

Public Document Pack Cheshire East Shadow Council

C/o Westfields
Middlewich Road
Sandbach
Cheshire
CW11 1HZ

Your Ref:
Our Ref: HS
Please reply to: Helen Stanley (formerly Burt)
Direct Dial 01270 529644
E-mail: Helen.burt@congleton.gov.uk
Date: 16 May 2008

Dear Councillor

CABINET - WEDNESDAY, 21ST MAY, 2008

I am now able to enclose, for consideration at next Wednesday, 21st May, 2008 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

**Democratic
Services
Team**

- | Agenda No | Item |
|------------------|---|
| 3. | Direction under Section 24 of the Local Government and Public Involvement in Health Act 2007 (Pages 1 - 18) |
| 4. | Secretary of State's Proposed Changes to the Draft NW Regional Spatial Strategy (RSS) (Pages 19 - 24) |
| 5. | Delegation to Joint Implementation Team Officers (Pages 25 - 28) |
| 6. | Implementation Planning (Pages 29 - 34) |

Yours sincerely

Helen Stanley

Helen Stanley
Democratic Services Officer

Encs

This page is intentionally left blank

CESHIRE EAST CABINET

Date: 21 May 2008
Report of: Governance Group
Title Agreement of General Consent In Response To Direction Issued Under Section 24 Of The Local Government And Public Involvement in Health Act 2007

1.0 Purpose of Report

- 1.1 This paper sets out latest position concerning the issue of a Direction restricting certain transactions and made under the Local Government and Public Involvement in Health Act 2007 (the 2007 Act). It also proposes that a form of a General Consent document be agreed by the Shadow Authority to enable the business of existing District and County Councils to continue to proceed in the run up to Vesting Day. In order to seek to secure consistency of approach in relation to the Cheshire area, a report in similar terms is being submitted to the Cheshire West and Chester Shadow Authority.

2.0 Decision Required

- 2.1 That pursuant to its powers to give General Consent under the provisions of the Direction made on the 9 April 2008 under the Local Government and Public Involvement in Health Act 2007 the Cabinet, on behalf of the Shadow Council, agrees the General Consent in the form set out in Appendix 2 to this Report.

3.0 Implications for Transitional Costs

- 3.1 Failure to agree a suitably streamlined Consent regime may result in increased workload (and therefore possibly cost) in transacting the business of outgoing and Shadow Councils.

4.0 Background and Options

- 4.1 Section 24 of the 2007 Act permits the Secretary of State to issue a Direction against all Authorities being dissolved under a Structural Change Order. Following the making of the Cheshire (Structural Changes) Order the Department for Communities and Local Government (DCLG) made such a Direction on the 9 April 2008, but have agreed that it will not come into force until the 26 May 2008 to enable both Shadow Councils if they see fit to agree a General Consent. A copy of the Direction and the accompanying letter and Guidance Note is attached as Appendix 1. Essentially, the Direction will restrict Authorities from entering into revenue contracts and disposals of land over £100,000 or “capital contracts” exceeding £1m (or where the term for payment of such contracts is variable) without the consent of the Shadow Council. Where the contract or disposal relates to areas covered by both Shadow Councils or relates to land outside of both of those areas (eg in the case of a transaction by the County Council) then

the consent of both Shadow Councils is required. Where disposal involves land valued at over £100k and “required by any enactment” the consent of the Secretary of State is required. The DCLG have indicated in their Guidance Note that whilst these limits appear in the Direction they would recommend “as an urgent priority” that Shadow Councils give a General Consent which may apply higher limits and different parameters for relevant transactions (see covering letter and Para 15 and 35 of the Guidance Note).

- 4.2 The sanctions for not complying with the Direction and consent regime are draconian. Any contracts entered into by an authority without the required consent will be legally unenforceable by, or against, the authority in question and its successor new unitary council, and any transfer or acquisition relating to land will be void.
- 4.3 Accordingly, and in order to ensure a continuance of business in all affected Authorities in the lead up to Vesting Day, it has been acknowledged that a General Consent would be helpful and the latest Draft of such a Consent, to be agreed by the Cabinet, on behalf of the Shadow Authority, is attached (Appendix 2). This Draft has been the subject of consultation with relevant officers within all affected Authorities. At member level prior to the May elections the Joint Committee noted the current position and agreed in principle the content of the General Direction essentially in the form as reproduced in Appendix 2 (but references to Joint Committees have now been removed as no longer relevant). The only change to the document related to leases of seven years or less where the Cheshire West and Chester Joint Committee considered that a financial limit should be inserted. In relation to the nominated officers who would normally give consents there is an issue which requires clarification. Currently the Interim Monitoring Officer and the Interim section 151 Officer for the Cheshire East Shadow Council are employed by Macclesfield Borough Council. If a consent were being sought by Macclesfield Borough Council from the Cheshire East Council then this would create a potential for a conflict of interest for those officers. Accordingly for the purposes of the General Consent only however, it is recommended that where Macclesfield BC are seeking a consent then the authorised officers for the purposes of giving such a consent in those circumstances would be the Monitoring Officer of the County Council and the Section 151 Officer of Congleton Borough Council, and the wording of the relevant section of the Draft General Consent in Appendix 2 reflects this.
- 4.4 If the General Consent is agreed then Guidance will be issued to relevant officers in all affected authorities in relation to the Direction itself; the contents of any General Consent; and the processes and procedures for obtaining specific consents where the terms of the particular transaction are outside the limits set.

Conclusion

- 4.5 Indications were that although the Minister decided to make the Direction on the 9 April he was prepared to delay the “in force” date of the Direction until after the Shadow elections (and for a reasonable period thereafter) to allow the Shadow Council to consider the giving of a General Consent prior to it coming into force on 26 May. It is believed this was in recognition of the collaborative manner in which all affected Councils in Cheshire were approaching the matter and that the finalisation of a Draft General Consent was well advanced.

For further information:-

Officer: Gerry Budd, County Solicitor & Monitoring Officer
Tel No: 01244 972239
Email: gerry.budd@cheshire.gov.uk
Background Documents:- n/a

Direction made under section 24 of the Local Government and Public Involvement in Health Act 2007.

- 1) In exercise of the powers under section 24 of the Local Government and Public Involvement in Health Act 2007 (“the Act”) the Secretary of State makes this direction which has effect from 26th May 2008.

Interpretation

- 2) In this direction:
- a) “the West Cheshire councils” means Chester City Council, Ellesmere Port and Neston Borough Council and Vale Royal Borough Council;
 - b) “the East Cheshire councils” means Congleton Borough Council, Crewe and Nantwich Borough Council and Macclesfield Borough Council;
 - c) “the Cheshire West and Chester Council” means the Cheshire West and Chester District Council; and
 - d) “the Cheshire East Council” means the Cheshire East District Council.

General

- 3) The Secretary of State directs each authority specified in paragraph 4, being an authority which is to be dissolved by virtue of an order made under section 7 of the Act, that it may not, without her written consent, dispose of any land if the consideration for the disposal exceeds £100,000 and the authority is required to dispose of the land under any enactment.
- 4) The authorities are:
- a) the authorities comprising the West Cheshire councils;
 - b) the authorities comprising the East Cheshire councils; and
 - c) Cheshire County Council.

