools, 5 from secondary schools and a further 11 responses from parents. These are summarised in Table 2 below.

TABLE 2

Proposed Changes	Support	Do not Support	No View	Total Responses
1) Amendment to the title "looked after child" to be renamed "cared for child"	19	0	15	34
2) Amendment to the current oversubscription criteria to give a higher priority to siblings	23	0	11	34
3) Removal from the oversubscription criteria of the category of "feeder/partner" primary schools.	14	8	12	34
4) Proposals to vary some schools' current admission numbers for September 2011 admissions, in line with net capacities (Appendix 4)	17	2	15	34

- 11.13 Overall, little opposition has been received to the proposed arrangements, although the proposed changes to the oversubscription criteria to give a higher priority to 'siblings' (item 2) and the removal of the 'feeder' criterion (item 3) have, as might be expected, prompted comments from respondents.
- 11.14 In relation to the change proposed to give a higher priority to 'siblings', 23 respondents showed support and the remaining 11 returned a 'no view' response. Comments received showed support for the change, stating that it was necessary to ensure that siblings can attend the same school, as far as possible. No objections were received.
- 11.15 8 schools expressed concern about the proposed removal of the category of 'feeder school' from the oversubscription criteria. The reasons stated were
- that parents choose the primary school based on the secondary school that it feeds into
 - the importance of developing strong links between the high school and primary schools that feed into it
 - that children should start secondary school with their peers
 - the potential impact for children currently on roll in years reception through to year 5.
- 11.16 Other comments received show support for the proposed change stating that this criterion can influence decisions by parents and carers about primary school applications but stating that this would need to be applied to all schools within an area and not just community and voluntary controlled schools. Concern was raised that the designation of feeder schools appeared disproportionate and that this should be reviewed. For these reasons it is recommended that this criterion is retained for 2011 and that further investigation into the admission arrangements for future years is undertaken.
- 11.17 The Admissions Forum is due to consider the responses to the consultation at its meeting of 9 March of 2010 and any further recommendations that it wishes to make to Cabinet will be reported to Members orally at the meeting of 16 March.
- 11.18 The arrangements are referred to this meeting for approval, with any further changes as recommended by the Admissions Forum.
- 12.0 Overview of Year One and Term One Issues**
- 12.1 The coordination scheme will be implemented with effect from September 2010 for all Cheshire East home residents making 'in year' applications for schools in Cheshire East and for schools maintained by other English authorities. Once determined, the Scheme will also apply to applications made for admission into primary and secondary schools from September 2011 i.e. at the normal point of entry. For future years,

the Local Authority must consult the Admission Forum every year, and admission authorities for schools affected by the scheme and other local authorities every three years as a minimum. If the Admission Forum advises that the scheme has changed substantially since the previous year, the local authority must consult school governing bodies and other local authorities on it, even if that is less than three years since the last consultation.

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Barbara Dale
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REPORT TO GOVERNING BODIES OF ALL CHESHIRE EAST SCHOOLS – SPRING TERM 2010

CONSULTATION ON PROPOSED COORDINATION SCHEME AND ADMISSIONS ARRANGEMENTS

1 INTRODUCTION

- 1.1 This report is intended to fulfil the requirements of the regulations set out below, made under the School Standards and Framework Act 1998:
- **The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008**, which requires that all local authorities formulate a scheme for coordinating admission arrangements for maintained schools within their area.
 - **The School Admissions (Admission Arrangements) (England) Regulations 2008**, in relation to consultation on admission arrangements for Cheshire East community and voluntary controlled schools for the school year **2011-2012** and subsequent years, subject to any review.
- 1.2 This report outlines the proposed coordination scheme for the area of Cheshire East Council (**Appendix 1**), which will apply to applications for places in maintained schools and Academies received for the relevant age group i.e. at the normal point of entry into reception at 4+ and secondary transfer at 11+ for the school year 2011-12 and to applications received 'in year' (i.e. those received after the first day of the school year into the relevant age group or into any other year group) with effect from September 2010, in accordance with regulations.
- 1.3 The proposed admission arrangements attached as **Appendix 2**, will apply to applications received for Cheshire East community and controlled schools with effect from September 2011, subject to any review.
- 1.4 The proposals in this report have been agreed by the Cheshire East Admissions Forum at its meeting of 16 November 2009 as the basis for consultation.

2 PART ONE – PROPOSED LOCAL AUTHORITY COORDINATION SCHEME

- 2.1 Coordination regulations require that local authorities consult their Admissions Forum and each governing body who are the admission authority for a school in its area, together with any other local authority as the authority may determine on its proposed arrangements.
- 2.2 Once consultation has been completed, the Local Authority must then notify the Secretary of State by the **15 April 2010** that a scheme has been adopted.

- 2.3 Where a local authority fails to inform the Secretary of State that a qualifying scheme has been agreed by 15 April, the Secretary of State has the power to impose one.

3 CONSULTATION on PROPOSED CHANGES

- 3.1 It is proposed that the coordination scheme for processing applications made for the normal point of entry to school in September, as determined by Cabinet on 24 March 2009, be agreed for September 2011 with the changes listed below and to be revised to include the arrangements for coordinating 'in year' applications for September 2010 and subsequent years, subject to any review. The proposed changes are:

- Revised timetable and procedure for coordinating **primary** school admissions, with all applications being made to the 'home' authority and not the maintaining authority;
- National closing date for secondary coordination – to note;
- Procedure for making requests for admission above the Published Admission Number, to comply with changes introduced in the School Admissions Code 2009;
- The inclusion within the scheme of the arrangements for coordinating applications received 'in year'.

4 PRIMARY COORDINATION

- 4.1 The new School Admissions Code (Code) requires the 'home' local authority to coordinate all primary applications with effect from September 2011. The purpose of this is to standardise the process in line with secondary coordination to make it simpler for parents and carers (referred to hereafter as parents) to understand. Currently the primary application process involves parents completing the common application form provided by the *maintaining* authority; for parents residing on the border of two or more authorities this can mean that different procedures, including timetables have to be understood and that different application forms have to be completed, often resulting in multiple offers of a school place.
- 4.2 The new regulations require that with effect from September 2011 all resident parents applying for primary school places will apply on the common application form provided by their *home* local authority, i.e. the authority where they live. This is in line with the secondary application process.
- 4.3 The home local authority must provide parents, as before, with the opportunity to submit a minimum of three school preferences and to provide information in support of their application. However, regulations now prescribe a **national closing date** closing date of **15 January**, which is the date by which time applications must have been submitted to the local authority. This is not the date by which time applications must have been received. (The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008, Schedule 1, regulation 2(2)a)

- 4.4 The Co-ordination Regulations also prescribe for primary applications the **31 March** as the date by which the exchange of information with other local authorities must have been completed. **A national offer date has not been prescribed** and therefore dates may vary from one authority to another.
- 4.5 The Local Authority has proposed that the Cheshire East offer date for September 2011 shall be **Friday 29 April**. This is to allow for all data exchanges to have been completed with neighbouring authorities, for all applications to have been checked, and for letters to be printed out before posting on this date. This also takes into account the Easter holiday period which commences on Friday 15 April and ends on Monday 2 May and the dates proposed by neighbouring authorities, which are broadly in line with this proposal:

Local Authority	Dates Proposed
Cheshire East	29 Apr
Cheshire West & Chester	29 Apr
Halton	26 Apr
Warrington	26 Apr
Knowsley	26 April
Liverpool	26 April
Trafford	16 Apr
Manchester	15 April
Stockport	15 April
Derbyshire	09 May
Staffordshire	18 Apr
Stoke-on-Trent	11 April
Shropshire	11 Apr

- 4.6 It should be noted that offer dates cannot be before 31 March due to the requirement in the regulations (The School Admissions Co-ordination of Admission Arrangements) (England) Regulations 2008), which states that a qualifying scheme must require coordination between local authorities to be completed by the last working day in March in the offer year (Schedule 1, Para 2(2)(C))
- 4.7 In order to assist schools, the Local Authority will continue to provide data on the total number of first, second and third preferences received. The number of first preferences; together with information about the number of admissions in the September of the previous year, as published in the Authority's information booklet, will give an indication of the likely number of children to be admitted in the September.
- 4.8 Regulations require that decisions on applications must be notified by the home authority.
- 4.9 Regulations specify that schemes must require that a parent **accepts** the offer of a school place within two weeks after the date of the offer. Cheshire East Council

already includes an 'accept and decline' procedure in its current scheme but must revise the date, which is proposed as **Monday 16 May**, to accommodate the new requirements.

4.10 The date proposed for receiving **appeal applications** is **16 May**.

4.11 There is no change proposed to the current arrangements that state that waiting lists will be maintained as a minimum until the end of the autumn term, in accordance with legal requirements.

5 NATIONAL CLOSING DATE FOR SECONDARY COORDINATION;

5.1 The coordination regulations prescribe that the national closing date for secondary applications shall be 31 October, which is the date by which time applications must have been submitted to the local authority. This is not the date by which time applications must have been received. (The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008, Schedule 1, regulation 2(2)a)

6 PUBLISHED ADMISSION NUMBERS.

6.1 The new Code, which applied with effect from February 2009 requires that once an admission number has been set by the admission authority, schools **should not** admit children above the published number unless the school and the local authority agree that admitting above that number will not adversely affect the school in the longer term and will not have a detrimental effect on neighbouring schools (Code, para 1.18). This is a change to the previous Code which stated that schools should not admit above the published admission number unless exceptional circumstances applied.

6.2 The proposed scheme states that schools can make representations to the local authority to admit above their published admission number and that such requests should be made before 31 January in the offer year, or after the national offer day, as stated in the Code, paragraph 1.18. In order to consider such requests before allocations are finalised, the Local Authority is proposing the **20 January** for the secondary transfer and **20 March** for primary admissions. In the case of maintained schools the local authority, as the strategic commissioner of school places, has the final decision.

7 IN YEAR COORDINATION

7.1 Following changes in admissions legislation **local authorities must coordinate all applications received 'in year' with effect from September 2010.**

7.2 The Local Authority is required to formulate its coordination scheme for all maintained schools and academies in its area by **1 January 2010.**

7.3 The law requires that in year applications must be considered without delay, and a formal decision either to offer or to refuse a place must be made and notified to the applicant, advising them of their statutory right of appeal when a place cannot be offered. Applicants must not be refused the opportunity to make an application, or

told that they can only be placed on a waiting list rather than make a formal application.

- 7.4 Regulations require that all 'in year' applications **must be made to the home authority on the council's common application form**, which must allow parents an opportunity to submit a minimum of three preferences in ranked order for schools within or outside their home local authority area.
- 7.5 The common application form must allow parents to provide their name, their address (including documentary evidence in support), and the name, address and date of birth of the child as a minimum. In line with the common application form for admission as part of the normal admission round, the local authority is proposing that further information is requested as shown in the attached draft attached as **Appendix 3**)
- 7.6 Local authorities and admission authorities in the area must exchange information on applications made and potential offers by the dates specified in the scheme (attached as **Appendix 1**) Schools that are their own admission authority must communicate the availability of places to the local authority when requested.
- 7.7 The home authority must exchange information on applications with other local ("maintaining") authorities about preferences for schools in their area.
- 7.8 The home local authority must ensure, as far as possible, that the parent is offered a place at the school ranked highest on their application form. All offers must be communicated by the home authority. Maintaining local authorities and schools must not contact parents about the outcome of their applications until after these offers have been received.
- 7.9 Parents, who cannot be offered one of their preferred schools, must if there are places available, be offered a place at another school.
- 7.10 Each admission authority must maintain a waiting list for at least one term in the academic year of admission, for every oversubscribed school.
- 7.11 The proposed scheme is attached as **Appendix 1**. All schools are invited to feedback their comments to the Local Authority **by 1 March**.

8 PART TWO - COMMUNITY AND CONTROLLED ADMISSION ARRANGEMENTS

- 8.1 Regulations require that all admission authorities **must** consult on their proposed **admissions arrangements** where,
 - a change to the determined arrangements is being proposed; or
 - the admission authority has not consulted in one of the previous two years.
- 8.2 Regulations specify the persons who must be consulted, which includes
 - the Admissions Forum;

- admission authorities for all schools in the 'relevant area', which, for Cheshire East Local Authority, is the administrative boundary of Cheshire East,
- neighbouring local authorities;
- where relevant, faith authorities;
- governing bodies of all community and voluntary controlled schools in the relevant area;
- relevant parents and
- local groups with an interest
- Where a change is being proposed to increase an admission number by 27 or more, trade unions representing the interests of staff at the relevant school must be consulted.

9 CONSULTATION on PROPOSED ADMISSION ARRANGEMENTS

9.1 It is proposed that the current admission arrangements for community and voluntary controlled schools, determined by Cabinet on 24 March 2009, be agreed for September 2011 with the following changes:

- Amendment to the title 'looked after child' to be renamed '**cared for child**';
- Amendment to the current oversubscription criteria to give a **higher priority to siblings**;
- Removal from the oversubscription criteria of the category of '**feeder/partner**' primary schools.
- Proposals to vary some schools' current **admission numbers** for September 2010 admissions, in line with net capacities (**Appendix 4 to follow**);
- Proposed **re- zoning** arrangements.

10 AMENDMENT to the TITLE 'LOOKED AFTER CHILD' to be RENAMED 'CARED FOR CHILD

10.1 To revise the wording for criterion 1 following feedback from children through the Children in Care Council. This will not affect the priority for admission, which must be first priority in accordance with regulations as stated in paragraph 2.9 of the School Admissions Code.

11 AMENDMENT to the CURRENT OVERSUBSCRIPTION CRITERIA to give a HIGHER PRIORITY to SIBLINGS

11.1 The Local Authority would like to propose a change to the current oversubscription criteria to give a higher priority to children with siblings already attending the preferred school and expected to continue at the school in the following year. The effect of this would be that; in the event that a community or voluntary controlled school is oversubscribed, children with siblings would be ranked higher than children resident within the school's designated catchment area and as such

'catchment area' children could be displaced if demand for available places within these categories exceeds the number of places available.

