

# Advisory Panel - Performance and Capacity

## Agenda

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**Date:** Thursday, 11th December, 2008  
**Time:** 2.00 pm  
**Venue:** Westfields, Middlewich Road, Sandbach, Cheshire, CW11 1HZ

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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**

7. Report on the proposed Local Area Partnerships including boundaries as taken to the Stakeholder Conference (Pages 1 - 10)

To consider a report updating the Advisory Panel on the development of Local Area Partnerships as developed through a Multi Agency Officer Group and internal Member Working Group, and next steps.

8. Task Groups (Pages 11 - 22)

To consider a report updating the Advisory Panel Performance and Capacity on the progress made in relation to each of the seven Task Groups that were established by the Panel.

9. Update on Partnership Working (Pages 23 - 32)

To consider a report updating the Advisory Panel on the activities of the Partnerships Workstream, specifically the development of the Cheshire East Sustainable Community Strategy (SCS), Cheshire East Local Area Agreement (LAA) and Cheshire East Local Strategic Partnership (LSP) as developed through a Multi Agency Officer Group and internal Member Working Group, and next steps.

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Please contact Carole Roberts on 01270 529733 or 01270 529736  
E-Mail: [carole.roberts@cheshireeast.gov.uk](mailto:carole.roberts@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

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## CHESHIRE EAST COUNCIL

### ADVISORY PANEL – PERFORMANCE & CAPACITY

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**Date of meeting:** 11 December 2008  
**Report of:** Partnerships Workstream, Performance & Capacity Block  
**Title:** Proposed Local Area Partnerships (including boundaries)

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#### **1.0 Purpose of Report**

- 1.1 To update the Advisory Panel on the development of Local Area Partnerships as developed through a Multi Agency Officer Group and internal Member Working Group, and next steps.

#### **2.0 Decision Required**

- 2.1 To receive the update report.

#### **3.0 Financial Implications for Transition Costs**

- 3.1 To be determined.

#### **4.0 Financial Implications 2009/10 and beyond**

- 4.1 To be determined. It is assumed that there will be cost implications in implementing any approach to area and neighbourhood working though the scale of cost will be determined by the nature of the arrangements put in place and any associated contributions (either in cash or kind) from partner authorities.

#### **5.0 Legal Implications**

- 5.1 None identified at this stage.

#### **6.0 Risk Assessment**

- 6.1 One of the key success factors of the People and Places bid was “a significant commitment to area and neighbourhood working that enables a balanced and effective approach to the delegation of service planning and delivery” through a framework which combines strategic leadership and neighbourhood flexibility. The Bid strongly promotes the establishment of Area Programme Boards to provide this interface. In assessing the success of the LGR transition and implementation of the principles underpinning the successful bid, it is likely that CLG will pay particular attention to this aspect of work.

#### **7.0 Background and Options**

- 7.1 As a reflection of Government thinking, the successful People and Places proposal and Business Case promoted effective area and neighbourhood working that reflected the democratic process, enabled interactivity with partners and was based on real communities of interest. In particular the bid promoted:
- A significant commitment to area and neighbourhood working that enabled a balanced and effective approach to the delegation of service planning and delivery
  - Community influence over public sector activity
  - An effective role for Parish & Town councils, individually so they could undertake their important local roles even better and collectively within the local and strategic partnership frameworks
  - Community organisations and neighbourhood partnerships playing a key role in influencing authority wide decisions and in working to deliver local services responsive to the needs of people and communities
- 7.2 The People and Places business case also suggested an Area Programme Board model with devolved decision making and budgets, with the following functions:
- Bringing together and providing a collective voice for the multiplicity of groups and organisations who are active locally, to influence the shape of high level strategy and policy, including the Sustainable Communities Strategy and individual plans of key agencies such as the PCT, Police etc
  - Developing area action plans (based upon the building blocks of Parish and Neighbourhood Plans) to provide the local dimension to LAAs
  - Monitoring and scrutinising performance in the local delivery of mainstream (standard) services and the meeting of LAA targets
  - Providing a collective local response to one off issues or proposals upon which the community has a view and articulating these at the local authority or LSP level
  - Providing a 'port of call' for the resolution of community calls for action
- 7.3 In an attempt to move the thinking forward, the Multi Agency Officer Group (comprising representatives from Police, Fire, PCT, CVSs, Cheshire Community Action and ChALC as well as local authority officers) and Cross Party Member Working Group (comprising Cabinet members and backbenchers) were formed to ensure early buy-in of both Members and partners to any new approaches to local working.
- 7.4 To date, these groups have:
- (i) formulated an outline model or framework for how partnership working at strategic, tactical and operational level will fit together (Appendix A);
  - (ii) developed a series of principles to underpin area and neighbourhood working (Appendix B);

- (iii) drafted outline terms of reference for Local Area Partnerships (LAPs) based on the original People and Places concept of Area Programme Boards (Appendix C); and
- (iv) considered suitable boundaries for the Local Area Partnerships based upon three potential building blocks – ward boundaries, parish council boundaries and Super Output Areas.

7.5 The model, principles and outline terms of reference were endorsed by the Cabinet on 7 October and are now subject to wider discussion and debate with partners. Consultation is also underway on the number and geography of the Local Area Partnerships. After much debate, it was agreed that an initial suggestion of eight LAPs covering Cheshire East and based on middle layer super output areas should form the basis of this consultation.

7.6 The work completed to date was presented to a key stakeholder event on 27 November and delegates were asked to identify potential issues or problems with the proposals. In general feedback was positive though, inevitably, ‘tweaking’ of the proposed boundaries was suggested. Further discussion and development of the proposals will continue during December and January through a Member Stakeholder Event (16 December), Local (Town & Parish) Councils Events (20, 27 and 28 January) and a second partner event (targeting current LSP partners) also during January.

7.7 Effective local working needs to take account of the priorities and characteristics of all neighbourhoods recognising that one size does not fit all. In recognition of this, the model promotes a multi-layered approach to provide tailored solutions according to local needs, issues and circumstances. As a result, in addition to ongoing engagement and development of the Local Area Partnerships, project work to pilot specific approaches to neighbourhood working within the context of a LAP is planned. At this stage, four pilot areas have been suggested:

- Crewe – to further develop neighbourhood management approaches in areas of disadvantage;
- Bromley Farm / Congleton / Goostrey – to explore neighbourhood approaches in an area of urban (with disadvantage) and rural mix;
- Knutsford / Bucklow – to explore local area planning (i.e. amalgamation of parish plans into a local area plan) and parish clustering;
- Poynton / Disley / Adlington – to explore options for devolution to neighbourhood level.

Detailed project briefs, including a clear methodology for evaluation, are under development and it is hoped to begin pilot work early in the new year.

## **8.0 Reasons for Recommendation**

8.1 The Cheshire East Council needs to put in place arrangements to demonstrate how it will meet the People and Places bid commitments and ensure there are mechanisms in place to enable Cheshire East Council to respond to the needs

and priorities expressed by local communities. It is therefore important for the Panel to understand the broader context for this area of work and current developments.