Particular

The West Cheshire and East Cheshire councils

- 5) The Secretary of State directs:
- a) each of the West Cheshire councils that from 26th May 2008 they may not without the written consent of the Cheshire West and Chester Council :

(1) make any other disposal of land, if the consideration for the disposal exceeds £100,000;

(2) enter into any capital contract

(a) under which the consideration payable by the relevant authority exceeds £1,000,000; or

(b) which includes a term allowing the consideration payable by the relevant authority to be varied;

(3) enter into any non-capital contract under which the consideration payable by the relevant authority exceeds £100,000, where –

(a) the period of the contract extends beyond 1 April 2009; or

(b) under the terms of the contract that period may be extended beyond that date; or

(4) include an amount of financial reserves in a calculation under section 32(3) or 43(3) of the Local Government Finance Act 1992.

b) each of the East Cheshire councils that from 26th May 2008 they may not without the written consent of the Cheshire East Council undertake any of the actions set out in paragraph 5(a)(1) to (4) above.

Cheshire County Council

6) The Secretary of State directs Cheshire County Council that from 26th May 2008 it may not without the written consent of Cheshire West and Chester Council undertake any of the actions set out in paragraph 5(a)(1) to (3) above, if the land is situated in, or the contract relates to, the area of the West Cheshire councils.

7) The Secretary of State directs Cheshire County Council that from 26th May 2008 it may not without the written consent of the Cheshire East Council undertake any of the actions set out in paragraph 5(a)(1) to (3) above, if the land is situated in, or the contract relates to, the area of the East Cheshire councils.

8) The Secretary of State directs Cheshire County Council that from 26th May 2008 it may not without the written consent of the Cheshire West and Chester Council and the Cheshire East Council :

- a)** make any other disposal of land, if the consideration for the disposal exceeds £100,000 and the land is situated in both the area of the West Cheshire councils and in the area of the East Cheshire councils or it is situated outside those areas;
- b)** enter into any capital contract which relates to both the area of the West Cheshire councils and the area of the East Cheshire councils or to an area outside those areas:
 - i)** under which the consideration payable by the relevant authority exceeds £1,000,000; or:
 - ii)** which includes a term allowing the consideration payable by the relevant authority to be varied;
- c)** enter into any non-capital contract under which the consideration payable by the relevant authority exceeds £100,000, which relates to both the area of the West Cheshire councils and the area of the East Cheshire councils or to an area outside those areas, where –
 - i)** the period of the contract extends beyond 1 April 2009; or
 - ii)** under the terms of the contract that period may be extended beyond that date; or
- d)** include an amount of financial reserves in a calculation under section 32(3) or 43(3) of the Local Government Finance Act 1992.

Signed by the authority of the Secretary of State

A senior civil servant

Department for Communities and Local Government

Date:

LOCAL GOVERNMENT REORGANISATION IN CHESHIRE

GENERAL CONSENT IN RELATION TO DISPOSALS, CONTRACTS AND AGREEMENTS

Introduction and Scope of Consent

- 1 This General Consent is based upon the fundamental principle that all existing/outgoing local authorities in Cheshire, and Shadow Councils established by the Cheshire (Structural Changes) Order (the “Order”), in the face of Local Government Reorganisation, will continue to uphold the highest standards of public administration and stewardship of public resources and have confidence in each other that these standards will continue to be upheld as the preparations continue for a smooth transfer of responsibilities to the two New Councils to be established on 1.4.09 by the Order. This General Consent recognises that many initiatives and actions of the existing/outgoing authorities will need to continue pending Vesting Day within established budgetary plans and seeks to avoid paralysis in public service delivery/development during this period. It sets out a number of instances where the further consent of the Joint Committee(s)/ Shadow Council(s) is not required by virtue of having been given by this General Consent.
- 2 The scope of this General Consent means that it will only apply to matters which are currently within the definition in Section 24 of the Local Government and Public Involvement in Health Act 2007 (and have been made the subject of a Direction made by the Secretary of State under that section in relation to the Cheshire area) and therefore in particular involve the following:
 - Non Capital (ie Revenue) contracts exceeding £100,000
 - Capital contracts exceeding £1m or where the term for payment for such contacts is variable
 - Disposals of land and buildings exceeding £100,000
 - Inclusion of an amount of reserves when setting the Authority’s Budget
- 3 Section 27 allows aggregation of these limits for disposals/contracts after 31 December 2006. The Direction makes it clear that aggregation of the limits will apply.
- 4 The matters which fall within the definitions contained in the Schedule can proceed in the normal way and are subject to a General Consent from the Shadow Council(s). These matters require no further consent to be obtained. Nevertheless in these cases it is expected that outgoing councils will ensure that contracts and agreements allow the maximum flexibility to the successor authorities to achieve future economy, efficiency and effectiveness. For example, limited extensions of existing contracts and break clauses in new contracts will provide early scope for reappraisal. Where matters fall outside the definitions then a specific written Consent will be required if the contract/ disposal is not to be void. The process for seeking and providing such Consents is set out in the next part of this document.

Process for seeking, and giving, of specific Consents

- 1 Where a Specific Consent is required, the Authority seeking the Consent shall submit a written request to officers designated for these purposes by the Shadow Council(s) the “Designated Officers” (i.e. the Interim Section 151 Officer and Interim Monitoring Officer of the Shadow Authority) in question providing such information as is reasonably required by those officers. Those Officers shall be authorised (and have the delegated power from the Shadow Council) to give any consents required, but shall, at their discretion refer the matter to the Shadow Council if they see fit. If there is no joint agreement between the Designated Officers then the matter will be so referred. At this stage, it is considered that those Officers are best placed within each of their Authorities to be aware of relevant contracts and disposals and their likely impact on the functions and financial position of the New Councils. Where the Authority seeking the consent is Macclesfield Borough Council, then the officers designated for the purposes of giving a consent in such circumstances shall be the Monitoring Officer of Cheshire County Council and the S151 Officer of Congleton Borough Council. Where a contract or disposal relates to areas or service provision covered by both Shadow Councils then the consent of BOTH will be required. Where this is not the case then only the consent of the Shadow Council which will be affected is required.
- 2 Records of the decisions of those Designated Officers within each Authority will be maintained. Where decisions were taken to give a Consent then these will be reported retrospectively to the relevant Shadow Councils. It is considered that this will (a) provide an opportunity for challenge as to the application of the General Consent regime in every relevant Authority and (b) in extreme cases enable any Authority to invite the Secretary of State to consider the matter further to issue a revised or specific Direction against a particular Authority or class of matter.

Review

This General Consent will be kept under review by the Joint Implementation Teams and amended or developed as necessary by the Shadow Council(s) in the light of experience and practical application.