- 11.2 Paragraph 2.21 of the School Admissions Code states that *'giving priority to younger brothers and sisters of children already at the school supports families and can reassure parents about the safety of children when walking to school. Older children can also offer support to their younger brothers and sisters while at the school'*. The Code is also clear in paragraph 2.25 that *'families must be at the heart of the admissions system'*.
- 11.3 In the past two years, the application of Cheshire County Council's oversubscription criteria, which affords a high priority to children resident within its designated catchment area, resulted in unsuccessful *sibling* applications for reception class places as follows:
- 12 primary schools with a total of 33 siblings for admission in September 2009.
 - 11 primary schools with a total of 31 siblings for admission in September 2008.
- 11.4 Potentially, this can mean that parents unsuccessful with their application for the younger child then choose to move the older sibling to an alternative school, which is considered not to be in the best interest of the child or the school by all concerned parties.
- 11.5 Advice was received on 25 August 2009 from the Office of the Schools Adjudicator following an exercise undertaken to scrutinise admission arrangements for 2010. The advice of the Adjudicator was that the Authority's arrangements are open to challenge as they do not go 'far enough' to meet the requirements of paragraph 2.25 of the School Admissions Code, which states that *'admission authorities for primary schools **should** ensure in their oversubscription criteria that siblings (including twins, triplets or children from other multiple births) can attend the same primary school'*.
- 11.6 It is acknowledged at this stage that the main concern of the Schools Adjudicator is in relation to primary school admissions. However, the Local Authority is proposing that the same set of oversubscription criteria be applied to all applications, i.e. those received for oversubscribed schools during the primary, secondary and 'in year' application process and to include all older children as sibling links attending the school and expected to continue attending the school in years **reception through to year 10**.
- 11.7 It is not proposed that sibling links for secondary school admission include older siblings on roll in the sixth form (who may also continue in the sixth form the following year) and older siblings who may transfer from year 11 to year 12 in the sixth form at the time of admission of the younger sibling the following year.

12 PROPOSED REMOVAL FROM the OVERSUBSCRIPTION CRITERIA of the CATEGORY of 'FEEDER/PARTNER' PRIMARY SCHOOLS

- 12.1 The Local Authority is also seeking your views on the removal from the oversubscription criteria of named feeder schools.

- 12.2 Currently, attendance at a feeder school offers a higher priority for admission within the oversubscription criteria to children resident outside the preferred school's designated catchment area than priority under the 'distance to the nearest school' criterion would allow.
- 12.3 The effect of this can be that parents seek places at primary schools on the basis of the high schools that they feed into and, when preparing for transfer to high school, have sought places at alternative primary schools during the course of the year in order to increase the likelihood of success of their secondary school application.
- 12.4 In view of the fact that primary school catchment areas and the secondary school catchment areas that they feed into overlap, any child seeking a place at their 'local' secondary school will have a priority for admission under the 'designated catchment area' criterion, regardless of which primary school the child attends.
- 12.5 The School Admissions Code paragraph 2.72 states that the use of named feeder schools can support good curriculum and geographical links and local continuity between phases in an area. It is important to bear in mind that whilst no places can be guaranteed in case the pattern of preferences expressed does not allow this guarantee to be met; and this includes guaranteeing places at the designated catchment area school, the use of catchment areas would ensure as far as possible, that for parents that choose their catchment area high school and a primary school serving the same area, in most cases, such links will continue and as such local continuity between phases would not normally be affected. However, where a parent takes up a place for their child at a primary school in the catchment area of a high school serving a different area, the parent may find at allocation that their application is unsuccessful if the school is oversubscribed with applications from children resident within its area.
- 12.6 Schools working together within Education Improvement Partnerships will continue to do so ensuring good curriculum and geographical links and local continuity between phases.

13 PROPOSED VARIATIONS TO ADMISSION NUMBERS (APPENDIX 4);

- 13.1 Admission numbers are part of a school's admission arrangements. Regulations require that admission authorities set an admission number for the relevant year group based on the physical capacity of the school. Admission numbers must refer in each case to children to be admitted to the school for the first time.
- 13.2 For most schools it is proposed to retain the existing admissions number for September 2011 arrangements. A full list of admission numbers are shown in **Appendix 4**.
- 13.3 This paper seeks comments on a number of proposals for reductions/increases in Published Admission Numbers (PAN) proposed by governing bodies. Comments on these proposals can be referred to the relevant admission authority before the closing date for consultation of 1 March 2010 and to the Local Authority. Admission authorities will need to consider the responses before determining the admission arrangements, which must be 15 April.

ANNEX 1

13.4 The Local Authority recommends for approval the following proposed increases:

	Indicative Number	Current PAN	Proposed PAN
St Thomas More Catholic High	128	127	128
Sound & District	17	17	19
St Oswald's Worleston	7	7	8

13.5 Proposals by governing bodies to increase the published admission number for their school which the Local Authority recommends are not supported are listed below. This recommendation is made as either the proposed change is not in line with the net capacity of the school, or the Authority has concerns about the long term implications for the school or other schools within the locality.

	Indicative Number	Current PAN	Proposed PAN
Prestbury CE	40	40	45
Ivy Bank	52	45	60
Monk Coppenhall	51	55	60
The Dingle	50	50	60
Ashgrove	22	25	17

14 PROPOSED RE- ZONING ARRANGEMENTS FOR 2011

14.1 There are currently no changes being proposed to the 2010 zoning arrangements to apply for 2011. Work is currently underway to review all catchment areas through informal consultation with schools. It is anticipated that this work will be completed during the summer of 2010 with any changes arising out of this review, to take effect from September 2012. Any proposed changes will be subject to statutory consultation between 1 November 2010 and 1 March 2011.

RECOMMENDED: That governing bodies of all schools consider and comment by the statutory deadline of 1 March on the proposed:

- **Co-ordinated Admissions Scheme to apply in September 2010 in relation to 'in year' applications only and to all applications with effect from September 2011;**
- **Admission Arrangements for community and voluntary controlled Cheshire East schools and Sandbach School.**

PART ONE CONSULTATION RESPONSE FORM
LA COORDINATION SCHEME FOR ALL MAINTAINED SCHOOLS

Name of School or LA.....

	Support	Do not Support	No View
1. Revised timetable and procedure for coordinating primary school admissions.			
Comments (if any)			

	Support	Do not Support	No View
2. National closing date for secondary coordination			
Comments (if any)			

	Support	Do not Support	No View
3. Procedure for making requests for admission above the Published Admission Number			
Comments (if any)			

	Support	Do not Support	No View
4. The proposed arrangements for coordinating applications received 'in year'.			
Comments (if any)			



PART TWO CONSULTATION RESPONSE FORM

COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS PROPOSED *ADMISSION ARRANGEMENTS* FOR SEPTEMBER 2011& BEYOND

	Support	Do not Support	No View
1. Amendment to the title 'looked after child' to be renamed ' cared for child '.			
Comments (if any)			

	Support	Do not Support	No View
2. Amendment to the current oversubscription criteria to give a higher priority to siblings .			
Comments (if any)			

	Support	Do not Support	No View
3. Removal from the oversubscription criteria of the category of ' feeder/partner ' primary schools.			
Comments (if any)			

ANNEX 1

	Support	Do not Support	No View
4. Proposals to vary some schools' current admission numbers for September 2010 admissions, in line with net capacities (Appendix 4).			
Comments (if any)			

	Support	Do not Support	No View
5. Proposed re- zoning arrangements			
Comments (if any)			

Please return to Barbara Dale, Admissions & Appeals Manager, School Admissions Service, Delamere House (EC), Delamere Street, Crewe, Cheshire CW1 2LL or by email to Barbara.Dale@Cheshireeast.gov.uk by **1 March 2010**.

CO-ORDINATED ADMISSIONS SCHEME

APPENDIX 1

STATUTORY BASIS

1 BACKGROUND

- 1.1 Applications for school places received 'in year' (i.e. those received after the first day of the school year into the relevant age group or into any other year group) and for the normal admission round into the relevant age group (i.e. reception at 4+ and secondary transfer at 11+) shall be determined in accordance with the provisions set out in this scheme.
- 1.2 This scheme meets the requirements for a scheme for co-ordinating admission arrangements under the School Admission (Co-ordination of Admissions Arrangements) (England) Regulations 2008, made under the School Standards and Framework Act 1998, for the area of Cheshire East Council.
- 1.3 This scheme applies to admissions in the school year 2011-12 and for subsequent years, subject to any review. In respect of the arrangements for applications received outside the normal admission round, (i.e. 'in year' applications) these shall apply with effect from September 2010 in accordance with The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008.
- 1.4 Under its scheme of co-ordination for schools in Cheshire East, the Authority will be responsible for managing the admission of all pupils who are resident within its administrative area.
- 1.5 The co-ordinated scheme applies to all schools, excluding special schools, maintained by Cheshire East Council and to admissions to Sandbach School, and to preferences expressed by Cheshire East resident parents and carers for schools maintained by other English local authorities and Academies. Admissions to other schools with independent status will not be covered by this scheme.
- 1.6 Parents and carers making applications as part of the normal admission round for schools maintained by other authorities with a different age of transfer (i.e. middle and upper schools) will also be included within these arrangements.

THE CO-ORDINATION SCHEME

2 GENERAL INFORMATION

- 2.1 Cheshire East Borough Council, as the admission authority for its community and voluntary controlled schools, will be responsible for determining who can be allocated a place at these schools in accordance with the Council's published admission arrangements.
- 2.2 For schools not maintained by this Council, the relevant local authority will be responsible for determining who can be offered a place.
- 2.3 For Academies and schools with voluntary aided, foundation or Trust status, decisions on applications will normally be made by the governing body. The

exception to this will be where the governing body has made arrangements for another body (including the maintaining authority) to consider the application and to determine by reference to the school's admission criteria if a place can be allocated.

- 2.4 The admission arrangements for schools maintained by Cheshire East Borough Council, and for Sandbach School, are published on the Council's website and in its information booklets in line with the requirements set out in the School Admissions Code (2009). Admissions arrangements are also available from each school on request.
- 2.5 All parents and carers **resident** in the area administered by Cheshire East Borough Council will be asked to make their application on the common application form provided by this authority (as the 'home' authority). Parents and carers making applications on a maintaining authority's application form will be advised to contact their 'home' authority. Parents and carers seeking places at independent (i.e. fee paying) schools must apply direct to the school.
- 2.6 Applications for places sent direct by parents and carers to individual schools cannot be accepted and will be sent back to the local authority for inclusion within these arrangements.
- 2.7 The common application form will invite parents and carers to express 3 school preferences ranked in order of priority.
- 2.8 Parents and carers will be provided with the opportunity to give reasons for their preferences and can, if appropriate, provide any additional documents in support of their preference/s.
- 2.9 Parents and carers will be asked to provide details, where applicable, of any siblings attending the preferred school at the time of application and who will be attending at the time of admission, details of the current school attended and the length of time resident at the address provided.
- 2.10 If a parent or carer expresses a preference for a school designated as having a religious character (faith school) they will be asked to state the religious denomination of their child on their application form. Parents and carers will be advised to contact the school as they may also be required to complete a supplementary information form. Forms will be available on the Council's website or direct from the school. Supplementary information forms (SIFs) will request information in addition to that provided on the common application form. Such request must be made in accordance with paragraphs 1.78 and 1.86 of the School Admissions Code (2009). Examples of additional information that can lawfully be requested include membership of, or relationship with the church, or a reference from a priest or other religious minister as proof of religious commitment.
- 2.11 Where a school receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Application Form, in accordance with paragraph 3.7 of the School Admissions Code. Supplementary information forms should be returned direct to the school concerned.
- 2.12 When a parent or carer has submitted their application on the common application form but has not also submitted a supplementary information form (where relevant),

the admission authority must nevertheless consider the application in accordance with legal requirements (Para 4.3 of Section 86(2) of the School Standards and Framework Act 1998). In circumstances where a SIF has been received the admission authority must be proactive in ensuring that there is an application, in order for the preference to be considered.

- 2.13 In circumstances where a SIF has not been completed the application will be assessed on the basis of the information submitted to the governing body on the home local authority's common application form.
- 2.14 All preferences will be considered on the basis of the **equal preference model** for allocating places, in accordance with legal requirements. This means that in the first instance, all preferences will be considered against the relevant published oversubscription criteria **only**, i.e. without reference to the preference ranking. Thereafter, where a pupil can potentially be allocated more than one school place stated on the application form, the **single offer**, determined by the home authority, will be for the school ranked highest by the parents or carers.
- 2.15 Preference ranking will not be shared with admission authorities in accordance with paragraph 1.76 of the School Admissions Code 2009 as this cannot lawfully be used when applying oversubscription criteria.
- 2.16 All preferences made in accordance with the Council's arrangements will be met except where this would prejudice efficient education or the efficient use of resources e.g. where the year group in question is full. The duty to comply with parental preference is, however, removed for a period of two years where the child has been permanently excluded from two or more schools from the date on which the latest exclusion took place.
- 2.17 For admission as part of the normal admission round places will normally only be offered up to the published admission number, which applies to the normal year of entry. A child cannot be refused admission to the normal year of entry on the grounds of prejudice to the provision of efficient education and efficient use of resources unless the published admission number has been reached. In respect of admission to year groups other than the normal point of entry, it is expected that the admission number will continue to be applied. However, if circumstances have changed since the year of entry, a place may be refused even if the admission number has not been reached.
- 2.18 In some circumstances the local authority may agree with the school that admitting further pupils (i.e. above the published admission number) will not adversely affect the school in the longer term and will not have a detrimental effect on neighbouring schools. In such circumstances, a preference will be met, even where the year group is full. The local authority will ensure, where relevant, that the duty to comply with infant class size legislation is not compromised.
- 2.19 In the case of in-year admissions, a place will be considered to be available at a preferred school if the number on roll in the relevant year group is not in-line with, or in excess of the published admissions number.
- 2.20 In respect of applications made during the course of the year (i.e. outside the normal admission round) children may also be admitted above the published admission

number as part of the Authority's 'In Year Fair Access Protocol' or as a transitional measure in the case of a closing school.