***For further information:***

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*Officer: Alison Armstrong*

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***Background Documents:***

*Documents are available for inspection at:*

Cheshire East Council Support Office  
Congleton Borough Council  
Westfields  
Middlewich Road  
Sandbach

## PRINCIPLES TO UNDERPIN LOCAL WORKING APPROACHES

PRINCIPLE	INTERPRETATION
Evolutionary	We will change and adapt our approaches to local circumstances based on intelligence, learning and evaluation
Leadership	We will act as and with community champions and empower communities, groups and individuals, providing opportunities to work with others in tackling issues of local importance
Delegation/Devolution	We will encourage and build community capacity in order to delegate <u>or</u> devolve power, control and decision making to the lowest practical level, (i.e. as close as possible to the point of service delivery whilst securing value for money) so that action can be taken more efficiently and effectively
Added Value	We will ensure that any structures and mechanisms put in place have measurable outcomes and demonstrate additional improvement for the resources invested through effective performance management
Flexibility	We will recognise the diversity of localities through different working arrangements and within agreed frameworks and service standards
Inclusivity	We will seek to engage effectively and empower people and communities to participate
Accountability	We will ensure that our decision making processes are visible, transparent and accountable, in line with Compact principles
Responsibility	We will take collective ownership, with partners, of identified community issues and priorities
Understandable	We will promote structures and processes which are as simple to follow and engage with as possible
Evidence Based	We will share and promote available information and data to better inform our plans, actions and decisions and, in doing so, increase understanding and knowledge of our communities and the impact we are making
Affordable	We will ensure resources are available, within budgetary constraints, whilst balancing the need to demonstrate value for money in addressing the diverse needs of communities across the Cheshire East area

## **LOCAL AREA PARTNERSHIPS – SUGGESTED TERMS OF REFERENCE**

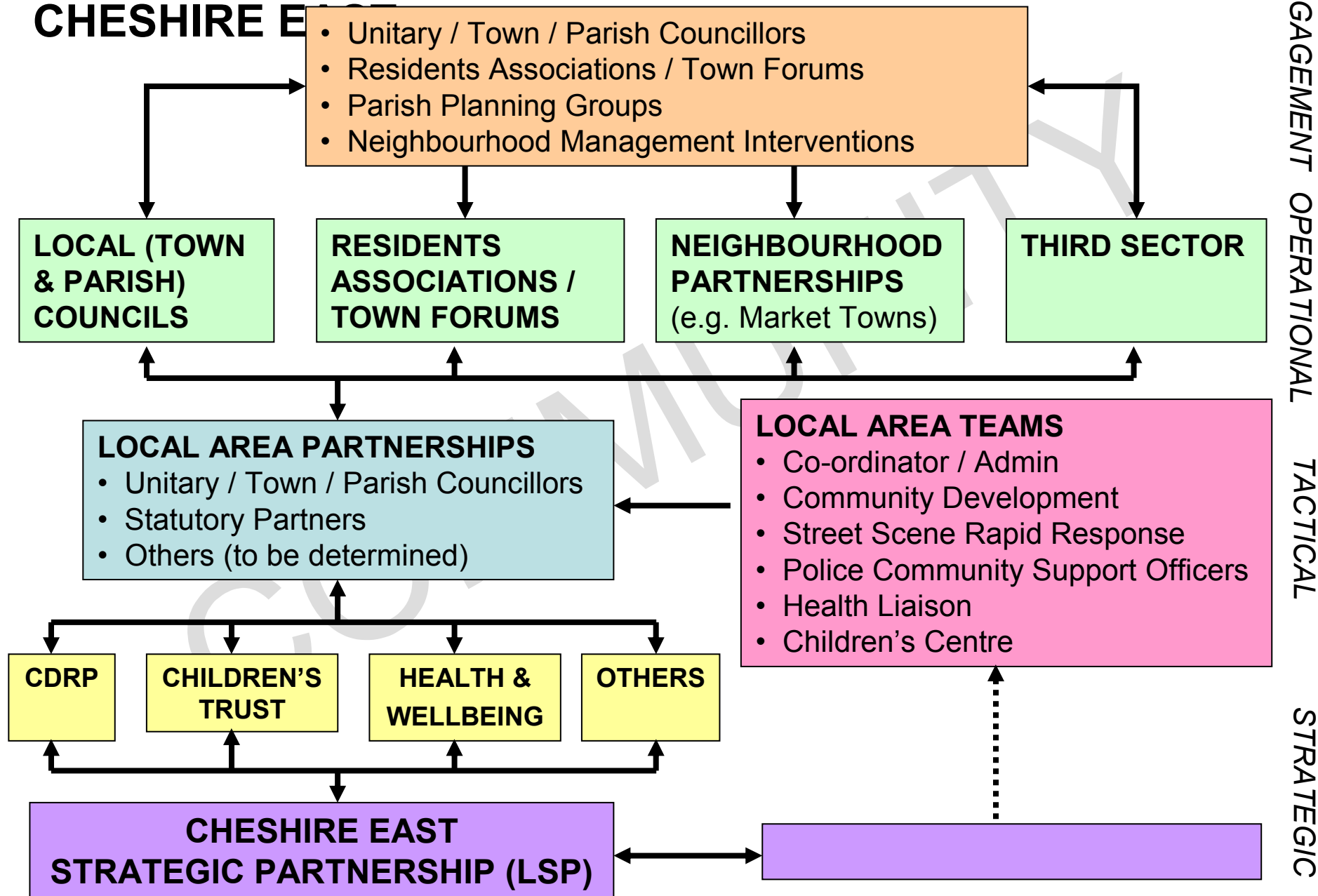
1. Build partnerships and inter-agency working with local public, private and voluntary organisations.
2. Develop structures and approaches that ensure the involvement of residents and communities of interest in local issues and decision making.
3. Oversee the development of mechanisms for community involvement, engagement and empowerment throughout the area.
4. Lead in the process of identifying local issues and priorities.
5. Assist local elected Members to represent the interests of their communities.
6. Prepare an annual Area Delivery Plan which amalgamates Parish and Neighbourhood Plans produced more locally and articulates the local response to the Sustainable Community Strategy and Local Area Agreement.
7. Prepare and endorse funding applications and allocate community grants in response to locally identified issues and priorities.
8. Undertake locality based commissioning to ensure the delivery of the right services, in the right place and at the right time to meet local needs.
9. Oversee the implementation and delivery of agreed local actions through an effective performance management system.
10. Receive local representations, hear representations and act as the first port of call for the Councillors Call for Action.
11. Influence the development and delivery of public services in the locality, both directly and in conjunction with partner organisations.
12. Oversee the use of the public estate in the locality.
13. Influence the development of strategies and plans through local discussion and consultation.
14. Facilitate a better understanding of local needs, priorities, views and opinions through consultation, the consideration and interpretation of local information, evidence and research and the production of an Area Profile.



15. Consider how the Council's strategic objectives are being met in local areas and advise the Cabinet and/or Scrutiny Committees on local matters.
16. Examine local issues referred to the Local Area Partnership by the Council, Cabinet or Scrutiny Committee.
17. Take decisions within existing policy, strategy and budget on matters delegated by the Council or Cabinet (to be the subject of further work).