The Schedule
TRANSACTIONS WHERE A GENERAL CONSENT TO PROCEED APPLIES

Land Transactions

- A disposal certified by the Monitoring Officer of the disposing authority that it is required by statute (e.g. purchase notices, compulsory purchase notices, right to buy sales) or in fulfilment of an enforceable legal obligation in existence as at 29.2.08.
- Leases of commercial premises built and/or existing as at 18 December 2007, with or without a premium, where the terms are certified as representing the best consideration that can be reasonably be obtained.
- Leases for seven years or less where the annual rental payable does not exceed £150,000 per annum.
- Consents to assignments, underleases and variation of terms where these are commercially prudent.
- Notwithstanding the above, disposals and acquisitions of land and/or buildings or interests in land/buildings where the consideration as expressed in any document effecting the transaction is less than £500,000.
- Transactions in respect of the property portfolio held and managed on behalf of the Cheshire Pension Fund

Contracts

- Contracts for goods or services which do not extend beyond 1st April 2009 where the contract does not contain provisions to enable extensions beyond that date.
- Notwithstanding any other category within this section, any contract for goods or services where the total value of the contract (including any obligations for future development or servicing) cannot exceed the sum of £3,000,000 for Cheshire County Council and £1,000,000 for any Cheshire District Council whether by extension, variation or otherwise
- Any Construction contract which, taken together with any related contracts for professional or specialist services, cannot exceed the sum of £3,000,000 for Cheshire County Council, and £1,000,000 for any Cheshire District Council whether by extension, variation or otherwise, save for events of an unforeseen nature which could not reasonably have been specified by the employer in advance and which become apparent in the course of construction
- Contracts relating to service provision for individual children or adults/older people.
- Essential responsive maintenance of buildings and highways.
- Any contract for goods or services which is required as an essential response to a civil emergency.
- Contracts relating to the employment of staff or agency workers.
- Agreements relating to the investment or borrowing of local authority funds either for short or long term purposes in accordance with an Authority's existing agreed Treasury Management Strategy.
- Contracts for the supply of utilities (eg gas or electricity).
- Agreements for the appointment of Investment Managers on behalf of the Cheshire Pension Fund and the allocation of funds or assets for investment to existing or new managers.

End of document.

This page is intentionally left blank



9 April 2008

Chief Executives
Chester City Council,
Ellesmere Port and Neston Borough
Council,
Vale Royal Borough Council,
Congleton Borough Council
Crewe and Nantwich Borough Council,
Macclesfield Borough Council,
Cheshire County Council

Dear Chief Executive,

CONTROL OF DISPOSALS, CONTRACTS AND RESERVES

1. I enclose a direction to your authority made under section 24 of the Local Government and Public Involvement in Health Act 2007 and which must be read in the context of sections 24 to 30 of that Act.
2. I also enclose a Guidance Note which contains an explanation of the direction together with guidance on how the Government sees the arrangements, brought into effect by the direction, might best work in practice.
3. The direction comes into effect on 26 May 2008. From that date, your authority, and all other authorities to which the direction relates, will be required to seek consent for a wide variety of transactions as provided for in the direction. To remove any uncertainty around the obtaining of consent for a disposal that a local authority is required to make by law, the Secretary of State has, simultaneously with this direction, issued a general consent for any disposal which is required under an enactment. A copy of the general consent is enclosed.
4. A number of routine transactions that authorities undertake on a regular basis will be covered by the direction. In order to ensure these continue unhindered, the Government recommends that the Shadow Authorities consider the issuing of general consents as an urgent priority.
5. I am copying this letter and enclosures to Philip Watson at the Government Office for the North West. Any queries on the direction or the Guidance Note should be addressed to Mark Doran or Thea Edwards at the appropriate address below.

Yours sincerely,

A handwritten signature in black ink that reads "Paul Rowsell".

P. ROWSELL

Paul Rowsell, Deputy Director Local Democracy
Department for Communities and Local Government
5/A1, Eland House
Bressenden Place
London SW1E 5DU

Queries should be addressed to:
Mark Doran: 020 7944 6729
mark.doran@communities.gsi.gov.uk

Or
Thea Edwards: 020 7944 5986
thea.edwards@communities.gsi.gov.uk

This page is intentionally left blank



CONTROL OF DISPOSALS, CONTRACTS AND RESERVES

GUIDANCE NOTE

1. The direction which this note accompanies is made under section 24 of the Local Government and Public Involvement in Health Act 2007 (the Act) and must be read in the context of sections 24 to 30 of that Act.

Context

2. The proposals for restructuring that are being implemented by the Cheshire (Structural changes) Order 2008 which came into effect on 5 March 2008 were put forward by local authorities in the area themselves. The proposals reflect the local circumstances in terms of service delivery, representation and engagement with local communities. The approach the Government has adopted is intended to build on the need for relevant authorities to work together through the Joint Committees and, subsequently, the Shadow Authorities established under the orders and, indeed, successful implementation of the new unitary authorities depends upon this. This direction is intended to further that approach, with local authorities co-operating ever more closely and working towards a common goal.
3. It is essential that all the affected local authorities (which are subject to the accompanying direction) are able to continue delivering high quality services to the public and run their day-to-day business in the period prior to 1 April 2009.
4. It is also of great importance that the Shadow Authorities which have the main transitional function of preparing for and facilitating the transfer to the new unitary authority are able to do so on a firm basis.
5. Any significant changes to level of assets or reserves of one of the authorities which will cease to exist on 1 April 2009 could change the financial situation that the new unitary authorities could reasonably expect to inherit when each becomes the sole principal authority for its area. Furthermore, if there are significant changes, the financial situation would be different to the one on which the original proposals were predicated.
6. The Secretary of State has, therefore, made the enclosed direction to ensure the implementation process can proceed on a clear and sound basis.

Specified person/authority whose consent is required

7. The direction specifies which person is required to give consent in relation to the matters covered in the direction. For certain disposals of land, the Secretary of State is the specified person.
8. Where the direction specifies a Shadow Authority as the person whose consent is required, the Government believes that this function should be exercised by the Shadow Authority's executive, since article 7 of the Structural Changes Order

Queries should be addressed to:
Mark Doran
Email mark.doran@communities.gsi.gov.uk

Zone 5 / A2
Department for Communities and Local Government
5/A1 Eland House
Bressenden Place
London
SW1E 5DU

provides that the Shadow Authorities shall adopt executive arrangements as set out in Part 2 of the Local Govt Act 2000, and section 13(2) of that Act provides that "Subject to any provision made by this Act or by any enactment which is passed or made after the day on which this Act is passed, any function of a local authority which is not specified in regulations under subsection (3) is to be the responsibility of an executive of the authority under executive arrangements."

West Cheshire Councils¹

9. The direction specifies that the persons whose consent is required for disposals, capital and non-capital contracts, and use of reserves in budget calculations (other than those matters reserved to the Secretary of State) by the West Cheshire councils is the Cheshire West and Chester Council (as established by the Structural Changes Order).

East Cheshire Councils²

10. The direction specifies that the persons whose consent is required for disposals, capital and non-capital contracts, and use of reserves in budget calculations (other than those matters reserved to the Secretary of State) by the East Cheshire councils is the Cheshire East Council (as established by the Structural Changes Order).