- 2.21 The Department for Children Schools and Families (DCSF) has confirmed that the operation of *In Year Fair Access protocols* is outside the arrangements of coordinated admissions and as such the statutory duty to comply with parental preference does not apply in those circumstances. Therefore, this scheme does not apply to children who fall under the Authority's 'In Year Fair Access Protocol'; such children will continue to be considered for admission in accordance with the procedures outlined in the Authority's agreed Protocol.
- 2.22 If the pupil is a Cheshire East resident and Cheshire East Council is not able to offer any of the preferences stated on the application form a place will be allocated at the nearest Cheshire East school with vacancies using the Authority's Ordnance Survey address point data system for measuring straight line distances from the address point of the home to the address point of the school in miles. This will include allocating vacancies at voluntary aided and foundation schools in liaison and agreement with the governing bodies of those schools.
- 2.23 Where a preference has been received from a parent or carer resident in another authority and a place cannot be offered, Cheshire East Authority will not allocate a place.
- 2.24 Offers will be made by Cheshire East Council, in its role as the home authority, on behalf of the admissions authority for the school allocated as follows:

Admissions authority	Category of school
Cheshire East Authority	All community and voluntary controlled schools in Cheshire East and Sandbach School
Maintaining Local Authority	All non-Cheshire East community and voluntary controlled schools.
Governing Body of the school	All aided, foundation and Trust schools and Academies

- 2.25 Schools must not notify parents or carers that a place has become available but must inform their maintaining local authority in order that an offer can be made by the home authority.
- 2.26 In accordance with statutory requirements, a governing body, in its role as the admission authority for a school, **must** comply with the following procedures:
- Forward to their maintaining authority details of any application made to the school direct, together with any supporting information provided by the parent (regardless of whether the parent who made the application resides in that authority's areas)
 - Determine or make arrangements for another body (including the maintaining authority) to determine by reference to the school's admissions criteria the order of priority in which each application for the school is ranked

- c) To notify their maintaining authority of their determination, or arrange for the body appointed by them to notify the Authority on their behalf.

- 2.27 Parents and carers will be informed in writing of their legal right of appeal against any decision not to offer them a place at a school stated as a preference on their application form and their right to be supported by a friend or adviser, including a local authority Choice Adviser. Further information on the appeals process will be available on the Council's website and by contacting officers of the Local Authority, including Choice Advisers.
- 2.28 Parents and carers can submit an appeal in respect of each school for which admission has been refused. All appeal applications should be sent to the admission authority for the school for which admission has been refused (paragraph 2.24).
- 2.29 'In year' admission appeal hearings and appeals against decisions on sixth form applications will be heard within 30 school days of the appeal being lodged. The timetable for appeals against decisions on applications made during the normal admissions rounds is listed in paragraph 11.
- 2.30 Waiting lists will be held in criteria order and not on a 'first come, first served' basis. Placing a child's name on a waiting list does not affect the statutory right of appeal.
- 2.31 Waiting lists for oversubscribed schools will consist of those children whose parents or carers have specifically requested in writing (including e-mail) that they remain on the waiting list, along with new applicants and those for whom an appeal application has been received.
- 2.32 Waiting lists must be held until the end of August in the normal year of admission.

NORMAL ADMISSION ROUND

3 APPLICATION PROCESS

- 3.1 Children reach compulsory school age at the beginning of the term following their 5th birthday. Under the Council's policy, children may start school in the reception class in the September following their 4th birthday. For transfer to secondary, children will usually transfer at the beginning of the autumn term following their eleventh birthday.
- 3.2 Parents can request that the date their child is admitted to the primary school is deferred until later in the school year or until the child reaches compulsory school age in that school year. Applications for deferred admissions must be made by the published closing date. Parents will not however, be able to defer admission beyond the academic year for which the original application was accepted or beyond the beginning of the term after the child's fifth birthday.
- 3.3 To help younger children adjust to school, schools may phase full-time admission, admitting these children on a part-time basis. Arrangements are decided at school level.
- 3.4 In exceptional circumstances requests can be made for early or late transfer to secondary school. Parents and carers considering such a request must in the first instance speak to the headteacher of the child's primary school.

- 3.5 The application process will commence on **1 September** in the year preceding the admission year.
- 3.6 For secondary transfer only, the Council will have records for all children resident within its area who attend Cheshire East primary schools. In order to make sure that all resident pupils are included in the co-ordinated admissions process, this Authority will also request data from neighbouring authorities and from independent schools in the area at the end of the summer term in the year preceding admission for details of resident pupils who attend their schools.
- 3.7 The Authority's information booklets will be available electronically on the Council's website from the 1 September. Hard Copies will be available in primary schools, or will be obtainable by request from the Local Authority at the start of the autumn term.
- 3.8 Booklets will include information on the application process including key dates, a copy of the common application form, details of Cheshire East schools and allocation data relating to applications for the previous year, in compliance with School Information (England) Regulations 2008.
- 3.9 Parents/carers will be asked to submit the completed application form directly to this Council by the statutory closing dates as follows:

31 October - Secondary Transfers

15 January - Primary Admissions

4 CHANGING PREFERENCES

- 4.1 After the closing date for applications, the Local Authority will not accept a change of preference unless it is satisfied that there is a genuine reason for doing so, such as a recent house move.
- 4.2 Any parent wishing to change a preference after the closing date for applications without a genuine reason for doing so in the opinion of the Local Authority will be advised that the application will be treated as a late application.
- 4.3 Full details must be provided to the Authority for consideration by the following dates:

15 December - Secondary Transfers

28 February – Primary Admissions

- 4.4 In the case of a recent house move, a letter from the solicitor confirming the completion date or a signed rental agreement of at least 12 months showing the start of the tenancy will be required. Further confirmation may also be required including evidence of disposal of previous property and recent utility bills.
- 4.5 A panel of officers will consider information presented in support of the late change of preference. The parent or carer will be notified of the decision.

5 PROCESSING APPLICATIONS

- 5.1 Cheshire East Council will exchange applications for schools in other authorities with all relevant local authorities electronically around:

12 November - Secondary Transfers

31 January - Primary Admissions

- 5.2 Cheshire East Council will provide reports containing details of applications to its voluntary aided and foundation schools for consideration by governing bodies in accordance with the school's own published admission arrangements by,

19 November - Secondary Transfers

9 February - Primary Admissions

- 5.3 Cheshire East voluntary aided and foundation schools will inform the Local Authority of the pupils eligible for a place under its admissions criteria and provide lists of pupils in criteria order who cannot be offered places by:

15 December - Secondary Transfers

28 February - Primary Admissions

- 5.4 Cheshire East Council will inform other local authorities of offers to be made to pupils resident within their boundaries and request details of offers they will be making to Cheshire East residents by (or as soon as possible thereafter):

14 January - Secondary Transfers

14 March - Primary Admissions

- 5.5 Schools that intend to make representations to the Authority to request admission over the published admission number, where it is considered that a further admission/s would not have a detrimental effect on the school, should submit their requests by the dates stated below. Further requests can also be made after the published/National offer day. The local authority, as the strategic commissioner of school places, will consider the affect on the school in the longer term and the potential detriment to neighbouring schools before reaching a final decision.

20 January - Secondary Transfers

20 March - Primary Admissions

- 5.6 The Local Authority will finalise allocations on the basis of equal preferences in line with the following dates, as far as possible:

14 February - Secondary Transfers

31 March - Primary Admissions

6 NOTIFYING PARENTS and CARERS of DECISIONS

- 6.1 Cheshire East Council will send the parents and carers of pupils who reside in Cheshire East a decision letter confirming offers of places. This will include places in Cheshire East schools and schools in other local authorities. Offer letters will be sent out by second class post on:

1 March*- Secondary Transfer

29 April - Primary Admissions

**The Regulations state that the prescribed day shall be 1st March...except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.*

- 6.2 Where online applications have been received, the parent or carer making the online application can logon to their online account on the published date to view the school place offered and can also request to receive their offer by e-mail.

7 LATE APPLICATIONS

- 7.1 Applications received after the closing date will be recorded as 'late' and considered after all on-time applications unless the Local Authority accepts that the reasons stated for the lateness of the application justify the application being treated as on-time e.g. exceptional medical reasons preventing an earlier application or late removal into the area. Reasons must be presented at the time of application and supporting documentation **must** be provided. Supporting documentation must be received by:

15 December - Secondary Transfer

28 February - Primary Admissions

- 7.2 In the case of a recent house move, the Authority will require supporting evidence to show that the place of residency has changed:

- A letter from the solicitor confirming the completion date;
- A signed rental agreement of at least 12 months showing the start of the tenancy.

- 7.3 The Local Authority may also request further information for example, copies of council tax and utility bills or any other information considered relevant to the application, including evidence of disposal of previous property.

- 7.4 In respect of medical reasons preventing an earlier application, a letter of confirmation from a medical practitioner will be required.

- 7.5 Where supporting documentation has been received by the published date and the Authority has accepted reasons stated for a late application the application will be recorded as an on-time application.

- 7.6 Application forms and supporting documentation received after the published date will be considered after all on-time applications, even where the Authority accepts

that there are good reasons for the late application, and as such these applications may be disadvantaged in the consideration of their preferences.

- 7.7 Parent and carers making new applications after the published offer date (paragraph 6.1) will be advised of the outcome of their application after

15 March - Secondary Transfer

16 May - Primary Admissions

8 MOVING HOUSE

- 8.1 Parents and carers must inform the Authority immediately of a change of address, even if details of a future change of residency were included on the application form. The Authority will require supporting evidence to show that the place of residency has changed:

- A letter from the solicitor confirming the completion date;
- A signed rental agreement of at least 12 months showing the start of the tenancy.

- 8.2 In addition the Local authority may request further information for example, copies of council tax and utility bills or any other information considered relevant to the application, including evidence of disposal of previous property.

- 8.3 Information and supporting evidence must be received by the following dates:

15 December - Secondary Transfers

28 February - Primary Admissions

- 8.4 The completion date or tenancy start date must be no later than the dates stated in paragraph 8.3 above for the new address to be used for allocation purposes.
- 8.5 Proof of residency received after the published dates will not be used to assign a higher criterion for admission, but will be used to send the decision letter on the published offer date.

9 ACCEPTING AND DECLINING PLACES

- 9.1 Parents and carers will be required to **accept or decline** the school place offered by the published dates below:

15 March - Secondary Transfers

16 May - Primary Admissions

- 9.2 The Local Authority reserves the right to withdraw places not accepted by this date.
- 9.3 For applications processed after the dates stated in paragraph 7.5, parents and carers will be required to accept the place offered within **10 working days** of the offer date.

10 WAITING LISTS

- 10.1 Waiting list will be administered in accordance with the arrangements set out in paragraphs 2.29-2.32
- 10.2 For the normal admission round, the LA will hold the waiting list until the beginning of the school term in September. Waiting list will then be handed over to schools. Vacancies will be re-allocated to children held on the school's waiting list in line with the dates published in the 'Key Dates' section of this scheme.

11 ADMISSIONS APPEALS

- 11.1 The decision letter will explain the parents' right of appeal and how appeals may be made.
- 11.2 The closing dates for the submission of appeals (those relating to decisions sent on the published offer date) are:

25 March - Secondary Transfer

16 May - Primary Admissions

- 11.3 Parents and carers can submit an appeal in respect of each school for which admission has been refused. Appeal hearings will be heard:

By 6 July - Secondary Transfer (statutory date)

By 15 July - Primary Admissions

- 11.4 Appeals for late applications (i.e) those not relating to decisions sent on published offer date) will be heard within 30 school days of the appeal being lodged.
- 11.5 All appeal applications should be sent to the admission authority for the school for which admission has been refused (paragraph 2.24)

'IN YEAR' ADMISSIONS

12 APPLICATION PROCESS

- 12.1 'In year' applications are those made during the school year into any year group other than the normal point of entry (i.e. normal admission round). This will include applications from parents and carers of children moving into the authority from another authority's area, moving within the authority, or seeking to transfer to an alternative school for other reasons.
- 12.2 Parents/carers seeking places 'in year' will be advised to complete the 'home' local authority's common application form stating up to three school preferences ranked in priority order and will be invited to provide additional information in support of their application, including any supporting documents.
- 12.3 Information about Cheshire East schools and leaflets explaining the coordinated application process together with a copy of the common application form will be

available on the Council's website. Hard Copies will be available on request from local offices and schools.

- 12.4 Completed application forms and any supporting documentation must be returned to the 'home' local authority.
- 12.5 For parents and carers moving into Cheshire East from another authority, this authority will accept an application on its own common application form provided that the parent or carer can provide evidence that contracts have been exchanged on the purchase of their new place of residence or that a tenancy agreement has been signed. Parents will need to notify this authority of the date agreed for removal into the area. Cheshire East Council will notify the 'home' authority in such circumstances.
- 12.6 Parents and carers of children who are seeking a transfer to an alternative school for reasons other than a house move will be strongly advised to discuss the proposed transfer with the current school before submitting an application.

13 PROCESSING APPLICATIONS

- 13.1 The process for considering preferences will commence on the next working day following receipt of the application.
- 13.2 If the relevant year group has a vacancy a place must be allocated unless one of the statutory reasons for refusing admission applies, as stated in paragraphs 3.30-3.33 of the School Admissions Code 2009.
- 13.3 Where more applications are received for a particular year group than there are places available, the relevant body will determine the order of priority for admission by reference to the school's oversubscription criteria.
- 13.4 All applications received for 'in-area' schools, i.e. those schools maintained by the home authority, will be processed within no more than **10 working days** from receipt of application.
- 13.5 Where preferences are received for 'out-of-area' schools, i.e. for schools maintained by another local authority, applications will be processed within no more than **20 school days**.
- 13.6 Cheshire East Borough Council will forward preferences received for its schools where the governing body is the admission authority to the relevant body, together with any supporting documentation, within 5 school days from receipt of application.
- 13.7 The request **must** be considered by the relevant body and a written response **must** be provided to the maintaining local authority. For Cheshire East maintained schools, the response must be returned to the Local Authority within **5 school days**. If the relevant body is refusing admission then the reason for refusal must also be provided in writing (preferably e-mail), following which the Local Authority will write to the parent advising them that the application has been refused, explaining the reasons for refusal and informing the parent of the legal right of appeal against the decision.
- 13.8 Where applications are received for out-of-area schools, Cheshire East Council will forward details of the application to the relevant maintaining local authority,

including any supporting documentation within 5 school days from receipt of the application.