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# A DRAFT MODEL FOR PARTNERSHIP WORKING IN CHESHIRE EAST

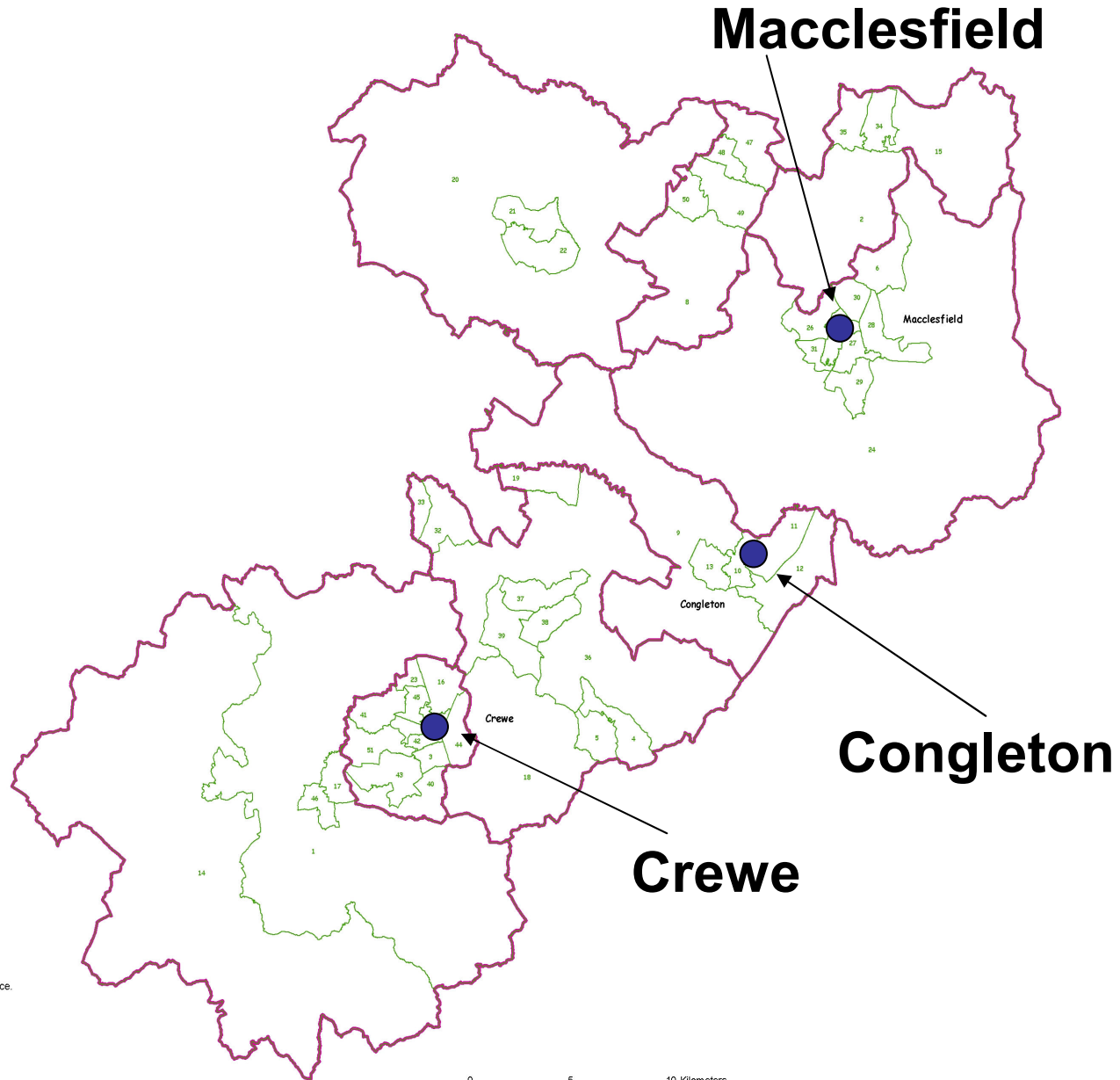


Cheshire East Unitary Authority  
 (with effect from 1st April 2009)  
Possible - Local Area Partnerships



**Key**

- Possible - Local Area Partnerships
- 'Building blocks'



Plot Scale: 1: 200 000

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## CHESHIRE EAST

### PERFORMANCE & CAPACITY

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**Date of meeting:** 11 December 2008  
**Report of:** Lead Officer for Performance and Capacity  
**Title:** Task Groups

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#### **1.0 Purpose of Report**

- 1.1 To update the Performance and Capacity Advisory Panel on the progress made in relation to each of the seven Task Groups that were established by the Panel.

#### **2.0 Decision Required**

- 2.1 To note the progress to date and to determine future arrangements for the Task Groups.
- 2.2 Members will recall that the Panel agreed to establish 7 Task Groups relating to the following areas although the exact Terms of Reference and remit remain unclear:-
- i. ICT
  - ii. Customer Access
  - iii. Branding
  - iv. Area and Neighbourhood
  - v. Finance
  - vi. Parish/Town Councils
  - vii. Corporate Development
- 2.3 The work undertaken so far by the Task Groups is attached as Appendix One to the report.
- 2.4 The Finance Task Group are in the process of arranging a meeting, therefore an update will be provided at the next meeting.
- 2.5 In respect of the Parish/Town Council and Corporate Development Task Groups, the Panel might wish to consider whether or not those particular Task Groups are still appropriate.
- #### **3.0 Financial Implications for Transition Costs**
- None.
- #### **4.0 Financial Implications 2009/10 and beyond**
- None.

**5.0 Legal Implications**

None.

**6.0 Reasons for Recommendation**

- 6.1 To ensure Members of the Panel are kept up-to-date in respect of the work being undertaken by the Task Groups and to consider how the Panel would like to progress the future working arrangements of the Task Groups.

***For further information:***

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### **Update from the ICT Task Group**

There have been four meetings so far. The first two meetings concentrated on Members' connection to the Cheshire East network.

A number of issues were raised about how the ICT work streams were progressing as a result a request for a report on the issues involved which were mainly of a technical nature was made.

The third meeting concentrated on the Issues Report. The Members requested a SWOT analysis of shared services. This further paper on the strengths/ weaknesses of a shared service and a possible alternative model was presented to Members. This was discussed at the last meeting and the Members accepted to review the paper and to discuss further with Ian Simpson/Erika Wenzel.

### **Update from the Customer Access Task Group**

The customer access member panel has met three times and has provided valuable input to shape the developing customer access strategy. The members have been particularly useful in voicing the needs of their local communities and two of the members have contact centre and business resilience experience. Cllr David Brown P&C Portfolio Holder has been a regular attendee and contributor at the meetings.

The first meeting on the evening of the 14<sup>th</sup> August 2008 was principally scene setting concerning the various customer channels, their usage and cost, which generated a lively and productive debate about the future direction of customer access.

The second meeting was on the afternoon of the 1<sup>st</sup> October at the Middlewich contact centre. Presentations were given regarding the setting evolution of Dalton House and the potential to use this facility as the principal contact centre for Cheshire East. An opportunity was taken to provide members with a tour of the contact centre. The future telephone numbering strategy was also discussed and a way forward agreed.

