

Cabinet

Agenda

Date: Thursday, 17th July, 2008
Time: 10.00 am
Venue: The Capesthorne Room - Town Hall, Macclesfield

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

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

1. Apologies

2. Declarations of Interest

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

3. Public Question Time/Open Session

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

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

(Note: In order for officers to undertake any background research it would be helpful if questions were submitted at least one working day before the meeting.)

4. Minutes (Pages 1 - 6)

To approve the Minutes of the meeting held on 16 June 2008.

Minutes attached.

5. Key Decision CE02 - Transforming Learning Communities

Report to follow.

6. Key Decision CE05 - Office Accommodation for the New Council (Pages 7 - 16)

To consider the location and nature of office accommodation for the new Council.

Report of the Lead Officer on Infrastructure and Facilities attached.

7. Key Decision CE06 - Culture and Values - Transition and Beyond (Pages 17 - 24)

To consider a set of common transitional values to guide the period up to vesting day.

Report of the HR Joint Transition Project attached.

8. Section 24 Applications for Consent

Report to follow.

9. Disaggregation of Specific Grants and Formula Grant

Report to follow.

10. Corporate Identity/Brand Development (Pages 25 - 60)

To consider a report on the progress being made on the production of a new logo/brand for Cheshire East Council.

Report of the Joint Implementation Team attached.

11. Progress Report (Pages 61 - 68)

To consider a report on progress made against key milestones, and highlighting the next steps for the coming months.

Report of the Policy Support Team attached.

12. Exclusion of the Press and Public

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

The Cabinet may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

(Paragraph 3 concerns information relating to the financial or business affairs of any particular person (including the authority holding that information). Paragraph 4 concerns information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.)

13. Key Decision CE04 - Waste Disposal and Waste Treatment PFI Contract (Paragraph 3) (Pages 69 - 78)

To consider a report highlighting key waste disposal issues.

Report of Harold Collin, County Waste and Planning Manager, for the People Block attached

14. Key Decision CE07 - Severance Provisions (Paragraph 4) (Pages 79 - 86)

To consider arrangements in relation to severance provisions.

Report of the HR Joint Transition Project attached.

15. Senior Management Structure/Organisational Design (Paragraph 4) (Pages 87 - 96)

To consider a report on the management structure and organisational design of Cheshire East Council.

Report of Jan Burns, Cheshire County Council Lead Officer attached.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the Cabinet
Held on Monday, 16th June, 2008
at the Town Hall, Macclesfield

PRESENT

Councillor W Fitzgerald (Chairman)
Councillor R Domleo (Vice-Chairman)

Councillors D Brickhill, D Brown, P Findlow, F Keegan, A Knowles, J Macrae,
P Mason and B Silvester

Also present: -
Councillors B Dykes and Mrs L Smetham.

7 APOLOGIES

None.

8 DECLARATIONS OF INTERESTMinute 11 (Key Decision A34 Alderley Edge and Nether Alderley By Pass)

Councillors D Brickhill, P Findlow and P Mason declared personal and prejudicial interests by virtue of being Members of Cheshire County Council. Councillors F Keegan and W Fitzgerald declared personal and prejudicial interests by virtue of owning properties in the area concerned. In accordance with the Constitution they left the meeting during consideration of this item.

Minute 12 (Application for Consent – Queens Park, Crewe)

Councillors D Brickhill and B Silvester declared personal and prejudicial interests by virtue of being Members of Crewe and Nantwich Borough Council. In accordance with the Constitution they left the meeting during consideration of this item.

9 PUBLIC SPEAKING TIME/OPEN SESSION

There were no public speakers.

10 MINUTES

RESOLVED

The minutes of the meeting held on 21 May 2008 were approved as a correct record subject to Minute 1 (Declarations of Interest) being amended to refer to Councillor P, not D, Mason and to show that he was a Member of Cheshire County Council not Congleton Borough Council.

11 KEY DECISION CE01 - A34 ALDERLEY EDGE AND NETHER ALDERLEY BY PASS

(Councillors D Brickhill, P Findlow, W Fitzgerald, F Keegan and P Mason had declared personal and prejudicial interests in this item. In accordance with the

Constitution they left the meeting during its consideration. Councillor R Domleo took the Chair for this item.)

Councillor R Domleo in the Chair.

Consideration was given to a report by the Places Block Lead on the progress of this scheme, and on the decisions required for the A34 Alderley Edge and Nether Alderley By Pass at a critical stage of the works procurement. Members received an update on the estimated costs of the scheme taking into account the latest information available.

In addition to the decisions requested in the report Cabinet was asked to give authorisation to the Lead Officer for the Joint implementation Team Council to sign the letter of assurance to the Department for Transport.