Cheshire County Council

11. The direction specifies different persons whose consent is required for disposals, capital and non-capital contracts, and use of reserves in budget calculations (other than those matters reserved to the Secretary of State) by Cheshire County Council, depending on whether the disposal or contract in question relates to the whole county or a specific part of it.
12. Where a disposal of land is situated in, or a contract relates to, the area of the West Cheshire councils, the Cheshire West and Chester Council is the specified person whose consent is required.
13. Where a disposal of land is situated in or a contract relates to the area of the East Cheshire councils, the Cheshire East Council is the specified person whose consent is required.
14. Any other disposals, any contract which relates to the areas of both West and East Cheshire or which relates to neither of those areas, and the use of reserves in any budget calculation by the County Council will require the consent of the Cheshire West & Chester Council and the Cheshire East Council (referred to below as 'Shadow Authorities' for ease).

¹ The West Cheshire councils are defined in the direction, as in the Cheshire (Structural Changes) Order 2008, as Chester City Council, Ellesmere Port and Neston Borough Council and Vale Royal Borough Council.

² The East Cheshire councils are defined in the direction, as in the Cheshire (Structural Changes) Order 2008, as Congleton Borough Council, Crewe and Nantwich Borough Council and Macclesfield Borough Council.

Queries should be addressed to:

Mark Doran

Email mark.doran@communities.gsi.gov.uk

Zone 5 / A2

Department for Communities and Local Government

5/A1 Eland House

Bressenden Place

London

SW1E 5DU

General consents

15. In the interests both of efficient administration and also to allow the affected local authorities to continue to fulfill their day-to-day functions, the Government recommends the Shadow Authorities should consider giving general consents in relation to matters specified in the direction.
16. Under section 26(2) of the Act, consent may be given:
- a. in respect of a particular disposal or contract, or in respect of disposals or contracts of any description;
 - b. unconditionally or subject to conditions.
17. In practice, this means that each Shadow Authority could, for example, issue a general consent for all non-capital contracts with a value not exceeding £100,000 which are for similar descriptions of matter (such as all leisure or cultural services contracts) or it could give consent in relation to specific programmes or projects (perhaps at the same time as approving a business plan and the expenditure associated with it).

Delegating this function

18. In accordance with article 7(4)(c) of the Structural Changes Order and in line with the relevant statutory provisions, including section 15 of the Local Government Act 2000, the executives of each Shadow Authority may arrange for the discharge of any of their functions by an officer of its constituent district councils or Cheshire County Council.

Matters where consent is reserved to the Secretary of State

19. Paragraph 3 of the direction provides that any disposal of land that a relevant authority is required to make under an enactment requires the consent of the Secretary of State. The purpose of this provision is to remove any uncertainty around the obtaining of consent required for a disposal that an authority is required to make by law. Together with this direction, the Secretary of State has simultaneously issued a general consent (enclosed with this Guidance Note) for any disposal which is required under an enactment. This ensures that when the local authority is required to dispose of land for example under the Right to Buy provisions of the Housing Act 1985 or by reason of a compulsory purchase order, those disposals will, in practice, be unaffected by the direction.

Disposals

20. Paragraphs 5(a)(1) and 8(a) of the direction which relate to disposals of land should be read in conjunction with section 27(1) of the Act.
21. In effect, this means that the threshold of £100,000 is cumulative so that, for example, a disposal of land would require the consent of the relevant Joint Committee or Shadow Authority if that disposal brought the total value of disposals of land by the authority after 31 December 2006 over £100,000.
22. Section 30(2) of the Act provides that “disposing of land” includes the disposing of a freehold or leasehold interest in property, entering into a contract to do so or granting

an option to acquire land or an interest in land. The word “land” covers buildings on land.

23. Although there is no explicit provision relating to the acquisition of land by an authority which is subject to the accompanying direction, we consider that any contract to purchase land would be likely to fall under paragraph 5(a)(2) of the direction as a capital contract.

Capital contracts

24. Paragraphs 5(a)(2) and 8(b) of the direction should be read in conjunction with sections 27(2) and (3) of the Act.

25. In effect, therefore, the £1m threshold is cumulative from after 31 December 2006 for any capital contract with the same person or relating to “the same or a similar description of matter”. Whether or not a contract relates to another of the “same or similar description of matter” will be a question of fact and degree in each case.

Non-capital contracts

26. Paragraphs 5(a)(3) and 8(c) of the direction should also be read in conjunction with sections 27(2) and (3) of the Act so that for any non-capital contract which extends beyond 1 April 2009 or which contains a provision allowing the term of the contract to be extended beyond that date, the £100,000 threshold is cumulative from 31 December 2006 for any such contract with the same person or relating to “the same or a similar description of matter”. Again, it will be a question of fact and degree in each case as to whether two contracts relate to the same or a similar description of matter. So a contract to collect domestic waste might not be in the same category as park maintenance services, although both are broadly environmental services, but a contract for the supply of office chairs may well fall within the same category as another contract for the supply of other office equipment.

27. New contracts of employment come within the scope of this direction and as a category of contracts relating to a similar matter, i.e. employment, the threshold of £100,000 may be reached quite quickly. In valuing the consideration of such contracts, the salary and financial value of other benefits (such as provision of a car) over the fixed term, would need to be taken into account. Once the threshold is reached, the relevant Shadow Authority may wish to consider giving a general consent for employment contracts entered into in the usual course of business where the salary does not exceed a certain amount or for example up to a certain point on set pay scales. More generally, the Shadow Authority and the affected local authorities may wish to consider agreeing a local protocol about the filling of vacancies during the transitional period(s).

Use of reserves

28. Paragraphs 5(a)(4) and 8(d) of the direction provide that consent is also required “to include an amount of financial reserves in a calculation under section 32(2) or 43(3) of the Local Government Finance Act 1992”. The direction applies to any such calculations made once the direction is in force.

29. The relevant Shadow Authority may wish to give a general consent for the use of reserves up to a certain amount in such calculations, or for use of financial reserves of a particular description.

Interaction with other consent regimes

30. As stated in section 26(4) of the 2007 Act, the issuing of a consent by the Secretary of State or a relevant Shadow Authority in relation to this direction does not remove any requirement on any authority to seek separate consent from any relevant person under any other applicable consent regime. Such other regimes are for example those relating to consent required under Part 2 of the Housing Act 1985 (e.g. for voluntary disposals, including Social HomeBuy) or under section 123 of the Local Government Act 1972.

In the event of disagreements

31. In the event that the person seeking consent and the person whose consent is required under this direction fail to reach agreement as to the value of any consideration which might be covered by the direction, in accordance with section 26(6) of the Act, the matter is to be referred to the Secretary of State so that the value may be determined. It is the Government's expectation that, if a Shadow Authority objected to an authority which was subject to the accompanying direction transferring land to another organisation as a 'gift' without charge, this matter would be referred to the Secretary of State under section 26(6).
32. It is also possible to envisage a situation where one Shadow Authority refuses consent for a particular disposal or contract while the other gives its consent. The Government encourages the Shadow Authorities to consider agreeing protocols as to the course of action should one party withhold (or be minded to withhold) consent in situations where the consent of both Shadow Authorities is required. Such protocols might include the use of arbitration.