The third meeting on the afternoon of the 12<sup>th</sup> November was to firm up the Draft Customer Access Strategy and particularly the Guiding Principles, Objectives and Visioning Report approved by Cabinet on the 2<sup>nd</sup> December 2008. The proposed channel migration targets and the performance framework were also discussed, as was the need to gain a deeper insight into the needs of customers using customer segmentation tools like Mosaic.

### **The Future of the Panel**

The Panel has been very useful to date and has shown significant interest and commitment in developing efficient and effective customer services for Cheshire East. As we move through to implementation and beyond there will be many instances, for example face-to-face rationalisation and

partnership working, where it will be useful to consult with such a knowledgeable panel and it is hoped that they will remain for that purpose.

Another meeting is planned for the Group during January when opportunities will be taken to discuss customer communication, progress with the Inform 360 telephone self-delivery pilot, face-to-face/neighbourhood working and customer insight.



## CHESHIRE EAST

**PERFORMANCE & CAPACITY**


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**Date of meeting:** 11 December 2008  
**Report of:** Marketing and Communications Group  
**Title:** Brand Implementation Update

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**1.0 Purpose of Report**

1.1 To update the P&C Members Advisory Panel on progress

**2.0 Decision Required**

- 2.1 To note the progress to date and to:
- Note the implementation priority listing see Appendix 1 as recommended by the Members' Logo Task Group, subject to budgetary approval and confirmation from contractors of feasibility.
  - Ensure support and ownership from complementary workstreams such as Web, Customer Access, Procurement, Facilities and the operational services to implement the brand effectively and consistently.

**3.0 Financial Implications for Transition Costs**

3.1 The efficient management of the £250k transitional funding already approved.

**4.0 Financial Implications 2009/10 and beyond**

4.1 As the project will require ongoing funding, the provision of additional funding and the pooling of existing service budgets that would be allocated to ongoing costs such as uniforms or new vehicles will need to be explored.

**5.0 Legal Implications**

5.1 Trademark application has been progressed; it is anticipated that the granting of a trademark will be completed by 1 April 2009.

**6.0 Progress to date****6.1. Branding**

The first version of the CEC Brand Manual was launched on 14<sup>th</sup> November covering print and logo applications. This is available to download from the CEC website along with artwork formats. A number of requests for use of the logo have been received and we are anxious to ensure that all applications are approved prior to print. An interim logo with wording below has been included for use in

instances where the new CEC brand will be used alongside existing Council branding. See Appendix 2.

The trademark application has been submitted and we expect to have this granted by 1 April. Information regarding the process of commissioning a coat of arms for the new Borough has been received and we are in the process of submitting an application to the College of Arms.

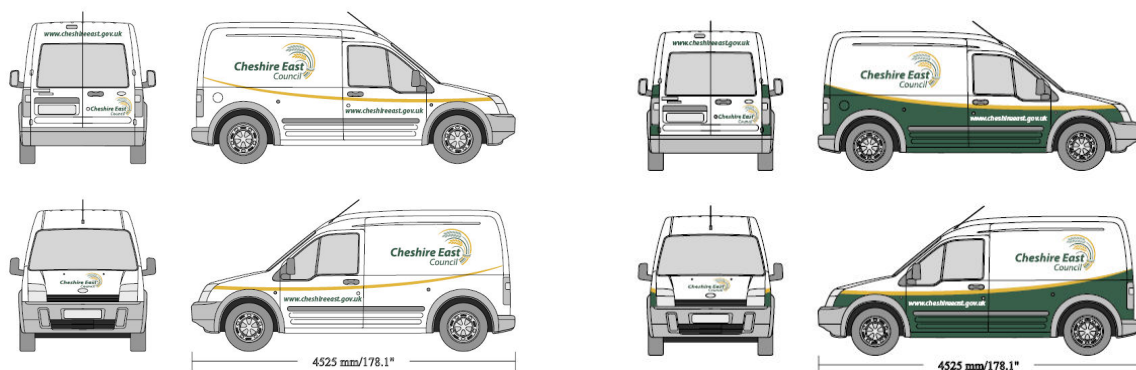
## 6.2. Publications

Initial design concepts have been prepared for the new CEC residents' newspaper/magazine. Costing and frequency options have been reviewed by the Management Board for approval by Cabinet.

## 6.3. Re-branding

A number of meetings have been held with the 3 key project groups most critical to the re-branding process:

- Uniforms – a workstream lead has been appointed for each operational service across both Districts and County services. Where potential economies of scale have been identified, joint groups are being established to identify opportunities to standardise uniforms e.g. all leisure staff and countryside rangers. The tender process has been amended to take advantage of an existing OGC tender with 4 national uniform providers combined with the flexibility of retaining local providers of specialised equipment. The list of suppliers who responded to the initial expressions of interest will also be retained for reference and use by procurement.
- Signage – audits of all existing signage are in the process of being collated and prioritised. It is hoped a tender document can be issued w/c 15 Dec. from which an approved contractor list can be selected.
- Vehicles – as with signage, audits have been compiled and a similar tender document is being issued. Two proposed vehicle liveries have been designed to gain costing on.



- Highways signage – after liaising with colleagues from Highways a proposal is being investigated to install back to back signs along the East/West border to reduce costs. The proposal to retain the existing Cheshire county boundary signs and Parish signs and remove existing Borough signs has

been agreed by Cabinet and is in the process of being considered by CWAC.

The re-branding process re. uniforms and signage has highlighted the need for full staff engagement with Communications and buy in to the process in order for a successful transition. Support of senior managers would be appreciated to ensure co-operation and adherence to branding guidelines.

#### 6.4. Stakeholder Conference

Communications support for the event including staging, signage and presentations was provided.

#### 6.5. Media Relations

Press releases have been issued for the latest staff appointments, EW visits to Congleton and a Macclesfield Children's Centre. A media briefing for EW to meet the local media was held at Westfields. A large turn-out of local press and radio attended and resulted in substantial coverage in the media.

#### 6.6. Members Bulletin

Ongoing editions of a Member Briefings are being prepared.

#### 6.7. Website

Following the selection of a winning design in the consultation process, Communications have liaised with the web workstream to ensure the implemented web design retains as many of the original design's characteristics without compromising web functionality and practicality.

The screenshot shows the Cheshire East Council website. At the top, there's a navigation bar with links: Home, Business, Do it Online, Environment, Learning, Leisure, Living, Your Council, Transport & Travel. Below this is a 'Quick Links' sidebar with items like Agenda & Minutes, Contact Numbers, Consultation, etc. The main content area is titled 'Welcome to Cheshire East Council Website' and features a 'Key Story' section with a photo of a parade and a 'News' section with articles about Bonfire night and the Old Dee Bridge. There's also a 'Find My Nearest' section for council services. The footer contains copyright information and a Directgov link.

#### 6.8. Staff Communication

The third edition of 'Changing Times' was published and distributed to all staff w/c 17<sup>th</sup> November. A December edition will be distributed w/c 15<sup>th</sup> December. A new weekly newsletter from Erika Wenzel - 'Talking East' has been launched, written by the Communications team and distributed to all County and East District staff. A

programme of staff briefings to staff across all Councils has commenced enabling EW to meet staff and outline her vision for CEC.