RESOLVED

For the reasons set out in the report:-

1. That the decisions made by the Joint Committee on 15 April 2008 be confirmed.
2. That the progress of the scheme be noted.
3. That consent be given to Cheshire County Council to enter into the contracts for the main road/bridge works, Network Rail underbridge and other associated works. This approval is required to satisfy the direction issued by DCLG under section 24 of the Local Government and Public Involvement in Health Act 2007 regarding contracts let by the existing authorities from 26 May 2008 onwards.
4. That confirmation be given that Cheshire East Council will oversee the contract by means of appointment of relevant personnel after 31 March 2009.
5. That the Lead Officer for Joint Implementation Team be authorised to send the appropriate assurance letter to the Department for Transport.

12 APPLICATION FOR CONSENT - QUEENS PARK, CREWE

(Councillors D Brickhill and B Silvester had declared personal and prejudicial interests in this item. In accordance with the Constitution they left the meeting during its consideration.)

Consideration was given to a report by the Places Block Lead advising Cabinet of the ongoing programme of restoration works at Queens Park, Crewe, and seeking consent to enter into a contract for bridge and lake works.

RESOLVED

For the reasons set out in the report: -

That consent be given for Crewe and Nantwich Borough Council to enter into a contract with Wrekin Construction for Bridge and Lake works at Queens Park, Crewe, and for delegation of consent for future contracts connected with this programme to be given to the Interim Chief Finance Officer of Cheshire East Council.

13 KEY DECISION CE03 - THE MANAGEMENT AND FUNDING OF TRANSITIONAL COSTS

Consideration was given to a report by the Interim Chief Finance Officer on the progress of work being undertaken to identify transitional costs and existing sources of funding. The report also requested Cabinet to approve the expenditure in specified areas with the aim of achieving a total cost within the current projected maximums.

In response to a request by Members for further information on the summary of costs it was agreed that a more detailed breakdown be circulated to Cabinet Members. The Portfolio Holder (Finance, HR, Legal and Democratic, IT) was therefore delegated to agree to the decision requested in the light of any comments received following the consideration by Members of the Cabinet of the more detailed figures.

RESOLVED

For the reasons set out in the report and as now given: -

That the progress on identifying transitional costs and existing sources of funding be noted and that the ongoing efforts to refine and where possible reduce costs be endorsed.

That the Portfolio Holder (Finance, HR, Legal and Democratic, IT) designate be given delegated powers to authorise the commencement/continuation of expenditure in the blocks and workstreams as requested in the report in the light of any further comments received from Members of the Cabinet.

14 FINANCIAL PLANNING PROCESS

Consideration was given to a report by the Interim Chief Finance Officer on the financial planning process for 2009 – 2010 and beyond. The report set out an initial assessment of the financial responsibilities likely to be inherited by the Council and highlighted some of the key dependencies between the financial planning process and other workstreams, and the linkages with similar processes in Cheshire West and Chester.

RESOLVED

For the reasons set out in the report: -

1. That approval be given to the high level financial planning process and the next steps as detailed in Appendix A.
2. That the initial assessment of the notional 2008-09 budget as detailed in Appendix B be noted.
3. That the key dependencies with other workstreams and with similar work in Cheshire West & Chester be noted.

15 SOCIAL CARE AND HEALTH INTEGRATION

Consideration was given to a report by the Cheshire East People Workstream Lead Officer on the national and local agendas for the integration of social care

and health services, and on the direction of travel recommended in respect of the future commissioning and development of service delivery.

RESOLVED

For the reasons set out in the report: -

1. That the general direction of travel towards greater integration of Social Care and Health be supported.
2. That it be supported as a fundamental design principle in putting together the Social Care services of the new Council.
3. That the Chairman of the People Workstream and the Chief Executive of the Primary Care Trust be requested to bring forward specific, detailed proposals in relation both to the commissioning and the delivery of services as and when appropriate, in pursuit of that direction of travel.

16 CHILDREN'S TRUST ARRANGEMENTS

Consideration was given to a report by the People Block Lead Officer setting out the background and issues in relation to Children's Trust arrangements from 1 April 2009 for both the East and West Cheshire areas.

RESOLVED

For the reasons set out in the report: -

Having regard to 2.1 and 2.2 of the report that the principle of separate Shadow Trusts be approved to be set up before 1 April 2009 to enable continuity between current and future Trust arrangements, and in particular to advise each authority on the separate Children Plans and related targets that each authority has a duty to develop.

17 PERSONALISATION AND THE TRANSFORMATION OF ADULT SOCIAL CARE

Consideration was given to a report by Chairman of the Cheshire East People Workstream on the Government's plans to develop personalisation and to transform adult social care services.

RESOLVED

For the reasons set out in the report: -

1. That the work done and under way to deliver Personalisation and Transformed Social Care Services for Adults be noted and endorsed.
2. That agreement be given for further work to be carried out through the People Workstream to develop and deliver those agendas.
3. That the implications of the Personalisation and Social Care Transformation agendas be considered and addressed by all the Directorates of the Cheshire East Unitary Council.
4. That the manager leading the People Directorate, in collaboration with appropriate Members and Officers, be required to work up

recommendations for the use of the Social Care Reform Grant in 2009/10 and 2010/11, in the context of the Revenue Budget setting process.