- 13.9 Where applications from non-Cheshire East residents are made to the home authority for places in Cheshire East schools, the relevant (home) local authority will forward details of the application to Cheshire East Borough Council.
- 13.10 In the event that a place can be offered for a school ranked as a higher preference, the home local authority will notify the maintaining authority that a higher preference can be allocated.
- 13.11 Where relevant, the home local authority will send any determination granting or refusing admission to the maintaining authority or the governing body where it is the admission authority.
- 13.12 Cheshire East Borough Council as the home local authority will finalise allocations for its residents on the basis of equal preferences.
- 13.13 This Council will endeavour in all cases to process applications as quickly as possible to ensure that admission to school is not delayed unnecessarily.

14 NOTIFYING PARENTS and CARERS of DECISIONS

- 14.1 Cheshire East Council will send parents and carers of pupils resident in Cheshire East a decision letter confirming the single offer of a school place. This will include offers of places for Cheshire East schools and for schools in other local authorities' areas. Offer letters will be sent out by second-class post or by e-mail if requested and will confirm the date the child will attend the school as agreed by, or notified to the receiving school.
- 14.2 Admission will normally take place at the start of the school term, or exceptionally, at the start of a half term where agreement with the school has been reached. Where a child is out of school due to a recent house move, earlier admission will be agreed to ensure that the child is not out of school for an unreasonable amount of time.
- 14.3 Home resident parents and carers who are unsuccessful with an application will be offered a place at the nearest Cheshire East school with a vacancy as stated in paragraph 2.22.
- 14.4 Parents and carers will be required to **accept or decline** the school place offered within 10 working days of the offer being made. The Local Authority reserves the right to withdraw places not accepted within the timescale specified.

15 WAITING LISTS.

- 15.1 Where waiting lists are held, these will be administered in accordance with the arrangements set out in paragraphs 2.29-2.31
- 15.2 For 'in year' waiting lists only, children who are subject of a direction by a local authority to admit, are part of a managed transfer from a closing school or who are allocated to a school in accordance with the In Year Fair Access Protocol will take precedence over those on the waiting list.

16 ADMISSIONS APPEALS

- 16.1 In year admission appeals will be administered in accordance with the arrangements set out in paragraphs 2.27-2.29.

**NORMAL ADMISSION ROUND KEY DATES for 2011-2012**

Process	Secondary Transfers	Primary Admissions
Application process starts – letters to parents and carers, online application form and composite prospectus available.	1 September 2010	1 September 2010
Closing date for applications	31 October 2010*	15 January 2011*
Preferences forwarded to other LAs	12 November 2010	31 January 2011
Preferences forwarded to Aided & Foundation Schools	19 November 2010	9 February 2011
Deadline for receipt of supporting documentation	15 December 2010	28 February 2011
Aided and Foundation Schools to respond	15 December 2010	28 February 2011
Provisional allocations of places at Cheshire East schools sent to other LAs for their residents	14 January 2011	14 March 2011
Responses to other LAs on potential offers of places in their schools for Cheshire East residents (so far as possible)	14 January 2011	14 March 2011
Representations from schools re admission numbers	By 20 January 2011	By 20 March 2011
Allocations to be finalised	14 February 2011	31 March 2011*
Offers released – (letters posted 2nd class post)	1 March 2011*	29 April 2011
Deadline for accepting or declining places	15 March 2011	16 May 2011
Waiting Lists Prepared and vacancies re-allocated	After 15 March 2011	After 16 May 2011
Deadline for application for Appeals against LA/governing body decisions	25 March 2011	16 May 2011
Appeal hearings	By 6 July 2011	By 15 July 2011

* Statutory Requirements

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APPENDIX 2

ADMISSION ARRANGEMENTS 2011- 2012

CHESHIRE EAST COMMUNITY AND CONTROLLED SCHOOLS AND SANDBACH SCHOOL

Applications for school places received 'in year' (i.e. into any year group outside the normal admission round) and for the normal admission round into reception at 4+ and secondary transfer at 11+ shall be determined in accordance with the provisions set out below.

These admission arrangements apply to all **community and voluntary controlled schools and Sandbach School** admissions in the school year 2011-12 and for subsequent years, subject to any review.

APPLICATION PROCESS

Applications for admission are normally considered in relation to the availability of places in the child's chronological age group, other than in exceptional circumstances.

Children reach compulsory school age at the beginning of the term following their 5th birthday. Under the Council's policy, children may start school in the reception class in the September following their 4th birthday. For transfer to secondary, children will usually transfer at the beginning of the autumn term following their eleventh birthday.

Parents can request that the date their child starts school in the reception class is deferred until later in the school year or until the child reaches compulsory school age in that school year. Applications for deferred admissions must be made by the published closing date. Parents will not however, be able to defer admission beyond the academic year for which the original application was accepted or beyond the beginning of the term after the child's fifth birthday.

To help younger children adjust to school, schools may phase full-time admission during the reception year, admitting these children on a part-time basis. Arrangements are decided at school level.

In exceptional circumstances requests can be made for early or late transfer to secondary school. Parents and carers considering such a request must in the first instance speak to the headteacher of the child's primary school.

Applications from Cheshire East residents for places in local authority maintained schools and Academies, including applications for schools maintained by other local authorities, must be made on the Cheshire East Borough Council Common Application Form.

As required by law, Cheshire East Borough Council makes arrangements for parents and carers resident within the Authority's administrative area to express up to three preferences, ranked in order of priority, using the Council's common application form and to give reasons in support of each preference, including any supporting documentation, before any places are offered.

ACKNOWLEDGEMENTS

An acknowledgement confirming receipt of application can be provided on request from parents and carers. A stamped addressed envelope must be provided. Online applicants can request to receive an e-mail acknowledgement.

CHILDREN WITH STATEMENTS OF SPECIAL EDUCATIONAL NEEDS

Section 324 of the Education Act 1996 requires the governing bodies of all maintained schools to admit a child with a **Statement of Special Education Needs** that names their school.

PUBLISHED ADMISSION NUMBERS

The Council and the governing bodies of voluntary aided and foundation schools have set published admission numbers, which is the number of children that will normally be admitted into the *relevant age group* (e.g. into the reception year in a primary school and into year 7 as a secondary transfer in September for the first time).

For applications received 'in year', (i.e. those received after the first day of the school year into the relevant age group or into any other year group) the published admission number will continue to be applied as the relevant age group progresses through school.

Published admission numbers for Cheshire East maintained schools and Sandbach School are listed in the Authority's composite prospectus (Information booklet) which is available on the Council's website and from the Local Authority on request at the start of the application process.

All preferences made in accordance with the Council's arrangements will be met except where this would prejudice the provision of efficient education or the efficient use of resources i.e. where the year group in question is full. In some circumstances the local authority may agree with the school that admitting further pupils will not adversely affect the school in the longer term and will not have a detrimental effect on neighbouring schools. In such circumstances, a preference will be met, even where the year group is full. The local authority will not normally be able to agree admission over the published admission number where to do so would result in a breach of infant class size legislation. The law requires that infant classes (where the majority of children will reach the age of 5, 6, or 7) contain no more than 30 pupils with a single qualified teacher.

OVERSUBSCRIPTION CRITERIA

Where more applications are received than there are places available, preferences for community and voluntary controlled schools and Sandbach School, together with any supporting information, will be considered in accordance with the Council's published oversubscription criteria:

i) **'Cared for Children'**

A 'cared for child' is a child who is in the care of a local authority or provided with accommodation by that authority (as defined in section 22 of the Children Act 1989) at the time of application and who the local authority has confirmed will still be looked after at the time of admission to the school.

- (ii) **Children for whom there are particular medical or social reasons which, in the Council's view, justifies admission to a particular school.** Supporting evidence from a registered professional, such as a medical practitioner, psychologist or social worker, must be provided which sets out the particular reasons why the school in question is the most suitable school and the difficulties that would be caused if the child had to attend another school. A panel of officers will consider the information presented and will determine whether the evidence is sufficiently compelling to apply this criterion to the application. The Council, if it is considered appropriate, will seek the views of the School Doctor or Educational Psychologist in the event of parents requesting admission on medical or psychological grounds. This criterion cannot be considered if the required documents have not been received. Few applications fall within this category.
- (iii) **Siblings** – pupils with elder brothers or sisters, step-brothers or step-sisters, half-brothers or half-sisters, adopted brothers or adopted sisters living together as part of one household, already attending the preferred school (in years *Reception* through to *Year 10*) and expected to continue at the school in the following school year. (i.e. at the time of admission)
- (iv) **Children resident within the designated catchment zone of the school.** Children will be classed within this category if they and their parents/carers are resident within the area served by the school on the closing date for applications.
- (v) **Children** not resident within a school's designated catchment area but **attending a school nominated as a feeder/partner primary school for admissions purposes**, as out-of-zone pupils.
- (vi) **Pupils living nearest to the school** measured using an Ordnance Survey address-point system which measures straight line distances in miles from the address point of the school to the address point of the place of residence.

Where a school cannot accommodate all pupils qualifying under one of the criteria stated above, the next criteria will also be applied to determine priority for admission. For example, if a school cannot accommodate all *siblings* for whom an application has been received, all sibling applicants will be prioritised in the order of:

- Siblings (criterion iii) who live within the school's designated catchment area (criterion iv)
- Siblings (criterion iii) who do not live within the school's designated catchment area (criterion iv)

All applicants within each criterion will be put into a distance order with priority being given to those that live nearest to the school, as stated in criterion v above.

Where it is identified that there are a limited number of places available and the Local Authority cannot differentiate between the applications using the nearest school criterion (criterion v) a random allocation tie-breaker will be applied. This may be required for example, where applicants reside in the same block of flats or are children of a multiple birth living at the same address.

EQUAL PREFERENCES

All preferences will be considered on the basis of the **equal preference model** for allocating places, in accordance with legal requirements. This means that in the first instance, all preferences will be considered against the school's published oversubscription criteria **only**, i.e. without reference to the preference ranking. Where a pupil can potentially be allocated more than one school place stated on the application form, the **single offer**, determined by the home authority, will be for the school ranked highest on the application form by the parents or carers.

If the pupil is a Cheshire East resident and the Council is not able to offer any of the preferences stated on the application form a place will be allocated at the nearest Cheshire East school with vacancies using the Authority's Ordnance Survey address point data system for measuring straight line distances from the address point of the home to the address point of the school in miles. This will include allocating vacancies at voluntary aided and foundation schools in liaison and agreement with the governing bodies of those schools.

Where an application has been received from a parent resident in another authority and a place cannot be offered, Cheshire East Authority will not allocate a place.

CHILDREN OF MULTIPLE BIRTHS

In relation to children of multiple births, exceptionally it may be necessary to offer places over the published admission number. This is to ensure that, as far as possible, siblings (i.e. twins, triplets or children from other multiple births) can attend the same school. . The Local Authority will not normally be able to agree admission over the published admission number where to do so would result in a breach of infant class size legislation, which requires that infant classes (where the majority of children will reach the age of 5, 6, or 7) contain no more than 30 pupils with a single qualified teacher.

PARENTS and CARERS with SHARED RESPONSIBILITY for a CHILD

Where parents or carers have shared responsibility for a child the place of residency will be determined as the address where the child lives for the majority of the week (e.g. where the child wakes up between Monday to Friday). Full details must be submitted in writing to enable the Local Authority to determine which address will be used for the purpose of admission.

A panel of officers will consider the information provided. Where the Local Authority is unable to reach a decision based on the information received, e.g. where the child lives equally with both parents, the address provided for claiming Child Benefit and where appropriate, Child Tax Credits will be applied to the admission application. In such circumstances, documentary evidence must be provided.

MOVING HOUSE

Parents and carers must inform the Authority immediately of a change of address, even if details of a future change of residency were included on the application form. The Authority will require supporting evidence to show that the place of residency has changed as follows:

- A letter from the solicitor confirming the completion date;
- A signed rental agreement of at least 12 months showing the start of the tenancy.

In addition the Local Authority may request further information for example, copies of council tax and utility bills or any other information considered relevant to the application, including evidence of disposal of previous property.

In respect of applications made as part of the normal admission round, (e.g. into the reception class in a primary school and into year 7 as a secondary transfer in September for the first time) Information and supporting evidence must be received by the dates stated in part two of these arrangements. Proof of residency received after the published dates will not be used to process the application, but will be used to send the decision letter on the published offer date.

WAITING LISTS

Waiting lists will be held in criteria order and not on a 'first come, first served' basis. Placing a child's name on a waiting list does not affect the statutory right of appeal.

Waiting lists for oversubscribed schools will consist of those children whose parents or carers have specifically requested in writing (including e-mail) that they remain on the waiting list, along with new applicants and those for whom an appeal application has been received.

Waiting lists will be held until the end of August in the normal year of admission.

Vacancies will be re-allocated to children held on the school's waiting list in line with the dates published in part 2 of these arrangements.

CHANGING PREFERENCES – NORMAL ADMISSION ROUND ONLY

For the normal admission round, the Local Authority will not accept a change of preference after the closing date for applications unless it is satisfied that there is a genuine reason for doing so, such as a recent house move. Full details must be provided to the Authority for consideration by the dates set out in part two of these arrangements.

In the case of a recent house move, a letter from the solicitor confirming the completion date or a signed rental agreement of at least 12 months showing the start of the tenancy will be required. Further confirmation may also be required including evidence of disposal of previous property and recent utility bills. A panel of officers will consider information presented in support of the late change of preference. The parent or carer will be notified of the decision.

Any parent wishing to change a preference after the closing date without, in the opinion of the Local Authority, a genuine reason for doing so will be advised that the application will be treated as a late application.

LATE APPLICATIONS – NORMAL ADMISSION ROUND ONLY

Late applications for places at Cheshire East community and voluntary controlled schools and Sandbach School, i.e. applications not submitted to the Authority by the relevant statutory closing date will be considered after all on-time applications unless the Local Authority considers that there are good reasons for the application being late, which must be stated at the time of application, i.e. exceptional medical reasons preventing an earlier application, late removal into the area. Supporting documentation **must** be provided.