#### 6.9. Communications Structure

A proposed structure was developed for the P&C Board along with costing options. A meeting of the County Communications staff likely to be disaggregated to the East and the existing East communications team was held to enable both teams to integrate and consider some of the key issues in the run up to vesting day.

### **7.0 Overview of Day One, Year One and Term One Issues**

7.1 See Appendix 1

#### ***For further information:***

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*Officer: Andrew Arditti*

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*Email: [andrew.arditti@cheshire.gov.uk](mailto:andrew.arditti@cheshire.gov.uk)*

## Appendix 1

Cheshire East Council			
Corporate Identity			
Current State Assessment			
Where will the new brand be used			
Item	Description	Volumes	Implementation
Identity Badges		14,200 staff	Prior to 1 April
Stationery			Prior to 1 April
Uniforms	Streetscene	190	01-Apr
	Community & Wellbeing	70	01-Apr
	Customer services	160	01-Apr
	Grounds Maintenance	100	01-Apr
	Community Wardens & CCTV	70	01-Apr
	Ranger Service	25	01-Apr
	Leisure Centres	700	01-Apr
	Parking Enforcement	60	01-Apr
	Housing	60	01-Apr
	Refuse/Recycling	150	01-Apr
	Social Care Residential	277	01-Apr
	Social Care Home Care	513	01-Apr
	<b>total staff req uniforms</b>	<b>2375</b>	
Building Signs	HQ and Town Halls	10	01-Apr
	Leisure Centres	21	01-Apr
	Community Halls/Centres	12	April - June
	Information Centres/OSS	40	01-Apr
	Car Parks	132	June - Dec
	Information Panels	8	June - Dec
	Other offices	30	April - June
	Day Centres Adult/Childrens/Fam	27	April - June
	Youth Centres/Hub	12	April - June
	Libraries	16	01-Apr
	County Farms	23	June - Dec
	Museum	1	April - June
Toilets		40	Dec 09 - March 10
Country Parks		8	April - June
Parks		20	April - June
Play Areas		160	Dec 09 - March 10
Allotments		15	Dec 09 - March 10
Cemeteries & Crematoria		15	April - June
Recycling Sites/Landfil		13	April - June
Bus Stops		1,327	June - Dec
Signs: County border/district/parish or County & District only		207 or 74	April - June
Vehicles	Engineering	4	April - June
	Bin Wagons	60	April - June
	Vans/Grounds Maintenance	95	April - June
	Ranger service	6	April - June
	Community Wardens	10	April - June
	CCC Vehicles	200	April - June
Bins			
	Wheelie Bins-Black/Brown	265,000	As replaced?
	Green bins	55,000	As replaced?
	Recycle Boxes	80,000	As replaced?
	Commercial Bins	1,100	As replaced?
	Litter Bins	4,000	As replaced?
	Dog Bins	700	As replaced?
	Total	412855	

## Appendix 2 Brand Manual – excerpts

### The Wheatsheaf

**'The Wheatsheaf' is the logo of Cheshire East Council.**

This must be the only logo used to brand Cheshire East Council internally and externally.

'The Wheatsheaf' is designed in two colours and must be printed in this form in most instances.

A greyscale version is available for single colour reproduction.

'The Wheatsheaf' must *only* be placed on a white background.

The reversed out white option is only to be used in exceptional circumstances where colour and greyscale reproduction are not possible. Use *only* on a green (PANTONE® 555c) or black background.

'The Wheatsheaf' must not be redrawn or recreated.

Font:  
Myriad Pro  
bold italic →

Myriad Pro  
regular italic →  
(See page 5)

**Cheshire East  
Council**

### Clear space, minimum size & Proportionality

**'The Wheatsheaf' should be communicated effectively.**

There should be clear space around the logo to prevent it being overcrowded by other elements.

The size of this area is equal to the height of the word 'Cheshire'.

There is a minimum size of 25mm wide to ensure legibility of 'The Wheatsheaf'.

'The Wheatsheaf' must never be squashed, stretched or otherwise distorted.

25mm

## The Colour Palette

The colour palette is used to reflect the essence, tone and purpose of printed material.

'The Wheatsheaf' uses the primary colours of the colour palette (see page 2).

The primary colours are the principal corporate colours of Cheshire East Council.

The secondary colours complement the primary colours and can be used independently of the primary colours.

Varying tints of the primary and secondary colours may be used but 'The Wheatsheaf' must only appear as specified on page 2.

### Primary Colour Palette



PANTONE® 555c (Green)  
CMYK 75 : 0 : 60 : 55  
RGB 14 : 101 : 75  
HEX #0E654B



PANTONE® 137c (Gold)  
CMYK 0 : 35 : 90 : 0  
RGB 248 : 179 : 35  
HEX #F8B323

### Secondary Colour Palette



PANTONE® 1805c (Red)  
CMYK 0 : 91 : 100 : 23  
RGB 188 : 43 : 22  
HEX #BC2B16



PANTONE® 2603c (Purple)  
CMYK 69 : 100 : 0 : 2  
RGB 109 : 30 : 126  
HEX #6D1E7E



PANTONE® 307c (Turquoise)  
CMYK 100 : 16 : 0 : 27  
RGB 0 : 115 : 170  
HEX #0073AA



PANTONE® 2736c (Blue)  
CMYK 100 : 91 : 0 : 0  
RGB 0 : 54 : 138  
HEX #00368A



PANTONE® 375c (Lime)  
CMYK 41 : 0 : 78 : 0  
RGB 172 : 202 : 87  
HEX #ACCA57



PANTONE® 214c (Magenta)  
CMYK 0 : 100 : 34 : 8  
RGB 214 : 0 : 89  
HEX #D60059

## Stationery ~ Letterhead

All letters whether paper or electronic, should be on a clearly identifiable letterhead.

White paper *only* should be used for *all* types of stationery.

To eliminate the need for letterheads to be printed with many different service areas and addresses, there are two versions of the Cheshire East Council letterhead available:

- Pre-printed letterhead for use with a 'Word' template.
- Full electronic letterhead supplied as a 'Word' template for use with email *only*.

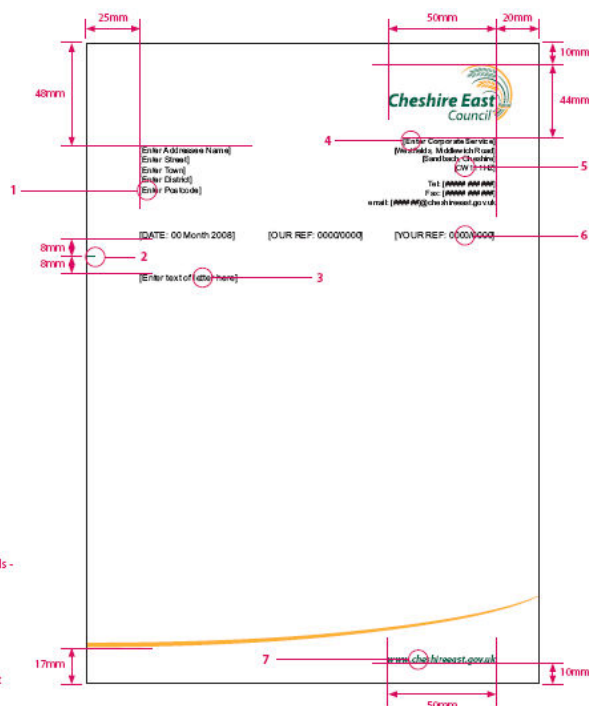
The typeface used on all 'Word' templates is 'Arial' (see page 6).