Co-operating and consulting – all authorities

33. The arrangements under the direction and this guidance on how they should be carried out should be seen as the minimum level of co-operation that is desirable between affected local authorities in this period of preparing for and facilitating the transition to unitary local government. In accordance with the duty to co-operate, all authorities should seek to share such information as may be useful to the relevant Shadow Authority.
34. Affected authorities might, for example, wish to consider informing the relevant Shadow Authority at the earliest possible opportunity of any contracts that may reach their term during this period or shortly after 1 April 2009. This would enable the contracts to be considered in good time and a wider schedule of work to be agreed.

Immediate practical implications of this direction

35. On the coming into force of this direction on 26 May 2008, the relevant authorities will be required to seek consent for a wide variety of transactions according to the criteria above. This will, undoubtedly, include a large number of routine transactions that authorities undertake on a regular basis. In order to ensure these can continue

unhindered, the Government recommends that the issuing of general consents by Shadow Authorities be considered as an urgent priority. This may include general consents for the granting of housing tenancies (which will fall under disposals), for contracts relating to key children's or adult services, and the purchase of raw materials or essential operational and/or office equipment (which are likely to be done under contract). Local authorities should also ensure they check whether any other key contracts may be due for renewal, so that consents can be considered in good time.

36. The Government recommends that Shadow Authorities put in place the necessary arrangements for any additional delegation to officers that may be needed and to put in place any general consents, as may be most appropriate to the local circumstances.

Conclusion

37. The Government expects that relevant authorities will engage with their relevant Shadow Authority constructively and in a timely manner to facilitate the process of complying with this direction, consistent with preparing for and facilitating the successful creation of a new unitary authority.
38. We also expect Shadow Authorities to always act reasonably as public bodies, including by taking pragmatic decisions regarding requests for consent, dealing with these in an efficient and timely manner and considering, where appropriate, the issuing of a general consent and/or use of delegation powers to ensure the affected authorities are able to continue to carry out their day-to-day functions without undue difficulty.

CESHIRE EAST

Cabinet

Date: 21st May 2008
Report of: Joint Implementation Team
Title Secretary of State's Proposed Changes to the Draft NW Regional Spatial Strategy (RSS)

1.0 Purpose of Report

- 1.1 To set out items of interest to Cheshire East from the Secretary of State's Proposed Changes to the draft Regional Spatial Strategy and propose a consultation response.

2.0 Decision Required

- 2.1 Cabinet is requested to approve the proposed consultation responses as set out below (4.16, 4.23 and 4.26) and that other matters be taken into account in developing the Local Development Framework for Cheshire East.

3.0 Implications for Transitional Costs

- 3.1 N/A

4.0 Background and Options

- 4.1 The draft North West RSS was submitted by the North West Regional Assembly in January 2006.
- 4.2 An independent Panel held an Examination in Public into the draft RSS between November 2006 and February 2007, and subsequently published a report making a number of recommendations for changes to the draft RSS.
- 4.3 The Secretary of State has considered the recommendations made by the Panel and has also taken into account the representations received on the draft RSS and changes made to Government policy before the end of January 2008.
- 4.4 The Secretary of State has produced a document detailing the proposed changes to the draft RSS, which has been published for public consultation until 23rd May 2008.
- 4.5 Following consideration of the responses to this consultation, the Secretary of State intends to publish the final version of the North West RSS in July 2008.
- 4.6 It is understood that Macclesfield BC, Congleton BC, Crewe and Nantwich BC and Cheshire CC will make separate representations, but it is also considered appropriate for the Shadow Authority to make its own response on issues likely to be of significance to the new Local Authority.

- 4.7 This will allow the Shadow Authority to record its views on the Proposed Changes document and to influence the Secretary of State in producing the final adopted version of the Regional Spatial Strategy, which will form part of the Cheshire East Development Plan.
- 4.8 **Partial Review.** With the publication of new national planning guidance, there is an urgent need to review RSS policies on housing, waste and energy. It is proposed to carry out a Partial Review of the RSS covering these policy areas as soon as possible.
- 4.9 There is no objection to the principle of the Partial Review and there will be opportunities for the Shadow Authority and the new Unitary Authority to comment on issues relating to the Partial Review at the appropriate times, starting in June 2008 with consultation on Issues and Options.
- 4.10 **Spatial Priorities.** The first priority for growth and development within the North West will be the regional centres of Manchester and Liverpool and the second priority will be the inner areas surrounding these regional centres.
- 4.11 A number of towns and cities (including Crewe and Macclesfield) are listed in a third tier of locations identified for growth. Within this list, Crewe is also highlighted as a location with particular opportunities for growth which should be harnessed in a sustainable way.
- 4.12 There is no objection to this approach and this will need to be incorporated into the Cheshire East Local Development Framework.
- 4.13 **City Regions.** In terms of city regions, the Secretary of State 'acknowledges the overlapping nature of city regions, but believes that, for the sake of clarity, policy should be articulated for discrete sub-regions that relate to administrative boundaries and that in terms of the articulation of policy local authority areas should be addressed in one city region or sub region only'
- 4.14 The Secretary of State proposes to amend the definition of city regions to reflect Local Government restructuring in Cheshire. Vale Royal will be moved into the Liverpool City Region with the other West Cheshire authorities. The whole of Congleton Borough will be moved into the Manchester City Region with Macclesfield Borough. However, the proposed changes document indicates that Crewe and Nantwich Borough would remain in its own sub region of South Cheshire.
- 4.15 This has the potential to cause difficulties and issues of policy consistency for the new authority. However, it is also clear that the Manchester City Region policies are based on the idea of the regeneration of central Manchester with restraint in the peripheral areas to support it. Due to Crewe's limited relationship to the Manchester City Region, it is not considered that growth in Crewe would have a significant impact on the regeneration of central Manchester. Placing Crewe and Nantwich in the Manchester City Region would subject the borough to Manchester City Region policies, which may preclude growth in Crewe. A South Cheshire Sub-Regional Study has been commissioned by the NWRA to examine the future role of Crewe and Nantwich and Congleton Borough areas, and the relationships between south Cheshire, and north Staffordshire / Shropshire. The findings of this study will provide important information when looking at potential future housing growth as part of the Partial Review.