Where supporting documentation has been received by the dates specified in part two of these arrangements and the Authority has accepted reasons stated for the late application, the application will be considered as if it had been received on-time.

Late applications and supporting documentation received after the dates specified will be considered after all on-time applications even where the Authority accepts that there are good reasons for the late application and as such these applications may be disadvantaged in the consideration of their preferences.

Parent and carers making new applications after the published offer date will be advised of the outcome of their application after the date specified in part two of these arrangements.

ACCEPTING AND DECLINING PLACES

All parents and carers will be required to **accept or decline** the school place offered by the published date as stated in part two of these arrangements. The Local Authority reserves the right to withdraw places not accepted by this date.

RIGHT OF APPEAL

Applications for admission appeals are normally considered in relation to the child's chronological age group, other than in exceptional circumstances.

Parents and carers who are not offered a place for their child at a school stated as a preference have a right of appeal to an independent appeals panel. Parents can submit an appeal in respect of each school for which admission has been refused.

Application forms to appeal against a decision by the Local Authority to refuse admission to a community or voluntary controlled school can be obtained from the Council's School Admissions Service. All appeal application forms must be returned to the relevant admission authority.

REPEAT APPLICATIONS

Repeat applications will not be considered within the same school year, unless the parent's/carer's or the school's circumstances have changed significantly since the original application was made. Full details of the change of circumstances must be provided for consideration by the Local Authority.

PART TWO - TIMETABLE FOR APPLYING FOR PLACES

Process	Secondary Transfers	Primary Admissions
Application process starts – letters to parents and carers, online application form and composite prospectus (admissions information booklet, including hard copy application form) available.	1 September 2010	1 September 2010
Closing date for applications	31 October 2010	15 January 2011
Deadline for receipt of supporting documentation	15 December 2010	28 February 2011
Allocations to be finalised	14 February 2011	31 March 2011
Offers released – (letters posted 2nd class post) A letter will be posted out (by second class post) to advise of the school offered. Online applicants can request to receive the single offer by e-mail and online accounts can be viewed on this day	1 March 2011*	29 April 2011
Deadline for accepting or declining places. The Local Authority reserves the right to withdraw places not accepted.	15 March 2011	16 May 2011
Waiting Lists Prepared and vacancies re-allocated. Waiting lists will be held in criteria order. Parents and carers offered places on this basis will be required to accept or decline the place offered within 10 school days .	After 15 March 2011	After 16 May 2011
Deadline for application for Appeals against LA/governing body decisions	25 March 2011	16 May 2011
Appeal hearings (on time applications) (as far as possible)	By 6 July 2011	By 15 July 2011
Appeal Hearings – late and in year applications	Within 30 school days of appeal being lodged	Within 30 school days of appeal being lodged
Parent and carers making new applications after the offer day be advised of the outcome of their application after this date and within 10 working days of this date or receipt of	After 15 March 2011	After 16 May 2011

application (whichever is the later), as far as possible		
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**In accordance with regulations which state that offers must be posted out on 1st March except when the 1st March is a Saturday or Sunday and offers must be posted on the next working day*

PART THREE - ADMISSIONS TO YEAR 12 OF SCHOOLS WITH SIXTH FORMS

Applications for admission to the Sixth Form of a Cheshire East school are dealt with by the school in accordance with the published admissions arrangements and not by Cheshire East Council.

Children already in the school are **not** required to apply formally for places in Year 12 but should have reached the minimum entry requirements for admission into the sixth form. Minimum entry requirements are the same for internal and external applicants.

Schools will not interview pupils or their families for entry to year 12, although meetings may be held to provide advice on options and entry requirements for particular courses.

SIXTH FORM MINIMUM ENTRY REQUIREMENTS

- The minimum entry requirement for admission to the sixth forms of Cheshire East community and voluntary controlled schools to study primarily at A level is **5 GCSEs grade A* to C (or equivalent)**. Individual subjects may require a specific level of attainment. Further information will be provided by the school.
- Minimum entry requirements for admission onto specific vocational courses vary and a full list of requirements can be obtained from the school. Parents are advised to contact the school for further information.

COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS - OVERSUBSCRIPTION

In the event that the number of eligible applicants exceeds the number of places available, the oversubscription criteria to be applied are:

- i) **‘Cared for Children’**
A ‘looked after child’ is a child who is in the care of a local authority or provided with accommodation by that authority (as defined in section 22 of the Children Act 1989).
- (ii) **Children for whom there are particular medical or social reasons which, in the Council’s view, justifies admission to a particular school.** Supporting evidence from a registered professional, such as a medical practitioner, psychologist or social worker, must be provided which sets out the particular reasons why the school in question is the most suitable school and the difficulties that would be caused if the child had to attend another school. A panel of officers will consider the information presented and will determine whether the evidence is sufficiently compelling to apply this criterion to the application. The Council, if it is considered appropriate, will seek the views of the School Doctor or Educational Psychologist in the event of parents requesting admission on medical or psychological grounds. This criterion cannot be considered if the required documents have not been received. Few applications fall within this category.
- (iii) **Children resident within the designated catchment zone of the school**
Children will be classed within this category if they and their parents/carers are resident within the area served by the school on the closing date for applications.

- (iv) **Pupils living nearest to the school (Distance)** measured using an Ordnance Survey address-point system which measures straight line distances in miles from the address point of the school to the address point of the place of residence.

PUBLISHED ADMISSION NUMBERS – EXTERNAL CANDIDATES ONLY

This number relates to the admission of **external candidates only**. The admission numbers included in the table are based on an estimate of the minimum number of external candidates likely to be admitted, although it would be acceptable to exceed this if demand for available courses can be met.

Sixth Form Admissions Community and Controlled Secondary Schools	September 2010
Alsager School	20
Congleton High School	20
Eaton Bank School	10
Knutsford High School	10
Poynton High School And Performing Arts College	50
Sandbach School	50
Tytherington High School	20
Wilmslow High School	50

SIXTH FORM ADMISSION APPEALS

Any applicant refused a place in Year 12 is entitled to make an appeal to an independent appeal panel, whether the child is already attending the school or is an external candidate.

Parents or children* refused admission to a sixth form in a Cheshire East community or controlled school will be advised to contact the Cheshire East Authority for an admission appeal application form and details on the appeals process.

*The Education and Skills Act 2008 made changes to the law relating to admissions and appeals placing a new duty on local authorities to make arrangements:

- a) for children to express a preference as to the school at which they wish to receive sixth-form education (i.e. secondary education suitable to the requirements of pupils who are over compulsory school age); and
- b) for children who are above compulsory school age, or will be above compulsory school age by the time they start to receive education at the school, to express a preference as to the school at which they wish to receive education other than school sixth-form education.

Regulations have also been amended to give a corresponding right of appeal to a child who expresses a preference for a school place in relation to applications for admission for the academic year 2010-11 and subsequent years.

These new children's rights are **in addition** to the rights of parents to express a preference as to the school at which they wish their child to receive education.

SCHOOL ADMISSIONS APPLICATION FORM
CHESHIRE EAST RESIDENTS ONLY


For office use only - Date Received:

SURNAME

DATE OF BIRTH

FIRST NAME(S)

SEX

M

☐

F

☐
YOUR CHILD'S PERMANENT ADDRESS

PLEASE NOTE: Addresses will be checked and any place gained using a false address will be withdrawn.

.....

.....

Postcode..... Phone No

Length of time at this address:Yrs.....Mths

NB. If you are moving please provide details overleaf.

Child's current school (if applicable)

School.....

Local Authority.....

Year Group.....

 NB. If your child is not in school
 please provide detail overleaf.

PARENT/CARER DETAILS:

Title	Initials	Surname	Mobile	Home	Work
(e.g. Mr Mrs Ms other)					
Address (if different from pupil's address)			Relationship to child		
			email address (where available)		

Does your child have a Statement of Special Educational Needs?	Yes	No
Is your child ' Cared for ' by a Local Authority (<i>i.e. in public care</i>)? Please state which Local Authority.	Yes	No

School Preferences. Please state 3 preferences in **ranked order**. (Do not include fee-paying independent schools) Please include schools in other English authorities. Your home local authority (Cheshire East Council) will liaise with the maintaining authority on your behalf.

<i>Example</i>	<i>Community High School</i>	<i>Cheshire East Council</i>
1st Preference		
2nd Preference		
3rd Preference		

Please tick any of the following reasons applicable to each of your preferences.

Reasons	1 st Pref	2 nd Pref	3 rd Pref
Sibling (brothers and sisters) (<i>provide details overleaf</i>)			
Medical/Social (supporting information must be provided)			
Religion/Faith (<i>please state</i>)			

ADDITIONAL INFORMATION

Please include here any additional information which you consider may be relevant to your application. Continue on a separate sheet, if necessary. You may wish to make separate statements in support of each of your preferences. If medical or social reasons are being provided for consideration under the Council's published oversubscription criteria (criterion 2), supporting evidence must be provided with your application. Please refer to the Authority's Information Booklet for details about each school's oversubscription criteria.

Please continue on a separate sheet if necessary...

Siblings (A sibling means an elder brother or sister, step-brother or step-sister, half-brother or half-sister, adopted brother or adopted sister living together as part of one household, already attending the preferred school and expected to continue at the school at the time of admission)				
Name of sibling(s)	Date of Birth	Address of sibling	School	Year Group

VOLUNTARY (CHURCH) AIDED SCHOOL APPLICATIONS

If you have stated a preference for a Voluntary (Church) Aided School **you should also contact the preferred school** as you may need to complete a supplementary information form.

<p>I declare that all the information which I have provided is true. <u>I understand that any school place offered on the basis of fraudulent or intentionally misleading information may be withdrawn.</u> I have read the Council's information booklet on admissions.</p> <p>Signed..... (Mr/Mrs/Miss/Ms/other)</p> <p>Print Name..... Date.....</p>	
--	--

PLEASE RETURN THIS FORM TO:

Cheshire East Borough Council, School Admissions Service, Delamere House (EC), Delamere Street, Crewe, Cheshire CW1 2LL or by e-mail to admissions@cheshireeast.gov.uk .

DATA PROTECTION ACT

The Council maintains a Register Entry in respect of Education which includes the administration relating to pupils. Personal information provided on this form is treated in confidence and complies with the requirements of the Act. This information may also be shared with other local authorities

VERIFICATION OF INFORMATION – the Council may verify information you have provided on this form which could involve contacting other departments of the Council who maintain appropriate records. In instances where the information provided is different from that held by them they may use the information on this form.

School Name	PAN 2010	INDICATIVE NUMBER - September 2011 Admissions	PAN 2011 (proposed changes for consultation)	Recommend/Not Recommend for Approval
PRIMARY SCHOOLS				
Acton CE Primary School	20	20	20	
Adlington Primary School	15	15	15	
Alderley Edge Community Primary School	30	30	30	
Alsager Highfields Community Primary School	37	37	40	Recommend
Ash Grove Primary School & Nursery	25	22	17	Recommend
Ashdene Primary School	60	60	60	
Astbury St Mary's CE Primary School	18	18	18	
Audlem St James' CE Primary School	30	29	30	
Beechwood School	40	40	40	
Bexton Primary School	60	60	60	
Bickerton Holy Trinity CE Primary School	20	19	20	
Black Firs Primary School	38	34	38	
Bollinbrook CE Primary School	30	29	30	
Bollington Cross CE Primary School	22	21	22	
Bollington St John's CE Primary School	15	15	13	Not Recommended
Bosley St Mary's CE Primary School	8	8	8	
Brereton CE Primary School	21	21	21	
Bridgemere CE Primary School	15	12	15	
Brierley Primary School	23	27	23	
Broken Cross Community School	30	30	30	
Buglawton Primary School	30	25	30	
Bunbury Aldersey CE Primary School	30	30	30	
Calveley School	15	15	15	
Chelford CE Primary School	9	12	9	
Christ the King Catholic CE Primary School	30	30	30	
Cledford Primary School	60	60	60	
Cranberry Primary School	30	54	30	
Daven Primary School	30	38	30	
Dean Oaks Primary School	45	54	45	
Dean Valley Community School	30	30	30	
Disley Primary School	30	30	30	
Edleston Primary School	30	30	30	
Egerton Primary School	30	30	30	
Elworth CE Primary School	40	40	40	
Elworth Hall Primary School	30	29	30	
Excalibur Primary School	30	30	30	
Gainsborough Primary & Nursery School	60	60	60	
Gawsworth Primary School	30	30	30	
Goostrey Community Primary School	30	29	30	
Gorsey Bank Primary School	60	60	60	
Haslington Primary School	40	40	40	
Havannah Primary School	25	24	25	
Hermitage Primary School	30	30	30	
High Legh Primary School	21	21	21	
Highfields Community Primary School	30	30	30	
Hollinhey Primary School	30	30	30	
Holmes Chapel Primary School	60	60	60	
Hungerford Primary School	60	60	60	
Hurdsfield Community Primary School	17	25	17	
Ivy Bank Primary School	45	52	60	Not Recommended
Kettleshulme St James' CE Primary School	9	9	9	
Lacey Green Primary School	30	30	30	
Leighton Primary School	60	60	60	
Lindow Community Primary School	21	21	21	
Little Bollington CE Primary School	15	15	15	
Lostock Hall Primary School	21	21	21	
Lower Park School	40	40	40	
Mablins Lane Community Primary School	75	77	75	
Manor Park School and Nursery	30	30	30	
Marlfields Primary School	30	30	30	
Marton & District CE Aided Primary School	30	30	30	
Middlewich Primary School	60	60	60	
Millfields Primary and Nursery School	30	30	30	
Mobberley CE Primary School	20	20	20	
Monks Coppenhall Primary and Nursery School	55	51	60	Not Recommended
Mossley CE Primary School	50	50	50	
Mottram St Andrew Primary School	24	23	24	
Nether Alderley Primary School	15	15	15	
Oakefield Primary & Nursery School	45	45	45	
Offley Primary School	45	54	45	
Parkroyal Community School	60	60	60	
Pear Tree Primary School	30	30	30	
Pebble Brook Primary School	30	30	30	
Peover Superior Endowed (Cont) Primary School	11	11	11	
Pikemere School	30	30	30	
Pott Shrigley Church School	6	6	6	