All stationery is printed using the two primary colours (see page 4). The overprinted text using the 'Word' templates should be black.

For continuation sheets, blank paper is recommended.



Pre-printed blank A4 letterhead



**Update from the Area and Neighbourhood Task Group**

A cross-party Member Working Group was established during the summer to steer and support activity developed through the partnerships workstream. This covers LSP, Sustainable Community Strategy and Local Area Agreement development as well as proposals and approaches for area and neighbourhood working.

The working group is chaired by Cllr David Brown and comprises the following Members:

- Cllr Wesley Fitzgerald
- Cllr Frank Keegan
- Cllr Andrew Knowles
- Cllr Brian Silvester
- Cllr David Topping
- Cllr Ray Westwood
- Cllr Howard Murray
- Cllr Paul Edwards
- Cllr Stephen Broadhurst
- Cllr Steve Conquest

To date, the working group has met on five occasions – 31 July, 18 August, 8 September, 6 November and 3 December. Over the course of these meetings, the group has contributed to the development of the interim (consolidated) Cheshire East Sustainable Community Strategy, a draft model for partnership working, definitions for neighbourhood and area working, principles to underpin area and neighbourhood working approaches, draft terms of reference for Local Area Partnerships (LAP) and proposed footprints for LAP boundaries. The next meeting of the group (to be arranged) will consider feedback from the current round of stakeholder events and engagement workshops, including an event for all Members scheduled to take place on 16 December, and proposals for the four neighbourhood pilots.

It should be noted that at the last meeting of the Working Group, Members were keen to promote the future of the Group as a stand-alone Advisory Panel in its own right due to the cross-cutting nature of the issues being considered and activities undertaken.



## CHESHIRE EAST COUNCIL

### ADVISORY PANEL – PERFORMANCE & CAPACITY

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**Date of meeting:** 11 December 2008  
**Report of:** Partnerships Workstream, Performance & Capacity Block  
**Title:** Update on Partnership Working

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#### **1.0 Purpose of Report**

- 1.1 To update the Advisory Panel on the activities of the Partnerships Workstream, specifically the development of the Cheshire East Sustainable Community Strategy (SCS), Cheshire East Local Area Agreement (LAA) and Cheshire East Local Strategic Partnership (LSP) as developed through a Multi Agency Officer Group and internal Member Working Group, and next steps. Appendix A illustrates how these three core areas of work fit together as part of the overall new performance framework for local authorities and their partners.

#### **2.0 Decision Required**

- 2.1 To receive the update report.

#### **3.0 Financial Implications for Transition Costs**

- 3.1 None.

#### **4.0 Financial Implications 2009/10 and beyond**

- 4.1 To be determined. Both the Sustainable Community Strategy and the Local Area Agreement, as the delivery plan of the SCS, are intended to influence the business planning processes of the local authority and all partners from across the public, private, community, voluntary and faith sectors within the local area.
- 4.2 In so doing, it is expected that priorities expressed within both documents inform how resources are allocated and services delivered by the local authority and its partners.
- 4.3 Furthermore, local authorities are expected to play a leadership role in LSPs, initiating and maintaining momentum in the LSP and ensuring appropriate representation across the different sectors including the involvement of local residents where appropriate and scrutiny of the actions of the partner authorities. Again there is likely to be a financial cost in fulfilling these responsibilities.

#### **5.0 Legal Implications**

- 5.1 LSPs are not statutory bodies and there are no provisions within the Local Government and Public Involvement in Health Act 2007 Act that create a legal relationship between either local authorities and 'the LSP' or their partners and 'the LSP'. LSPs are instead a collection of organisations and representatives coming together voluntarily to work in partnership.
- 5.2 However, the Local Government Act 2000 does place a statutory duty on all principal local authorities to promote the economic, environmental and social well-being of their areas to improve local quality of life through the preparation of a Sustainable Community Strategy in partnership with others (i.e. usually through the LSP). Once prepared, the Sustainable Community Strategy must then be agreed at full council in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000/2853.
- 5.3 Similar provision now also exists in relation to the preparation of the Local Area Agreement.

## **6.0 Risk Assessment**

- 6.1 In view of the legal implications outlined in above, the Council would be in breach of those statutory responsibilities placed upon it under the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007 if progress in this area was not made.

## **7.0 Background**

### **Cheshire East Local Strategic Partnership**

- 7.1 The concept of a Local Strategic Partnership (LSP) was formalised through the Local Government Act 2000 as the means by which representatives from the public, private, community and voluntary sectors could work better together to improve the quality of life of local people. Over time, the roles and responsibilities of LSPs have evolved but, in summary, are now to:
- exercise a **leadership and governing role** through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests;
  - have **oversight of and coordinate community consultation and engagement** activities of individual partners and where appropriate combine them;
  - produce a **Sustainable Community Strategy (SCS)** based on data and evidence from the local area and its population, to establish a shared local vision and priorities for action;
  - produce a unitary/county-wide **Local Area Agreement (LAA)**, based on the priorities identified in the area's Sustainable Community Strategy;

- have **oversight of the planning and alignment of resources** in the locality (where relevant to delivery of the Sustainable Community Strategies and LAA) in order to achieve more effective and efficient commissioning and ultimately better outcomes; and
- **review and performance manage progress** against the priorities and targets agreed in the LAA and ensure delivery arrangements are in place.

7.2 In order to effectively achieve the roles set out above, the following principles are suggested:

- (i) clear and transparent lines of accountability and responsibility through embedded democratic accountability;
- (ii) a structure driven by and reflecting local circumstances but expected to include some form of executive board able to take strategic decisions underpinned by the main thematic partnerships for the area;
- (iii) chairmanship of the board formally recognised by the relevant local authority's executive, though appointed by the LSP;
- (iv) representation from the local third sector and private business sector in the formal membership of the LSP and relevant sub-groups;
- (v) representative of the whole community, including the diverse range of minority community interests; and
- (vi) able to draw on environmental, social and economic expertise through its core membership and thematic partnerships in order to agree a robust Sustainable Community Strategy.

7.3 Across the Cheshire East unitary authority area, three district based LSPs currently exist within a wider Cheshire Partnerships Framework covering the county as a whole. Over the coming months, work is in hand with partners to dismantle these existing arrangements and replace them with a new partnerships framework to formally come into effect from 1 April 2009.