- 4.16 ***Proposed Cheshire East Consultation Response:*** *It is proposed to submit a consultation response noting that the new Cheshire East Unitary Authority will be split between two different sub-regions.*
- 4.17 **Key Service Centres.** Alsager, Congleton, Knutsford, Middlewich, Nantwich Poynton, Sandbach and Wilmslow were identified as Key Service Centres in the draft RSS. The Secretary of State proposes to delete the list of named Key Service Centres, and replace this with a criteria-based approach that will leave their identification to Local Planning Authorities through the LDF process.
- 4.18 There is no objection to this proposal, which will allow such centres to be identified through the new Cheshire East Local Development Framework.
- 4.19 **District Housing Figures.** The annual average rate of housing provision for each of the three districts is unchanged from the previous draft version of RSS. The total number of net additional dwellings to be provided per year is 1,150 for the whole of East Cheshire (Congleton – 300; Crewe and Nantwich – 450; Macclesfield – 400).
- 4.20 The previous draft of RSS was clear that districts' total housing figures should not be exceeded over the plan period. Following the Examination in Public, the Independent Panel's report also advocated this approach. Following the publication of national Planning Policy Statement 3: Housing, and recent Government initiatives of Growth Points and Eco-towns, the Secretary of State proposes to remove the maximum ceiling to district housing figures in favour of a more flexible approach.
- 4.21 Within North East Cheshire, there is a requirement for continued careful monitoring and management of housing provision to ensure that new housing development does not result in an adverse cumulative impact on local and neighbouring housing markets. This is especially important so as not to undermine the continuing regeneration of inner areas of the Manchester City Region. The housing figures in these areas should be regarded as a maximum.
- 4.22 The position in South Cheshire is different. The overall spatial policy seeks to harness Crewe's potential for sustainable economic growth. Within this context, there is no need to regard the figures as a maximum provided that development can take place in a sustainable manner without adversely affecting regeneration initiatives in surrounding areas. The sub-regional study referred to above will investigate whether this can be achieved.
- 4.23 ***Proposed Cheshire East Consultation Response:*** *It is proposed to note that the removal of the ceiling may enable additional growth in South Cheshire where appropriate, but also has the potential to lead to additional development pressures in North East Cheshire which could undermine the regeneration of the inner areas of the Manchester City Region.*
- 4.24 At present, figures are allocated to individual districts; Macclesfield and Congleton fall into the 'Southern Manchester / North East Cheshire' typology whilst Crewe and Nantwich is in the 'South Cheshire' typology. It is not clear whether these figures would still individually apply to their respective pre-reorganisation geographic areas, or whether the figures would be aggregated for the new Cheshire East administrative area.
- 4.25 In any case, the Partial Review intends to review district housing figures and allocate new housing figures based on identified housing market areas. The

Shadow Authority will wish to consider the implications of this at the appropriate time.

- 4.26 ***Proposed Cheshire East Consultation Response:*** *It is proposed to request that the final adopted RSS includes clarification of whether the new Cheshire East authority would simply aggregate the housing figures for Congleton, Crewe and Nantwich, and Macclesfield to determine the figure for the whole of the new Local Authority area, or whether districts' figures would continue to be applied to the geographical area of each pre-reorganisation district after April 2009.*
- 4.27 **Employment Land.** The Panel's report had recommended disaggregating employment land supply requirements to district level. However, the proposed changes document has not included this recommendation. This means that the employment land requirements for Cheshire East are embedded within the requirements for 'Cheshire and Warrington'.
- 4.28 The proposed changes document indicates that disaggregation of employment land figures to district level will be left to the future Integrated Regional Strategy.
- 4.29 Table 6.1 indicates that Cheshire and Warrington has a need for 860 ha of employment land over the period 2005-2021. It also indicates that there was 1,171 ha in the supply in 2005. This means that there is likely to be a surplus of 311 ha of employment land up to 2021.
- 4.30 A new sentence is proposed in accordance with the Panel's report that encourages the de-allocation of employment sites that are unlikely to become available, are of poor quality, or are poorly located through the LDF process.
- 4.31 The new Cheshire East and Cheshire West and Chester authorities will need to liaise with Warrington Borough Council to identify how any de-allocations of land will be distributed. Figures should be distributed in accordance with local labour market areas, broadly indicated by Travel to Work areas identified in the 2001 Census. Further details regarding this policy will be set out in the RSS Implementation Framework.
- 4.32 **Emissions and Climate Change.** It is proposed to replace the on site renewable energy policy with a new policy on decentralised energy supply (policy EM18).
- 4.33 This means that there will be no requirement for Local Planning Authorities to introduce policies similar to the 'Merton Rule' which requires developments to generate a percentage of their energy requirements onsite from renewable sources.
- 4.34 Tables 9.7a, 9.7b and 9.7c detail the indicative sub-regional breakdown of targets for the total renewable energy generation capacity in 2010, 2015 and 202 respectively. The targets are set for the North West region, and also given at sub-regional level for Cheshire, but there is no further breakdown of the figures and there are no specific targets for individual districts
- 4.35 The percentage emissions reduction targets suggested by the Panel Report have not been included as they are expected to be set on enactment of the Climate Change Bill.
- 4.36 A new policy (DP9) deals with reducing emissions and adapting to climate change. This proposes that plans, strategies, proposals, schemes and investment decisions should contribute to regional policy to reduce carbon dioxide emissions from all

sources, take into account future changes to national targets for carbon dioxide and other greenhouse gas emissions, and identify, assess and apply measures to ensure effective adaptation to likely environmental, social and economic impacts of climate change.

- 4.37 It is also proposed to require all developments to meet the minimum standards set out in the North West Sustainability Checklist for Developments, and to achieve 'good' or 'best practice' standards wherever practicable.
- 4.38 It is not proposed to object to these changes.

For further information:-

Officer: Paul Ancell
Tel No: 01270 537550
Email: paul.ancell@crewe-nantwich.gov.uk

Background Documents:-

The Secretary of State's Proposed Changes to the Draft Regional Spatial Strategy 'The North West Plan' Submitted by the North West Regional Assembly.

*Documents are available for inspection at:
Joint Committee Support Office/ or EC JIT Support Office
Town Hall
Macclesfield
SK10 1DX*

This page is intentionally left blank

CHESHIRE EAST

Cabinet

Date of meeting: 21 May 2008
Report of: Interim Monitoring Officer
Title: Delegation to Officers

1.0 Purpose of Report

- 1.1 To delegate decisions to officers of the Joint Implementation Team.

2.0 Decision Required

- 2.1 Within a framework which recognises that policy decisions remain with Members and operational decision with officers, delegated authority be given to officers of the Joint Implementation Team to take all necessary action to achieve the implementation of the changes set out in the Cheshire (Structural Changes) Order and all associated matters relating to their lead areas (as listed), subject to the following exceptions:

- Any decision which is likely to have a significant effect on the budget of the new authority.
- Any decision which is likely to have a significant effect on the manner in which a service is provided to the public including the mode of delivery of services, the type of service or frequency of service.

3.0 Financial Implications for Transition Costs

- 3.1 None

4.0 Financial Implications 2009/10 and beyond

- 4.1 None.

5.0 Risk Assessment

- 5.1 Unless there is a delegation of some operational decisions to officers no decision can be made without first seeking the Shadow Cabinet or Shadow Council approval. This would create a situation where the transition programme would be so severely hampered that it would be at severe risk of failing to achieve a smooth transition of services and functions on 1 April 2009.