Prestbury CE Primary School	40	40	45	Not Recommended
Puss Bank Primary School	45	54	45	
Rainow Primary School	25	25	25	
Rode Heath Primary School	30	30	30	
Sandbach Community Primary School	15	22	15	
Scholar Green Primary School	25	25	30	Not Recommended
Shavington Primary School	30	30	30	
Smallwood CE Primary School	18	18	18	
Sound and District Primary School	17	19	19	Recommend
St Alban's Catholic Primary School	60	59	60	
St Anne's Catholic Primary School	25	27	25	
St Anne's Fulshaw, CE Primary School	19	19	19	
St Benedict's Catholic Primary School	26	26	26	
St Gabriel's Catholic Primary School	30	30	30	
St Gregory's Catholic Primary School	15	15	15	
St John the Evangelist CE Primary School	45	45	45	
St John's CE Primary School, Sandbach Heath	25	25	25	
St Mary's Catholic Primary School (Congleton)	27	21	27	
St Mary's Catholic Primary School (Crewe)	80	70	80	
St Mary's Catholic Primary School (Middlewich)	35	34	35	
St Oswald's Worleston CE Primary School	7	7	8	Recommend
St Paul's Catholic Primary School	17	17	17	
St Vincent's de Paul Catholic Primary School	30	25	30	
Stapeley Broad Lane CE Primary School	30	28	30	
Styal Primary School	15	15	15	
The Berkeley Primary School, Wistaston	50	50	50	
The Dingle Primary School	50	50	60	Not Recommended
The Marlborough Primary School	60	60	60	
The Quinta Primary School	50	47	50	
Underwood West Primary School	60	65	60	
Upton Priory Primary	60	60	60	
Vernon Primary School	45	45	45	
Vine Tree Primary School	30	30	30	
Warmingham CE Primary School	8	8	8	
Weaver Primary School	30	30	30	
Weston Village Primary School	38	38	38	
Wheelock Primary School	30	30	30	
Whirley Primary School	30	30	30	
Willaston Primary School	30	30	30	
Wilmslow Grange Community Primary & Nursery School	30	30	30	
Windle CE Primary School	7	7	7	
Wistaston Church Lane Primary	60	60	60	
Wistaston Green Primary	60	55	60	
Woodcocks' Well CE Primary School	12	12	12	
Worth Primary School	30	30	30	
Wrenbury Primary School	20	20	20	
Wybunbury Delves CE Primary School	30	29	30	
Wyche Primary School	28	28	28	
SECONDARY SCHOOLS				
All Hallows Catholic College	210	210	210	
Alsager School	235	231	235	
Brine Leas High School	210	210	210	
Congleton High School	180	193	180	
Eaton Bank School	180	180	180	
Fallibroome High School	240	191	240	
Holmes Chapel Comprehensive School	210	206	210	
King's Grove School	156	156	156	
Knutsford High School	260	259	260	
Macclesfield High School	180	173	180	
Malbank School and Sixth Form College	210	198	210	
Middlewich High School	140	140	140	
Poynton High School & Performing Arts College	246	246	246	
Ruskin Sports College, a Community High School	140	133	140	
Sandbach High School & Sixth Form College	210	201	210	
Sandbach School	210	210	210	
Shavington High School	194	186	194	
Sir William Stanier Community School	210	210	210	
St Thomas More Catholic High School, A Specialist School for Maths and ICT	127	128	128	Recommend
Tytherington High School	210	204	210	
Wilmslow High School	300	300	300	
Key: Proposed increase for 2011				
Further proposed changes to PAN's for 2011				

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 16 March 2010
Report of: Paul Bradshaw, Head of HR & Organisational Development
Subject/Title: People and Organisational Development Strategy
2010 - 2015
Portfolio Holder: Cllr Keegan

1.0 Report Summary

- 1.1 This report seeks approval for the first comprehensive People and Organisational Development (OD) Strategy for Cheshire East Council 2010 - 2015.

2.0 Decision Requested

- 2.1 Members are asked to:
- i. Approve the People and OD Strategy 2010 – 2015
 - ii. Agree to receive bi-annual progress reports on the strategy.

3.0 Reasons for Recommendations

- 3.1 The People and OD Strategy sets out how the Council will ensure that it has a skilled, motivated and high performing workforce. Which in turn will support the Council in realising its vision and enable continued improvement and transformation.

4.0 Wards Affected

- 4.1 None

5.0 Local Ward Members

- 5.1 None

6.0 Policy Implications including - Climate change - Health

- 6.1 None

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 8.1 The approval of the People and OD Strategy does not, in itself, have financial implications. Activities under the strategy will be built into the business planning of the HR and OD function and, wherever possible, delivered from within existing resources.
- 8.2 Every opportunity will be taken to secure external grant funding to support specific projects through avenues such as the North West Improvement and Efficiency Partnership Group.
- 8.3 If additional resources are required for specific projects, one off business cases will be prepared where initiatives can be progressed on the principles of invest to save; where up front investment can be offset against genuine and quantifiable return over a medium timescale.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 None

10.0 Risk Management

- 10.1 None

11.0 Background

- 11.1 The People and OD Strategy 2010 – 2015 has been developed to provide high level context and direction for effective people management within and across the Council for the next 5 years.
- 11.2 The way in which we recruit, retain, reward and develop our staff is critical to the future success of the council and the achievement of corporate objectives. If we are to continue to transform and ensure that our employees deliver the very best services, an effective and meaningful People and OD strategy is vital.

12.0 Principles of the Strategy

- 12.1 3 key principles underpin the Strategy:

The 4 C's – customers, costs, culture and to enable cross cutting issues to be supported through cross-cutting working.

Engaging our People – an engaged workforce will be essential to improve both what we do – and how we do it.

Learning and continuous improvement – to learn from what we do and share this with others.

13.0 A Whole System Approach

- 13.1 A major importance to any strategy and indeed a necessity for deriving the maximum benefit from it is to identify the interconnections. These are represented graphically in Section 3, on page 10 of the Strategy.

14.0 Strategic Themes.

- 14.1 The strategy sets out our priorities and actions in six thematic areas:

1. Organisational STYLE - focusing on our style through developing leadership at all levels and building high performance teams and culture.
2. Organisational STRATEGY - focusing on our strategy through developing our strategic effectiveness in 'growing' future capacity.
3. Workforce SKILLS - focusing on our skills through developing our workforce for change and improvement.
4. SYSTEMS for improving - focusing on our systems through developing those which support organisational development, growth and improvement.
5. Developing our STRUCTURES – focusing on our structures through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement.
6. Supporting and engaging our STAFF - focussing on our staff through developing, improving, learning from and engaging with our workforce.

- 14.2 The strategy is also clearly aligned to the ASPIRE shared values, which ensures that our programmes and activities continue to embed these values and develop our culture around them.

- 14.3 Headline projects and programmes within each of the key themes above are identified on pages 11 - 14 of the Strategy and expected key outcomes from within each theme are contained within the table on pages 16 – 18.

15.0 Consultation and launch

- 15.1 Consultation with CMT, Members (via Staffing Committee), Trade Unions has taken place over the past few months. Comments and feedback received have helped to refine the strategy and ensure that we prioritise and place emphasis on those actions which will achieve the most relevant outcomes.

- 15.2 The launch of the strategy will include road shows in the main Council buildings, employee flyers and articles in Team Brief and Team Talk.
- 15.3 Promotion of the strategy brings with it a very positive message about the Council's commitment to becoming an employer of choice and its commitment to engaging with, supporting and developing our employees.

16.0 Reporting Progress

- 16.1 The action plan for this strategy will form the basis of the HR and OD service plan and will be reviewed annually in line with service planning arrangements. The first action plan will run from March 2010 – March 2011. The strategy is 'outcome' focused and a traffic light system will be used to monitor progress against specific projects and actions. We will also report bi-annually to Members and CMT on the progress and developments made within the People and OD Strategy.
- 16.2 This strategy is a 'live' document and will be reviewed regularly to ensure that it is current, up to date and continues to be aligned to the Corporate Objectives and other related plans and strategies.

17.0 Overview of Year One and Term One Issues

- 17.1 None

18.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Julie Davies
Designation: HR Strategy and Policy Manager
Tel No: 01270 686328
Email: julie.s.davies@cheshireeast.gov.uk

D R A F T

Cheshire East Council's People and Organisational Development Strategy 2010 – 2015

Introduction from the Leader and Chief Executive

This is the first People and Organisational Development Strategy for Cheshire East Council (CEC). It sets out how we will ensure that our Council has the skilled, motivated and high performing workforce we need to achieve our vision for Cheshire East. We are committed to engaging with, supporting and developing our employees to ensure we continue to deliver excellent Council services and become an Excellent Authority.

Achieving our vision will undoubtedly involve making and continuing to make fundamental, challenging and transformational changes. It will be impossible to make these without our employees and the unique contribution each one of them makes. Our success is dependent upon their dedication and on ensuring that we identify, develop and nurture talent for the future.

We want to be an employer of choice where our employees have pride in their Council and share our values and vision for the future.

Our residents deserve excellence in the services they access and receive and we need a motivated, skilled and engaged workforce to deliver these. This strategy identifies our key priorities and the actions we need to take to ensure that we achieve this.

Cllr Wesley Fitzgerald

Leader

Erika Wenzel

Chief Executive

People and Organisational Development Strategy 2010 - 2015

1. Where are we now?

Background and Council vision

- Cheshire East is a new Council which formally came into being on 1st April 2009. As a new council we need to ensure that our vision and our priorities meet the needs and aspirations of local people within our communities. To achieve this we need to establish, build on and continue to learn from a culture which values doing things differently and more efficiently. We are committed to becoming a Flagship Authority, one which is based on a genuine desire to continue to focus on the priorities of our customers.
- To do this we need to become a Council which is rooted in and develops a high performance culture. This means that we need to embrace fundamental and transformational change and continue to seek new and innovative ways of delivering services.
- This strategy makes explicit our belief that we can only develop and change through our people. Engaging with our workforce and enabling them to do more and to support and empower them to do things differently will be crucial to our success and is the fundamental premise on which this strategy is based and rationale for its development.
- It is intended to be a 'living' document in which key activities are reviewed and added to so that we ensure that it continues to align to organisational priorities.
- We need to ensure that we are clear about our priorities and that these are shaped by, and driven by the needs and expectations of our communities. Engagement of our communities and of our workforce will be essential for our success in meeting this particular challenge.
- We are committed to becoming a key player both within the North West region and nationally ensuring that we are able to actively promote what we have to offer and to secure the investment we need to bring our aspirations for the people of Cheshire East to life. In the current changing and challenging economic climate, making the best and most efficient use of the resources we have, driving out waste while continuing to improve how we deliver and manage services will be critical to our success.
- Making these aspirations a reality is particularly challenging at this time when placed within our unique context of needing to quickly develop a single shared organisational culture and values from four different organisations.

Priorities, challenges and Drivers

National Priorities

- There are a large number of significant agendas and priorities we need to respond to, making this particularly timely. In responding to the shifting economic landscape and its challenges we need to ensure that we are well placed to continue to lead our communities and support them.
- We need to continue to focus on improving our services, driving out waste, reducing our costs and demonstrating real value in what we deliver to our communities.
- Through our **Corporate Plan**, we have committed to transforming our services and the way we do business to meet local needs and priorities and ensure that the way in which these are planned for and delivered means we are best placed to continue to deliver efficiencies and real savings.
- The **Local Government Workforce strategy (LGWS)** - The LGWS is a comprehensive strategy that has evolved over the past 6 years. The strategy supports authorities in delivering the sustained transformation needed to achieve faster, fitter, more flexible, resident focused and personalised public services, outlining the need for change. It identifies the actions needed at local, regional and national level.
- Our **Economy** - An analysis by the Chartered Institute of Personnel and Development (CIPD) predicts that across the economy in general, there will be significant cut backs and that pay will rise much more slowly in real terms, if at all. There will also be pressure on other benefits that staff are used to. All this, CIPD believes, will create significant challenges for managers in maintaining “employee ability, commitment and contribution”. (LGWS Update 2009).
- **Children’s and Young People’s Strategy** - The Children’s and Young People’s Strategy was published in 2008 by the Department for Children’s, Schools and Families. The Strategy calls for a more integrated approach to the development of leaders and managers, stressing the need for pan public sector work.
- **The Adult Social Care Workforce Strategy** – this is currently being developed by the Department of Health and is due to be published in the late spring 2010. An interim statement stresses the need for bodies working in health, social care, housing, transport and leisure to all work together. Again, learning from best practice and planning for the future are highlighted as key priorities, especially since services are going to come under ever greater pressure from the ageing population. Indeed, it has been estimated that by 2020 there will need to be a 25 percent rise in the number of people working with older people in social care. The interim statement also focuses on the 21st century priority for the ‘personalisation’ of care.
- **Comprehensive Area Assessment (CAA)** – The new Key Line of Enquiry (KLOE) under the Use of Resources assessment, KLOE 3.3, assesses whether a council plans, organises and develops its workforce effectively to support the achievement of its strategic priorities. Clearly this is a fundamental and underpinning strand to the

People Strategy and the criteria set out in the KLOE will form the basis of the accompanying action plans. Advice and recommendations from the Audit Commission will be integrated into the strategy at regular intervals

Local Priorities

- **Transformation Programme** – The Council's transformation programme has identified large scale projects and continuous improvement necessary to meet the Council's future priorities through a strategic and coordinated approach which ensures we strive for change and innovation and are able to make real savings.
- **Sustainable Community Strategy** – This is an exciting time for Cheshire East as we consider our vision and priorities for the next 15 years through the Sustainable Community Strategy. Developing this strategy provides an opportunity to work with our key strategic partners to look to the future and deliver key actions for promoting or improving the economic, social and environmental well-being of the local area and contributing to the achievement of sustainable development in the UK. The Council is also preparing its Local Transport Plan and Local Development Framework, setting out Cheshire East's spatial and transport priorities for the next 15-20 years. These plans will be crucial in achieving our long-term ambitions and should be linked into the People and OD Strategy priorities and actions.
- **Clear Vision and Core Values** - Underpinning all our work for coming years will be a clear vision and a set of core values and principles which help us to share our aspirations and priorities with Cheshire East's communities.
- **'Getting local'** presents us with a real challenge and an opportunity to engage with our communities and ensure that we develop in ways which enable us to work with and respond flexibly to meet the specific needs of localities. Ensuring Cheshire East develops the capacity to do this through developing and enabling our workforce will be critical to our success.
- **Joined up planning** – to 'realise' our vision cannot be achieved in isolation. As we move forward planning, commissioning and delivery must be planned, consistent, joined-up and integrated with workforce planning.
- **Skills retention** - CEC needs to ensure that we are able to retain the skills we need to be successful in the future and keep focused on the achievement of our vision and strategic corporate objectives.
- **Drive for Efficiency** – The Council's ongoing need to make efficiency savings means that a longer term, more strategic approach to our people requirements is essential in order to identify, secure and allocate resources which will deliver services which represent real value for money and continue to generate efficiency savings.
- **Staff Survey** – Listening to our employees has told us that in order to deliver on improvement we need to improve in a number of key areas. Action plans and task groups will be set up to ensure that real improvement happens as a result of the staff survey and the people strategy will be at the heart of those improvements.