7.4 The construction of the new framework has been informed by a recent review of the current partnerships structure and will be further developed through a series of engagement workshops with key stakeholders and other partners throughout Spring 2009. The first of these events was held on 27 November 2008 and specifically targeted those named as 'statutory partner authorities' within the 2007 Act. This event enabled partners to hear more about the national context and to give initial consideration to the development of the LSP Framework. Following the event, a number of partners have volunteered to work more closely with the authority in shaping the future of partnership working in Cheshire East.

- 7.5 In accordance with the LGR transition project plan, it is envisaged to have a new Shadow LSP Executive Board in place by the end of the January 2009. Whilst the creation of new thematic partnerships is well underway in some areas (e.g. Crime and Disorder Reduction Partnership, Cheshire East Environment Partnership, Cheshire East Third Sector Congress, etc.), further work is needed across other key themes (e.g. Children's Trust). The establishment of a new Shadow LSP Executive board early in the new year is particularly important in driving forward the preparation of a new Sustainable Community Strategy and overseeing the review / refresh process of the Local Area Agreement.

### **Cheshire East Sustainable Community Strategy**

- 7.6 As outlined in paragraph 5.2, the Local Government Act 2000 placed a statutory duty on all principal local authorities to promote the economic, environmental and social well-being of their area and improve the quality of life of local people through the preparation of community strategies or plans produced in partnership with others.
- 7.7 The purpose of a Sustainable Community Strategy is to set the overall strategic direction and long-term vision for an area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It tells the 'story of place' – the distinctive vision and ambition of the area, backed by clear evidence and analysis. The Sustainable Community Strategy is, therefore, the overarching plan for the area and should be the key document against which other organisational plans and strategies are produced, decisions made and budgets set, i.e. Corporate Plan, MTFS, Service Plans, Local Development Framework, etc. This requirement should apply to all partners, not just the local authority.
- 7.8 As with LSPs, there are currently four Sustainable Community Strategies in place across the Cheshire East area. These are:
- Macclesfield Borough Sustainable Community Strategy 2007-2010
  - Congleton Sustainable Community Strategy 2007-2016
  - A Sustainable Community Strategy for Crewe and Nantwich 2006-2016
  - A Sustainable Community Strategy for Cheshire – Interim Document (May 2008)
- 7.9 A replacement Sustainable Community Strategy for Cheshire East will be prepared during 2009 through the newly constituted LSP framework. This will also reflect new information available about the Cheshire East area and the views of its residents identified through the Place Survey, the Joint Strategic Needs Assessment and other more recent research and intelligence.
- 7.10 However, in the meantime, it was necessary to develop an interim document drawn from the current strategies listed in paragraph 7.8 and the 35 areas for improvement identified in the Cheshire Local Area Agreement, to inform the development of an interim Corporate Plan for the new authority and provide the basis for immediate decision making including budget setting. As a result, a

Consolidated (Interim) Sustainable Community Strategy for Cheshire East was developed and formally received by Council on 20 October.

- 7.11 This document contains the following 16 high level priority themes which will continue to be refined and prioritised through the new LSP Framework and in the context of new and emerging information with a view to producing, consulting upon and finalising a more robust, forward looking Strategy for adoption by Council during Year 1.
- Reducing inequalities / narrowing the gap between the most disadvantaged and successful areas of Cheshire East and sectors of the community
  - Addressing the key issues surrounding our ageing population
  - Addressing the priority services for children and young people
  - Improving access to and availability of affordable and appropriate housing
  - Reducing anti-social behaviour, arson and criminal damage
  - Reducing re-offending
  - Tackling the adverse effect of alcohol
  - Achieving sustainable management of waste resources
  - Responding to the challenge of climate change
  - Reducing worklessness and improved skills
  - Improving business and enterprise
  - Improving road safety and maintenance thereby reducing accidents
  - Improving environmental cleanliness
  - Maintaining an efficient transport network
  - Reducing the risk of industrial and commercial emergencies
  - Improving access to and participation in sport, culture and leisure

### **Cheshire Local Area Agreement 2008/11**

- 7.12 The Local Area Agreement (LAA) sets out the 'deal' between central government and local authorities and their partners to improve services and the quality of life for local people. As such, the LAA is also a shorter-term delivery mechanism for the Sustainable Community Strategy with the Strategy providing the story of the local area and articulating a longer term ambition, evidence and rationale beyond the focus of the three-year LAA.
- 7.13 The LAA is prepared by a responsible local authority as defined in Section 103 of the Local Government and Public Involvement in Health (LGPIH) Act 2007. This includes County Councils and Unitary District Councils though those authorities are also under a statutory duty to consult, cooperate and involve all partner authorities in identifying the content of the LAA. The Statutory Guidance – "Creating Strong, Safe and Prosperous Communities" – states that this should be done through the Local Strategic Partnership (LSP) and its thematic partnerships to collectively agree a shared set of priorities for the LAA, before working with them to determine how each target is drafted. The role of the responsible local authority is therefore to:
- seek to achieve collective consensus, via the LSP, to the content of the LAA;

- ensure the right balance and level of ambition of targets; and
  - ensure that the normal requirements of local government legislation are met.
- 7.14 The LAA for an area must contain up to 35 ‘designated’ improvement targets drawn from the new national indicator set published in March 2008 plus 16 statutory educational attainment and early years targets. The national indicators are the only indicators against which local authorities’ performance, alone or in partnership, will be reported to Central Government. As such, they are the only measures against which Government can agree targets with a local authority or partnership (through the LAA).
- 7.15 In addition, local authorities and their partners may incorporate any number of ‘non-designated’ improvement targets for priorities of specifically local concern. In legal terms, the distinction between designated and non-designated targets is the circumstances under which they may be amended. Targets that have been designated by the Secretary of State, either following the submission and approval of the draft LAA or as part of a revision proposal, may not be altered without the agreement of all partners signed up to the target and the Secretary of State. By contrast non-designated targets may be amended or dropped without the approval of the Secretary of State – with only the agreement of the relevant partner authorities and after the responsible local authority has consulted those who have agreed to help deliver the target on a voluntary basis.
- 7.16 In agreeing targets for inclusion in LAAs, local authorities and their partners need to consider how the delivery of these priorities will be resourced. It is expected all revenue and capital funding should support the delivery of national and local priorities for the area including local income (e.g. council tax, capital receipts), Formula Grant (i.e. RSG, NNDR), Single Capital Pot, specific grants and the new non-ringfenced Area Based Grant – a general grant providing additional revenue to areas according to specific policy criteria made up of a range of former specific grants from seven Government departments (e.g. Children’s Fund, Connexions, Carers, Preserved Rights, Detrunking, Supporting People, etc.). In addition, the Government have recently concluded consultation on a new model for calculating LAA Performance Reward Grant to provide a continued financial incentive for the achievement of improvement targets.
- 7.17 Once agreed, each LAA will be subject to an annual **review** intended to identify and address any issues around delivery, including risks and good practice, to help assess and benchmark progress of the three-year span of the Agreement. In addition, the review is an opportunity to revise, by exception, particular targets to reflect changes in local circumstances or national priorities. It should be noted, however, that the arrangements for the imminent first Annual Review will be different and will include a distinct **refresh** element. In part this is due to the fact that the first Comprehensive Area Assessment (CAA), which will provide evidence and conclusions to inform LAA annual reviews, has not yet taken place. Furthermore, ongoing development of the national indicator set

resulted in a number of non-finalised negotiations with targets remaining to be set across a number of areas.