6.0 Background

- 6.1 The Shadow Council and the Shadow Cabinet can delegate functions to officers of the Joint Implementation Team (JIT). The JIT was set up under the Cheshire (Structural Changes) Order 2008. In order to achieve effective implementation, operational decisions need to be delegated to the JIT officers. This needs to be done within a framework that appreciates that policy decisions remain with Members while officers exercise operational decisions. The proposed arrangements mirror those delegations which were set up by the Joint Committee during its existence.
- 6.2 The officers of the JIT and their lead areas are:

Post/Role	Officer
Lead Officer	Viv Horton
CCC Lead Officer	Jan Burns
People Block Lead	John Weeks
Places Block Lead	Paul Ancell
Performance Block Lead	Glyn Chambers
Governance	Julie Openshaw / Mike Flynn
Finance	Lisa Quinn
HR	Trish Barnett
Policy/Programme Support & Communications	Cedric Knipe Vivienne Quayle Bill Howie Alistair Jeffs Simon Kennish

It is suggested that the JIT officers be given delegated authority to take all necessary action to achieve the implementation of the changes set out in the Cheshire (Structural Changes) Order and all associated matters relating to their lead areas subject to the following exceptions:

- Any decision which is likely to have a significant effect on the budget of the new authority.
- Any decision which is likely to have a significant effect on the manner in which a service is provided to the public including the mode of delivery of services, the type of service or frequency of service.

7.0 Reasons for Recommendation

- 7.1 To ensure the effective implementation of the Cheshire (Structural Changes) Order 2008.

For further information:

*Officer: Julie Openshaw
Tel No: 01625 504250*

Email: j.Openshaw@macclesfield.gov.uk

Background Documents: None

This page is intentionally left blank

CHESHIRE EAST**Cabinet**

Date of meeting: 21 May 2008
Report of: Policy Support Team
Title: Implementation Planning

1.0 Purpose of Report

- 1.1 To highlight critical milestones from the High Level Implementation Plan and to suggest proposals for regular progress reporting.

2.0 Decisions Required

- 2.1 The Cheshire East Cabinet is recommended to acknowledge the significance of the critical milestones and support the approach and timetable for reporting progress.

3.0 Financial Implications for Transition Costs - None**4.0 Financial Implications 2009/10 and beyond - None****5.0 Risk Assessment - All milestones should be considered against the full Risk Register.****6.0 Information**

- 6.1 From the High Level Implementation Plan a series of critical milestones from May 2008 are identified as fundamental to the successful delivery of the transition plan and listed below (the High Level Implementation Plan itself is attached as an appendix to this report). They should be considered alongside the top level risks which highlight the consequences of not meeting the specified dates. All April 2008 key milestones have been achieved.

i.	Approval of Project Initiation Documents Project Initiation Documents for People, Place, Performance & Capacity will define all major aspects of the projects.	May 08
ii.	Key Officer Appointments Designation of Interim Chief Finance Officer and Monitoring Officer Proportionality and Appointment of Cabinet Appointment of Leader / Deputy Leader Chief Executive Appointment by Shadow Authorities School Governors Reappointing Recruitment of Deputy Chief Executives	May 08 May 08 May 08 July 08 Sep 08 Oct 08
iii.	Area & Neighbourhood Working Develop Area & Neighbourhood Working Principles and Community Empowerment Principles Define Area & Neighbourhood Working Principles and Community Empowerment Principles Consultation with wider community commences	May 08 Jun 08 Jul 08
iv.	Financial Cost Envelope Initial Financial Cost Envelope 2009/10 (and beyond) including Dedicated Schools Grant and other Funding Streams Financial Cost Envelope 2009/10 (and beyond) including Dedicated Schools Grant and other Funding Streams	Jun 08 Jul 08
v.	Organisational Design Organisational Design Principles Decision on Shared Services Service Delivery Model (aggregation / disaggregation of Services) Principles for Aggregation / Disaggregation of Staff	Jul 08 Jul 08 Jul 08 Aug 08

vi.	Continuity of Frontline Service Delivery from 1 April 2009	Oct 08
vii.	All 'Key DCLG Milestones' as highlighted in the Implementation Plan	Various

6.2 Key Member/Officer Appointments

6.2.1 In May recruitment of the Chief Executive begins. The Chief Executive will be appointed towards the end of July and in post by November/December 2008 at the latest. Other key appointments vital to the programme include the appointment of Leader and Deputy Leader the Interim Chief Finance Officer and Monitoring Officer, appointment of Cabinet, and the reappointment of School Governors.

6.2.2 In September, the newly appointed Chief Executive will be required to agree high level organisational structures. Slippage of this milestone will not only delay implementation of the organisational structures but also have knock-on effects on the Deputy Chief Executive and Director appointments.

6.3 Area & Neighbourhood Working

6.3.1 Towards the end of May and through the summer Area and Neighbourhood working and Community Empowerment principles are to be developed and defined. Consultation with the wider community on Area & Neighbourhood Working will commence in July 2008.

6.4 Financial Cost Envelope

6.4.1 The Cabinet in June and July will consider the initial Cost Envelope for 2009/10 including Dedicated Schools Grant and other funding streams.

6.5 Organisational Design

6.5.1 A number of areas have been identified as contenders for an aggregated function and their suitability for a pan Cheshire service assessed. Recommendations will be put before the Cabinet Executive in July for consideration and endorsement.

6.5.2 Principles to guide the creation of the new organisational design of the two Authorities have been identified. Based on this the proposed Management Structures will be taken to the Cabinet in July. These milestones are crucial to ensure timely planning for the new structures and to prevent delays to other dependent milestones.

6.6 Continuity of frontline service delivery from 1 April 2009

6.6.1 It is essential that those who receive front line service provision are not affected by transitional upheaval on or after vesting day. In October, both People and Places Block Leads are due to confirm their readiness for ensuring continuity of all frontline service.

6.7 All 'Key DCLG milestones' as highlighted in the Implementation Plan

6.7.1 The *Department for Communities and Local Government* have emphasised the need to acknowledge key milestones outlined in the Order and include these in the High Level Implementation Plan. Such milestones include:

Results from the scoping / baselining exercise; compiling relevant information on staff, buildings, liabilities and assets of existing Authorities	Apr 08
High Level Implementation Plan (final version) and Risk Analysis	May 08
Draft Protocol for general consent in relation to Disposals/Contracts and Agreements	May 08
Production of Asset Register	Jun 08
Appointment of Chief Executive	Jul 08
Chief Executive in Post	Dec 08
Appointment of Statutory Officers (Finance Officer and Monitoring Officer)	Dec 08

7.0 Proposals for Reporting Progress

7.1 It is proposed that progress be reported monthly to the Cabinet. Each quarter the Cabinet also will receive an update on how the programme is progressing against the desired outcomes of Affordability; Partner and Stakeholder Support; Strong, Effective and Accountable Strategic Leadership; Neighbourhood Empowerment and Flexibility; and Value for Money and Equity

8.0 Milestones during May 2008

8.1 The following milestones which have been grouped under the relevant Block, Joint Transitional Project or Overall Programme, are to be achieved during May.