CEC Corporate Plan and Objectives

The Council's vision is to **“work together to improve community life”**

To achieve this vision, the Council has set out the following objectives and priorities to guide service delivery:

1. Children & Young People

1.1 We will enable all children and young people to fulfil their potential by:

- 1.1.1 Promoting their safety, care and stability
- 1.1.2 Improving their educational attainment

2. Adult Health & Wellbeing

2.1 We will improve the wellbeing, health and care of people by:

- 2.1.1 Encouraging healthier lifestyles
- 2.1.2 Increasing for older and disabled people their choices and their control over the resources made available to them
- 2.1.3 Helping older people to keep their independence as long as possible

3. Stronger Communities

3.1 We will ensure that people in local communities have a greater say about how resources are targeted in their area by:

- 3.1.1 Devolving service provision, decision making and where appropriate budgets to create greater local choice

4. Safer Communities

4.1 We will work with others to make all of our communities safer places to live, work and play by:

- 4.1.1 Reducing crime and the fear of crime by targeting anti-social behaviour and drug and alcohol abuse
- 4.1.2 Improving both traffic flow and road safety

5. Tackling Exclusion and Promoting Equality

5.1 We will enable people to have a good quality of life irrespective of where they live or their social or economic background by:

- 5.1.1 Improving service provision to rural areas
- 5.1.2 Facilitating appropriate transport for the public and service users

6. Local Economy

6.1 We will shape and maintain strong and prosperous neighbourhoods in which our residents are skilled and economically active, where businesses want to invest

- 6.1.1 Supporting the local economy and tourism to increase prosperity
- 6.1.2 Improving roads and highways
- 6.1.3 Where practical reducing the impact of the recession on both businesses and individuals

7. Environmental Sustainability

7.1 We will provide an attractive and sustainable environment which communities can be proud of by:

- 7.1.1 Reinforcing the distinctive characteristics of our towns, villages and rural areas.

7.1.2 Managing waste

7.1.3 Tackling climate change

8. Building a New Council

8.1 To support these priorities we will build a council that is responsive to changing needs and delivers value for money

8.1.1 Put customers first

8.1.2 Provide value for money

8.1.3 Enhance partnership working

8.1.4 Develop our workforce

This strategy has been developed to enable us to clarify the changes we need to make to ensure we are able to deliver these priorities and achieve positive organisational outcomes through our people.

2. Why develop a People and Organisational Development Strategy – what does it help us do?

- This People and Organisational Development Strategy is intended to bring clarity to the links between our aspirations and our priorities. More importantly it identifies the critical actions we need to take to achieve them through organisational change and through our people.
- Organisational Development(OD) is not new and in recent years it has re-merged as a highly significant and useful concept in the strategic management of change. It provides a holistic approach to help councils focus on and deliver the cultural and organisational change needed for continuous improvement.
- This strategy gives us a framework to meet our challenges – through the development of our strategies, people, systems and culture.
- Importantly developing a People and OD Strategy enables us to focus on the future – through asking and responding to fundamental questions;
 - *Where do we need to go?*
 - *What do we need to achieve?*
 - *How will we get there?*
 - *How will we learn and continue to improve?*
- This Strategy identifies how we will respond to these questions through our workforce and how in order to do this we will continue to value and develop them to do this.
- Using this approach and adopting a People and OD Strategy means that key initiatives can be considered as part of an overall 'map' meaning that not only can systems, culture and activities be more easily aligned to organisational goals – but

that our direction, progress and overall achievements can be communicated with greater clarity – and that these can be shared and owned across the organisation.

- The role of and impact that people make through contributing to key projects and initiatives and achieving milestones on these can be shared with them, and a greater sense of ownership and understanding of council direction achieved.

3. What Guides our Strategy?

Key Principles

A set of key principles guide and underpin our direction as we strive to deliver excellence for our communities. In supporting and enabling this work they underpin both the direction and actions within this strategy.

Clear Focus

- **4 C's** – customers, costs, culture, and enable cross cutting issues to be embraced through supporting cross-cutting working. Driven by our desire to be a forward thinking and Flagship Authority that seeks always to deliver real value for money for our customers and places them at the heart of everything we do.

Through our People – Engaging for Success

- This People and OD Strategy summarises the critical people driven and related aspects needed to make this happen. The wheel below summarises, how we, as individuals across Cheshire East Council need to change to achieve our ambitious aspirations for our Borough and its communities. To do this it will be essential that we continue to improve not only what we do now but also how we plan, lead and deliver our services for the future. Recognising that an engaged workforce will be critical to this process this strategy sets out the necessary actions to achieve this.

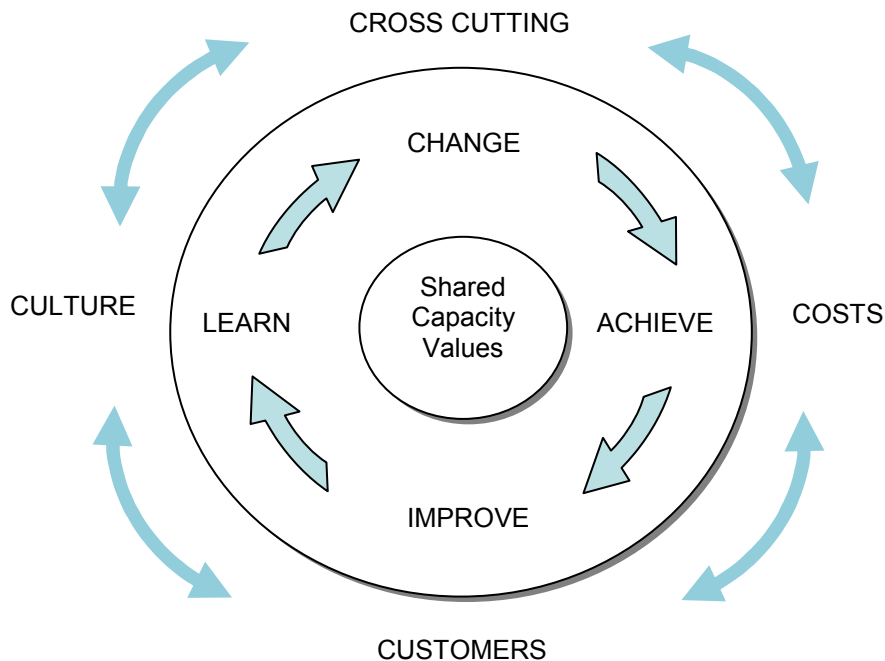
Learning and continuous improvement

- Equally important will be the need to ensure that we learn from what and how we do things that we share what we have learned and that this supports continuous improvement and becomes part and parcel of the 'way we do things'. In this respect there are critical and powerful levers we need to develop and use:

Turning strategic principles into practice means that we will ensure that our activities within this strategy reflect, support and encapsulate these principles through:

- *Engaging with our people and customers to inform, involve and enthuse.*
- *Recognising that Learning from what we and others do is an efficient and effective improvement tool*
- *Building a culture and valuing Distributed Leadership as 'Real' Leadership*
- *Recognising and developing talent for current and future demands*
- *Continuing to ensure that we plan effectively for future demands and aspirations*

Key Principles



- Our values guide and enable all of us to achieve, to improve and to continue to learn, in turn supporting our intention to become an organisation which engenders and fosters shared ownership for cross-cutting programmes.
- As an organisation we want to ensure that through this shared commitment we are able to reduce our costs, drive out waste, deliver improvements for our customers and communities and continue to build our capacity through developing an open, learning culture. The wheel above represents this visually.

What are our Values – *ASPIRE*

Critical to our success and the continuous improvement of what we do through our people will be the development of our values and a shared culture based around them. We believe shared values are important because they:

- Are more fundamental to the way in which we work and the way we feel about work than our objectives and priorities – and as such have a longer lasting and more powerful impact. They enable all of us within Cheshire East to share in what's important about what we do through expressing our intentions of how we do it.
- Define how we will work together and our desire to demonstrate them.
- Develop an organisational culture which provides and develops and fosters a real sense of ownership amongst our workforce, develops responsibility and 'pride in

taking responsibility for delivering and leading excellent services and brings clarity for our communities on how we **aspire** to work with and for them.

Through our values we strive to be an organisation which:

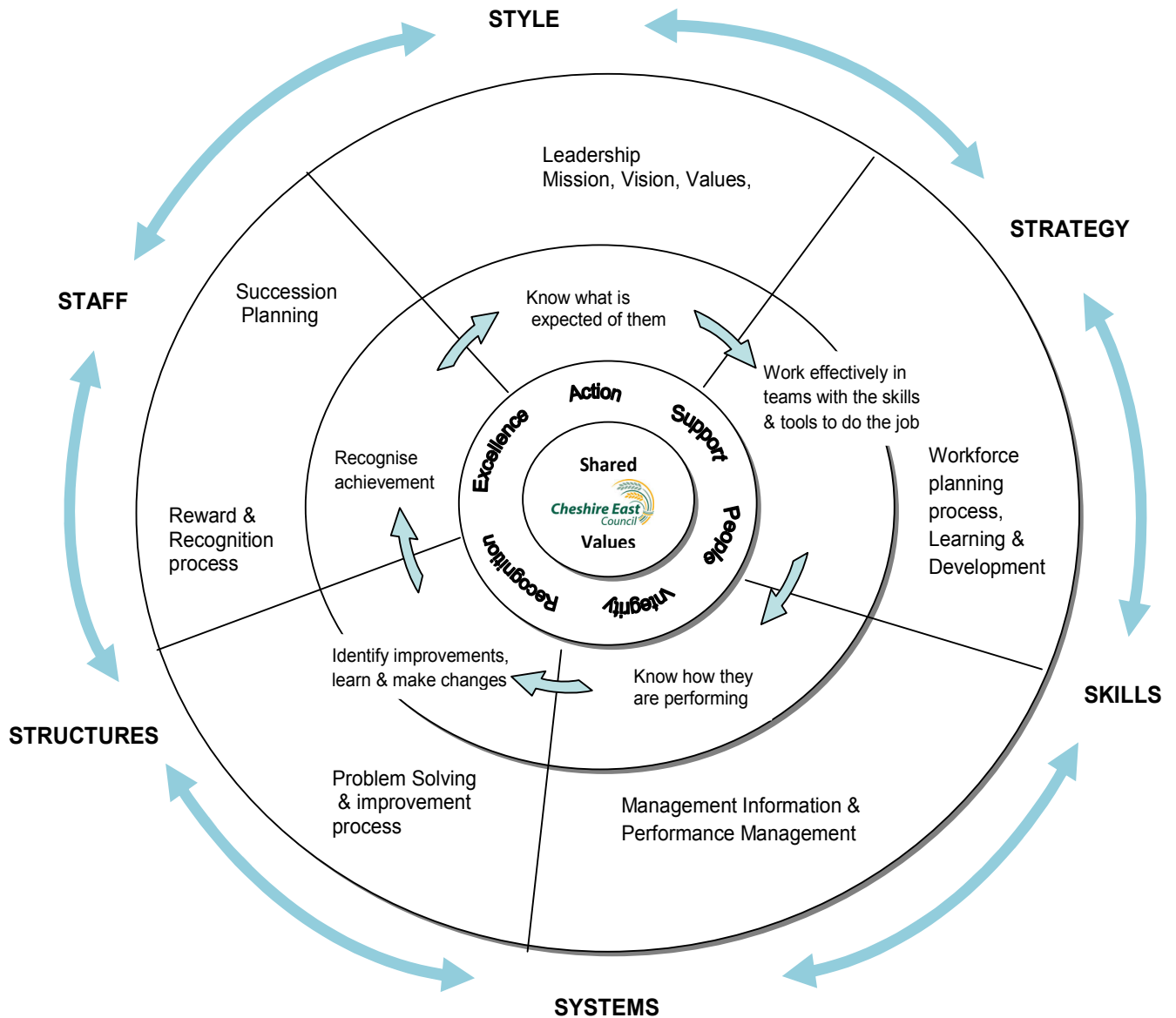
- Takes **Action** to take responsibility for making the right things happen;
- Is committed to **Support** to ensure that we work and learn together;
- Puts **People**, our customer and community needs first and at the heart of what we do;
- Demonstrates **Integrity** through being open, honest and fair;
- Believes and demonstrates that **Recognition** is important and values views, efforts and achievements;
- Is committed to **Excellence** through innovation and continuously improving all that we do.