- 7.18 **Review** - The review will take place in the context of limited delivery data and will, therefore, look more at local capacity and delivery arrangements to ensure future delivery. Issues for consideration will include arrangements with partners and their commitments, performance management systems, joint commissioning and citizen engagement, including efforts to communicate with residents on local priorities.
- 7.19 **Refresh** - While the refresh element may conclude some limited revisions where new evidence is available, it is anticipated that most changes will be in terms of 'unfinished business' from the negotiations. This unfinished business comprises delayed indicators, revised indicators and targets that are inconsistent with their indicator definition. The aim is that all outstanding targets will be resolved ready for year two of the LAA (from 1 April 2009).
- 7.20 The introduction of a LAA for Cheshire against the background of local government re-organisation has been particularly challenging. At the time of formal agreement with the Government, the responsible authority for the preparation of the LAA was Cheshire County Council. However, in view of the imminent re-structuring, it was agreed to prepare a 'transitional, severable' Agreement for Cheshire, incorporating separate targets for the Cheshire West and Chester and Cheshire East local authority areas where possible, which could then be taken forward by the new authorities and their partners at the earliest opportunity.
- 7.21 Since the Cheshire LAA was formally agreed on 30 June, the responsibility for the preparation, submission and approval of the LAA and any subsequent proposed revisions made to it under the annual refresh process has transferred to the two new unitary authorities under the Local Government (Structural Changes) (Transitional Arrangements) Regulations 2008. As a result, the Cheshire East element of the LAA will be presented to Council on 9 December for adoption.
- 7.22 As part of the review / refresh process, work is now underway with partners to re-examine the LAA indicators, baselines and improvement targets to ensure that they remain valid for the Cheshire East area and reflect any changing external influences. This process will continue through to 26 March 2009 by which time final LAAs need to be submitted to Government Office for the North West.

## **8.0 Overview of Day One, Year One and Term One Issues**

### **8.1 Key Milestones**

#### **By Day One:**

- New Cheshire East LSP Framework (including thematic partnerships) in place

- New Cheshire East LSP Executive Board in place (to run in Shadow mode from end January 2009)
- Place Survey results disaggregated
- Joint Strategic Needs Assessment finalised
- Draft Cheshire East Sustainable Community Strategy 2010 – 2020 out for consultation
- Cheshire Local Area Agreement reviewed, refreshed, adopted by Council as the new Cheshire East LAA and submitted via GONW to the Secretary of State
- Revised LAA Delivery Plans in place

**By Year One:**

- Cheshire East Sustainable Community Strategy 2010 – 2020 finalised and adopted
- Comprehensive Area Assessment judgement
- Cheshire East LAA reviewed in the light of CAA outcome
- Year 2 LAA delivery performance managed through the LSP / Council processes

**9.0 Reasons for Recommendation**

- 9.1 To understand the importance and inter-relationship of these core elements of the partnerships workstream with other Performance and Capacity functions in accordance with the agreed terms of reference of the Panel.

***For further information:***

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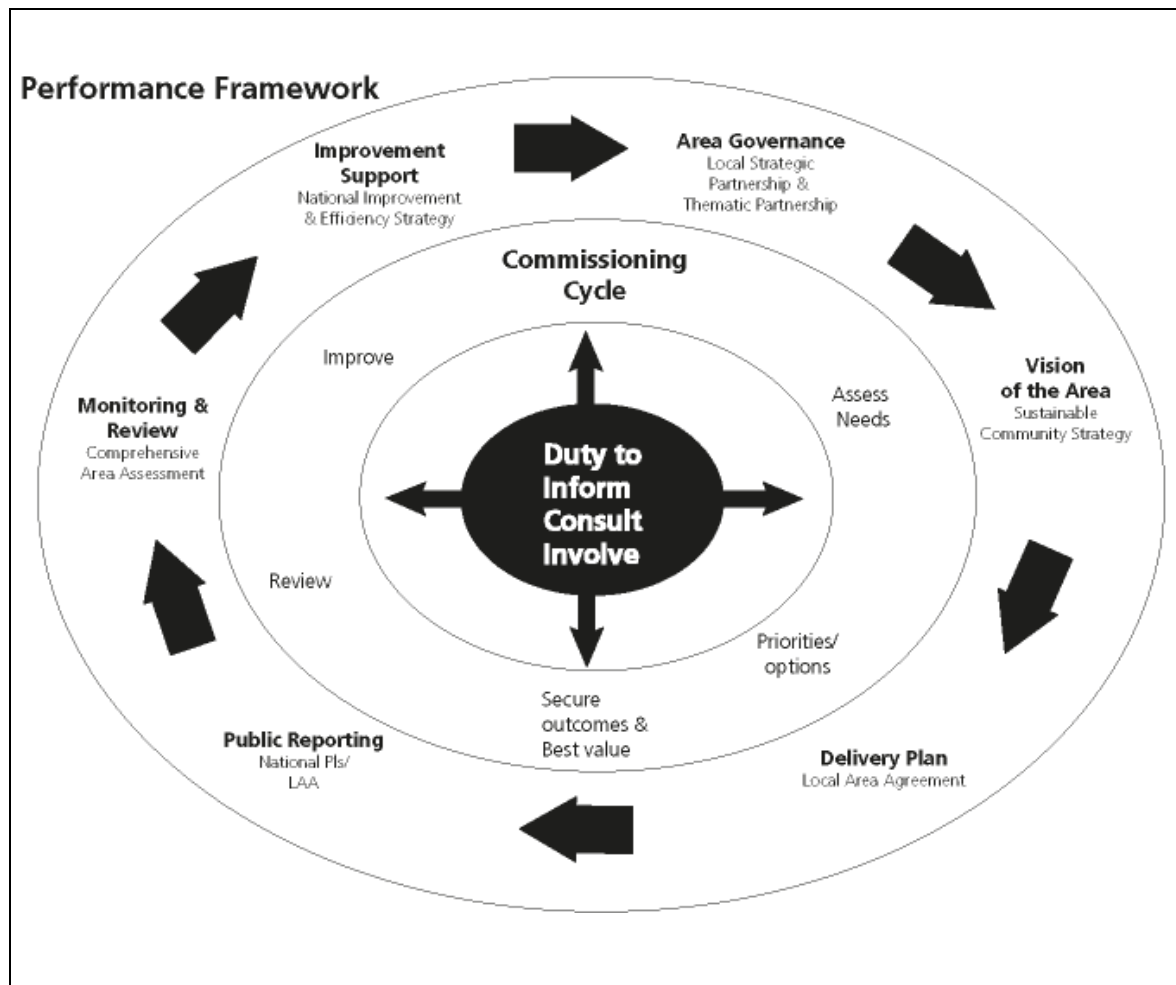
***Background Documents:***

*Documents are available for inspection at:*

Cheshire East Council Support Office  
Congleton Borough Council  
Westfields  
Middlewich Road  
Sandbach



## APPENDIX A



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