Overall Programme	Elections Take Place First Full Council Commencement of Chief Executive Recruitment Process
People	Managing Relationships with Schools – key issues paper produced Agree definition and Block (People or Places) of Cultural Services
Places	Service area sub group work streams commenced and work stream plans completed Initial engagement with Block and Joint Transitional Leads complete Alignment of Waste Contract Planning commenced
Performance & Capacity	Area & Neighbourhood Working Principles and Community Empowerment Principles to be developed. Draft Protocol for general consent in relation to Disposals/Contracts and Agreements (Key DCLG Milestone) Member Learning & Development events
HR	Shadow Council to make decision on Pay, Grading and Conditions of Employment Cabinet/Council decision on Severance
IT/ Knowledge Management	IT support for all Shadow Councilors to be in place

9.0 Reasons for Recommendations

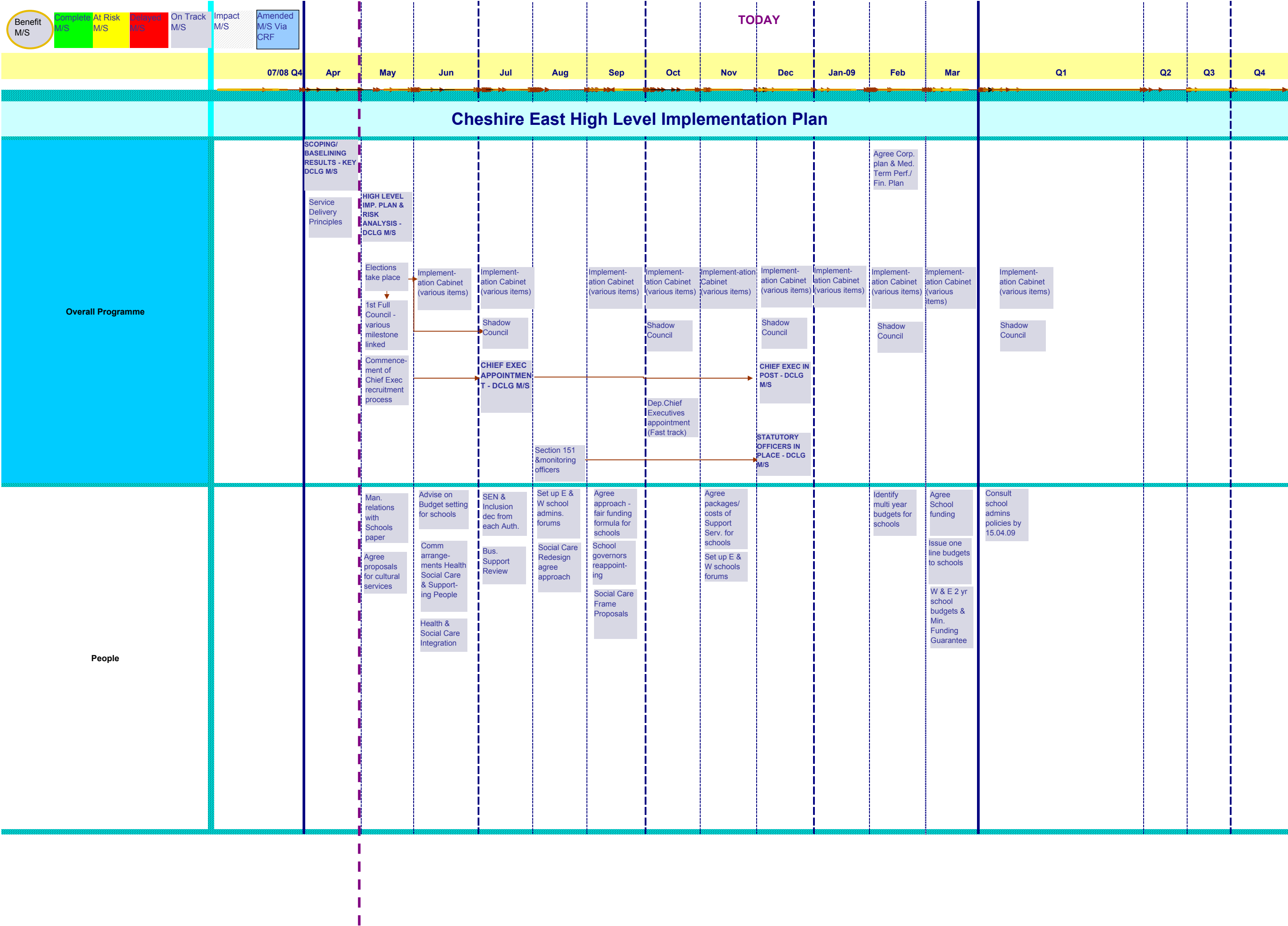
9.1 The key milestones are important and have a critical impact on the overall programme. Members will therefore wish to acknowledge and monitor their progress.

For further information:-

Portfolio Holder: Cllr Wesley Fitzgerald, Leader of the Council
 Officer: Alistair Jeffs
 Tel No: 01244 9 72228
 Email: alistair.jeffs@cheshire.gov.uk

Background Documents:- Documents are available for inspection at: Democratic Services, Westfields, Congleton

This page is intentionally left blank



	07/08 Q4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Q1	Q2	Q3	Q4
Places			Major Trnsport Scheme Funding		Waste disposal & collection issue paper Alderley Edge By Pass contract		LDF Local Development Scheme & Statement of Comm Involvement		LDF core strategy consultation Waste disposal contract pref. bidder								
Performance & Capacity			Area & Neigh. working principles defined DRAFT PROTOCOL DISPOSALS/ CONTRACTS & AGREEMENTS - DCLG M/S Member learning/ development						Est. shadow local Strat. Partnerships					Cheshire's LAA goes live Interim Sus. Cheshire Comm. Strat goes live Perf. Man. Framework in place by 01.04.09	New Local Strat. Part. Go live 2010 Comp Area Assessment Corporate Plan goes live		
HR		Training/ dev. Priorities/ provisions for JIT	Cabinet decision on Severance		Staff retention scheme considered F&MW employee principles agreed T & D Priorities and provisions and IIP	Principles for agg/dis-aggregation of staff	High level org. structures agreed			Strat. for pay & policy HR	Transitional structures agreed	Sen. Mans. (tier 3) recruitment		Finalise appointments & manage displaced employees			
Finance & Asset Management			Trans. costs & budget for E.J.C DCLG - Fin. Regs. - duties of the billing Authority DCLG Trans. Regs - duty to set budget for 2009/10	Advise on Budget Setting for 2009/10	Disaggregate County Budget, Assets & liabilities & formula grant	Transferral of assets agreement Medium Term Financial Strategy Update	Implemen Financial ledger for modelling		Finalise 2009/10 taxbase		Formal budget consultation Planning closure 2008/09 Accounts Medium Term Financial Strategy Update	Council tax billing system go live Agree 2009/10 Budget & Council Tax Corp Plan and Medium Term Performance & Financial Plan agreed by Shadow Council		Procure-ment contracts			
ICT/Knowledge Management			IT support for all Shadow Councillors in place	Shadow Auth. Web-sites operational													