Interconnections – a whole system approach

- Our organisation is complex, it is large in scale and scope and has increasingly diverse and challenging expectations from our communities and partners.
- A whole system perspective and approach brings clarity to the interconnections within the way in which we work to shape and deliver this complex agenda. This system based perspective frames and underpins the rationale of and the initiatives and actions within this strategy.
- The 'wheel' overleaf draws on and illustrates this approach and its interconnections.
- Within the 'wheel', our values underpin all that we as individuals do. In order to model these through the strategy we commit to enabling our workforce to know what is expected of them, to develop skills and team-working, to be clear about the performance they have achieved – and as importantly to recognise this achievement.
- At a strategic level we need to improve what we do in terms of our strategies, programmes and processes. These core processes form the outer segments of our wheel.
- Overarching these are our commitments through our corporate strategies to build organisational capacity and growth to deliver continuous improvements through both service transformation and workforce commitment and engagement and ownership. Through focussing on core organisational 'building blocks', the very outer circle, we will ensure we have a comprehensive and holistic view of

organisational development requirements and the most effective and efficient programmes to secure improvement.

The 7 S's Wheel



This strategy, which addresses both pressing priorities and longer term objectives focuses on identifying and signposting relevant core activities, projects and programmes within 'key themes' and thematic objectives.

4. What are our goals? Achieving success.

Thematic Objectives

We intend to address our priorities and longer term objectives through focussing our attention, investment and action within key themes, reflecting the organisational building blocks.

Focusing on our **STYLE** through developing leadership at all levels and building high performance teams and culture by:

- Developing a comprehensive leadership and management development offer through learning programmes, activities and resources.
- Developing and embedding leadership competencies and continuing to measure the outcome of their development across the organisation and grow our own leadership talent – at all levels.
- Creating launching and developing a 'Leadership Academy' and ensuring its sustainability and development through extending partnership working.
- Developing and programming a range of clearly focussed team development activities to build shared culture and commitment.
- Identifying and harnessing regional and sub-regional opportunities and support to build Cheshire East's leadership capacity and contributes to and enhances the profile of our organisation and our Borough.

Focusing on our **STRATEGY** through developing our strategic effectiveness in 'growing' future capacity by:

- Developing, implementing, aligning and embedding organisational workforce development planning and strategy.
- Developing a talent management and succession planning strategy to ensure sustainable capacity for improvement.
- Developing a compelling employer brand for Cheshire East to be recognised as an employer of choice.
- Attracting and retaining the very best people from a wide range of diverse backgrounds through a recruitment and retention framework.
- Developing and harnessing the opportunities offered through apprenticeship and graduate recruitment and development.

- Developing transformational effectiveness through transformational support programmes and continuous improvement activities.
- Retaining and building on the achievement of the Investors in People Standard and deriving maximum organisational benefit through using our pursuance of this to benchmark and improve on our people and performance management processes.

Focusing on our **SKILLS** through Developing our workforce for change and improvement by:

- Developing an Aspire 4 Excellence programme to develop shared understanding of and contribution to continuous improvement.
- Launching and developing our Skills Pledge and Skills for Life strategy and programmes.
- Developing our self-development potential and capacity through harnessing e learning resources and developing Cheshire East's 'e learning zone'.
- Developing our coaching and mentoring capability to enable us to 'grow' capacity and develop potential effectively and efficiently.
- Developing truly 'lean' thinking and capability through tailored development activities and programmes and ongoing support.

Focusing on our **SYSTEMS** through developing those which support organisational development, growth and improvement by:

- Developing, embedding and continuing to improve our values based corporate performance and development review system.
- Developing a skills capacity audit tool to improve and continue to inform workforce development planning and enable us to identify and predict capability 'pools' and 'gaps'.
- Developing and continuing to review a behavioural competencies framework to improve clarity and our effectiveness in assessing performance and targeting development.
- Continuing to improve our frameworks, systems and processes and measure the improvement we make through Investors in People (IiP) rolling reviews and assessments.
- Improving our Human Resources support offer through extending and continuing to develop effective and efficient self-serve systems to improve accuracy, accessibility, and speed of decision making

Focussing on our **STRUCTURES** through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement by:

- Developing our project and programme management expertise through a comprehensive development approach and agreed consistent methodology.
- Developing a modular change management programme and a 'change management toolkit'.
- Developing and reviewing competencies and behaviours to ensure that they continue to reflect organisational priorities and provide focus for development activities. In so doing enabling our workforce to respond flexibly to change and ensure continuous improvement.
- Developing and improving the Council's flexible and mobile working strategies to ensure we are adaptable and responsive to changing and conflicting demands.

Focussing on our **STAFF** through developing, improving and learning from engaging with our workforce by:

- Ensuring that we have equal pay across all areas of the Council.
- Continuing to improve how we engage with our workforce through the commitment to and development of our engagement plan and involvement in conferences and cross Council groups.
- Developing a recognition scheme which acknowledges and celebrates our workforce contributions, achievements and improvements and enables these to be shared across the council.
- Developing a 'performance' rewards culture that not only pays competitive salaries but also recognise and reward individual contribution and make an all-round competitive, innovative and flexible benefits package.
- Harmonising all sets of terms and conditions of employment and put in place an innovative, 'best practice' and Fit for Purpose set of HR policies, procedures and practices.
- Improving our commitment to equalities and diversity through progress in developing skills and understanding in line with the requirements of the Equality Standard for Local Government.
- Improving employee wellbeing and providing a safe and supportive working environment which ensures we continue to enable our employees to contribute effectively, reach their full potential and maximise attendance.
- Identifying and auditing the potential for stress and stress reduction and continuing to improve how we manage stress effectively.

Focussing on our SHARED VALUES through ensuring that all of these programmes and activities support and continue to embed them and develop our culture around them.

5. How will we get there? Achieving success, making the strategy work

Launching the strategy and sharing with others

Achieving success for a strategy is not about the production of a strategy document but rather it is about ensuring that its contents are brought to life. Focussing on the key themes will enable us to do this through sharing the progress made at regular intervals and through a range of appropriate communication channels.

- Gaining employee feedback and involving people through People and Organisational Development Roadshows will continue to give, invaluable information for refining our strategy and will help to ensure that we prioritise and 'place emphasis' on actions which will achieve the most relevant outcomes.
- Providing information and updating on the progress of the Strategy via summary documents available in leaflet and electronic format will further ensure that the Strategy remains on the agenda and maintains interest and involvement.
- Providing information through leaflet/handy guide summaries.
- Ensuring regular updates through '*TeamTalk*' and '*Talking East*'.
- Reporting progress and successes through Corporate Management Team and Cabinet.
- Sharing learning and innovation through our learning portal and network.
- Working closely with all of our stakeholders through regular focus groups and joint communications.

Specific roles and responsibilities

Leadership and the role of Corporate Management Team

- Making the strategy a success, and ensuring it continues to make an effective contribution to achieving our aspirations as a Council requires continued commitment.
- The strategy recognises the critical role our Corporate Management Team plays in supporting, driving and monitoring the progress of key initiatives, setting and sharing a clear strategic direction to inform further development within the strategy and also through supporting and developing leadership at all levels.

HR and OD Service

- The HR and OD Service has a key role to play in helping to shape, develop and motivate the new organisation and its workforce. We will be supporting managers in aggregating and transforming their services, workforce planning, development and complex case work to enable them to help to create a new culture which enables employees to be positive ambassadors for Cheshire East.

Specifically we will:

- Initiate, develop and lead on workforce development strategy and programmes. Providing a framework to support managers with organisational development and transformational change.
- Provide business process transformation expertise to services who need to improve their process and procedures; and other support to achieve service improvement.
- Provide a corporate training and development programme and lead on Investors in People development.
- Develop 'Best Practice' and innovative HR policies and procedures, supported by management guidance toolkits.
- To put in place a single set of harmonised pay and conditions for Cheshire East staff through the harmonisation project.
- To explore opportunities for further development of the Council's pay and reward strategy.
- Develop a complete set of harmonised Health and Safety policies and procedures and provide an integrated, proactive and professional Health & Safety support service for all departments.
- Through the HR Business Partners, continuously improve the expert HR advice and support provided to departments, services and schools and look for new and exciting opportunities for joint working and sharing Best Practice.

6. How will we know how effective we've been? What improvements will we see?

The following table summarises the key outcomes we expect to achieve through the implementation of each action relating to the seven themes. The specific actions and deliverables detailing how we will achieve the outcomes listed below can be found in our thematic action plans.

Thematic Focus	Key Outcomes
<p>Style</p>	<ul style="list-style-type: none"> ➤ A clear corporate commitment to leadership development to ensure strong leadership and improved strategic capacity. ➤ Improved strategic thinking and direction demonstrated through effective decision making, enthusing and motivating others ➤ Ownership, responsibility and accountability for making things happen at all levels across the organisation. ➤ The creation of an inclusive, participative and learning culture building on team development work for engagement. ➤ Improved performance management ➤ Continued commitment to high quality development for Elected Members to further improve leadership capacity and retain charter status. ➤ Improved skills levels through flexibility of learning and accessing of targeted opportunities with measured outcomes. ➤ Improved initiative and innovation through cross boundary co-operative and innovative team working. ➤ Improved use of funding opportunities to develop our capacity ➤ Greater feedback and participation in reviews and surveys ➤ CE plays a key role in leading Leadership Development, continuing to develop a 'Leadership Academy' approach with key partners.
<p>Strategy</p>	<ul style="list-style-type: none"> ➤ Workforce development plans are developed effectively and build on workforce involvement in, contribution to and understanding of these. ➤ Employees are involved in the business planning within the authority and recognise the links between business planning, corporate objectives, team objectives and corporate competencies. ➤ Succession planning and talent management is embedded in the workforce planning and workforce development planning processes and plans. ➤ A flexible, skilled and customer focused workforce which continues to improve customer service and satisfaction year on year. ➤ Improved working relationships and communication between Elected Members and CEC Management Team. ➤ Achievement of and continued improvement when measured against the Investors in People (IiP) National Standard.

Skills	<ul style="list-style-type: none"> ➤ Clear and corporate competencies and values are developed and embedded and their use evidenced to support corporate priorities and improvements. ➤ Leading and managing change are integral to corporate development activities and plans to build capacity for change and improvement. ➤ Change management policies and supporting toolkits for managers are developed and embedded to improve organisational effectiveness and capacity. ➤ Development and establishment of council processes which improve and share innovation and learning, including a staff suggestion scheme and learning network. ➤ CEC is recognised as a successful Learning Organisation and has a strong Learning Agreement in place in partnership with the Trade Unions. ➤ Greater access to better targeted, more widely available and more cost effective learning opportunities through e learning programmes and facilities. ➤ Establishment of a truly lean thinking culture across Cheshire East with increased numbers of innovative and improvement projects leading to service improvement.
Systems	<ul style="list-style-type: none"> ➤ Improved targeted performance improvement through embedding competency development framework. ➤ Improved communication and information available between internal and external clients through the use of technology, including improving on-line updates, e-newsletters and the development of a self-service HR system. ➤ Improved and more robust management information which is produced in a timely and accurate manner, enabling managers to make informed business decisions. ➤ Employees feel valued and know that their opinions matter to the development of the Authority through involvement in the business planning framework and processes. ➤ Embedded and more accurately measured performance improvement through clearer priorities and targets and specific development activities to enable their achievement.
Structures	<ul style="list-style-type: none"> ➤ More timely, effective and cost-effective structural change for improvement through increase programme and project management expertise. ➤ Greater flexibility and improved readiness and capacity for managing and responding to change improving organisational responsiveness and service delivery flexibility. ➤ Greater workforce flexibility which improves our 'employment offer', enables us to recruit and retain skilled employees and ensures the greatest possible organisational flexibility.

<p>Staff</p>	<ul style="list-style-type: none"> ➤ Single set of harmonised pay and conditions successfully negotiated and implemented by 2011. ➤ Job evaluation and equal pay audits carried out across the authority in a structured and systematic way. ➤ An improved and reviewed 'employer brand' which enables CEC to attract and retain motivated and skilled employees who believe they are engaged with, valued and paid fairly. ➤ Development towards a 'Total Rewards' statement for Cheshire East and a modern, 'fit for purpose' approach to pay and rewards, including the development of further salary sacrifice schemes to compliment the existing Childcare Vouchers and Cycle to Work Scheme. ➤ Successful pilot, revision and implementation of the Employee Engagement Scheme including specific improvements in staff feedback and whole workforce participation and feedback received through the whole staff survey. ➤ Effective management of and reduction in stress related absences across the authority through stress audits and stress awareness campaigns, in conjunction with Health and Wellbeing and Occupational Health. ➤ All managers actively involved in supporting work life balance initiatives and the ongoing development and improvement of the Councils Flexible and Mobile working options. ➤ Improved employee morale and motivation through genuine employee engagement resulting in improved service delivery and more efficient ways of working. ➤ Motivated workforce in place resulting in improved service delivery and more efficient ways of working.
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Measuring success and ensuring support

- Outcomes for the strategy as a whole will be identified through the action plan and measured and reported on bi-annually.
- Making progress in each theme area needs significant investment in terms of time, people and allocation of resources. In order to plan and manage this effectively, our 5 year strategy focuses on priority outcomes in each year initially.
- Priorities identified for Year 1 represent the most pressing needs for action and will form the fundamental bedrock for future improvements.
- The strategy will address a diverse range of priorities through an equally diverse range of programmes and activities. This means that it is important that a range of available evaluation mechanisms are used to measure impact, effectiveness and outcomes achieved.

- The actions identified as priorities in each year will form the basis of the HR and OD service plan and will therefore be measured through the corporate planning and performance monitoring framework.
- Key mechanisms and targets will be in-built within action plans where appropriate and will include:
 - A Range of National and local skills targets and measures;
 - The investment costs of activities and their Return on investment(ROI) in line with efficiency targets;
 - Council Employee Surveys and 'temperature tests' ;
 - Examining the impact of programmes and activities on National and local service performance indicators;
 - Reviewing and assessing the contribution and impact of activities on the achievement of targets within Cheshire East's Transformation Programme.
 - Feedback and perceptions from internal and external customers.
 - Feedback and perceptions from the staff.
 - The Council's ability to deliver value for money.
 - Formal recognition and accreditation against national standards and benchmarks e.g. IIP, CAA and The Equality Standard for Local Government.

Finding out more – Keeping in touch

To find out more and to keep up to date with all developments and progress with the Strategy or to make suggestions for how you think that we can improve in any of our People and Organisational Development Strategy themes please get in touch!

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