18 SUB-NATIONAL ECONOMIC DEVELOPMENT AND ECONOMIC REGENERATION AND THE REGIONAL SPATIAL STRATEGY

Consideration was given to a report by the Places Block Lead on current consultation exercises taking place on the Review of Sub-National Economic Development and Regeneration, and on the Partial Review of the Spatial Strategy.

The recommended response and a summary of key comments was attached to the report. On the consultation on the partial review of the Regional Spatial Strategy members expressed concerns at the extremely short timescale of the consultation exercise and felt representations should be made about this to the Government Office North West and that the Local Government Association should be informed of those concerns.

RESOLVED

For the reasons set out in the report: -

1. That the response to the Sub-National Review (SNR), formulated by the Sub-Regional Leaders at its meeting on 13 June, be endorsed.
2. That delegated authority be given to the Places Block Lead Officer, in consultation with the Portfolio Holder (Prosperity) designate to respond to the partial review of the Regional Spatial Strategy on behalf of Cheshire East and to pass on the Cabinet's concerns about the timescale as outlined above.

19 PROGRESS REPORT

Consideration was given to a report by the Policy Support Team on progress made against key milestones, and on activities to be undertaken. A further update was given on the milestones that were due to have been completed during May with HR matters now to be considered in July, and IT Knowledge/Management in June.

RESOLVED

For the reasons set out in the report: -

That the report be noted.

20 CHESHIRE EAST CABINET - FUTURE MEETING DATES

The proposed meeting dates for the remainder of 2008/09 were submitted.

RESOLVED

That the proposed meeting dates for 2008/09 be approved with the exception of the meeting on 31 March 2009 which would be rescheduled.

The meeting commenced at 2.00 pm and concluded at 3.50 pm

CHESHIRE EAST COUNCIL

Cabinet

Date of meeting: 17 July 2008
Report of: Lead Officer on Infrastructure and Facilities
Title: Office Accommodation for New Council

1.0 Purpose of Report

- 1.1 To consider options and recommendations for the location and nature of the Cheshire East Council headquarters and the wider provision of office accommodation for the new Council.

2.0 Decision Required

The Cabinet is asked to agree that:-

- 2.1 the location of the Administrative Headquarters of Cheshire East Council be confirmed as Westfields, Sandbach and Congleton Borough Council be requested to ensure that the adjacent site is safeguarded for potential future use by the Council if required;
- 2.2 the physical provision of that office should follow the minimalist concept outlined in this paper, incorporating only the key corporate functions listed in Appendix 2;
- 2.3 the Council's approach to the overall provision of office accommodation for both Members and Officers should be based on the full exploitation of new ways of working enabled by modern technology, making the most efficient use possible of office accommodation and reducing the need for excessive staff travel;
- 2.4 the Council should maintain a full presence in the existing offices in the principal communities of East Cheshire so as to maximise its accessibility to the public and sustain the positive economic effects of such presence.

3.0 Financial Implications for Transition Costs

- 3.1 An initial bid of £100,000 was made for transitional costs required for minor changes to existing offices to accommodate immediate "day one" requirements. This is still considered to be valid and sufficient for the recommended approach to headquarters provision as set out in this paper.
- 3.2 Appropriate human resources would be needed to plan and organise the physical works and staff moves. It is suggested that a reasonable allowance

for additional staff and/or external consultancy support for this would be £50,000.

4.0 Financial Implications 2009/10 and beyond

- 4.1 Whichever option is chosen for the provision of the accommodation required for the new Council, there will be substantial capital and revenue costs falling to be met in 2009/10 and beyond. As a “worst case” the initial capital costs of providing new offices for all staff transferred from the County Council would be in the order of £15m with ongoing revenue costs of around £1m. The overall cost of providing technology to enable mobile and flexible working for all Officers and Members of the Council, along with the building adaptations required to make this function effectively would be lower than this but would still be significant.

5.0 Risk Assessment

- 5.1 The fact that there will be insufficient existing office accommodation immediately under the control of the new Council to accommodate transferred staff is a significant risk in itself. This is compounded by a number of issues affecting accommodation in West Cheshire and the influence of those over the timing of physical staff transfers and potential availability of capital receipts and/or revenue savings from the release of surplus accommodation.
- 5.2 The adoption of the radical approach to the future provision of office accommodation advocated in this paper is a relatively high risk strategy as it depends upon the acceptance by staff of new ways of working, the required investment necessary to enable this and, above all, the absolute commitment of senior managers and Members of the new Council to make it happen.
- 5.3 Finally, it must be accepted that the new Council will have to operate from a position of compromise in terms of office accommodation and disposition of staff for some time after 1st April 2009. This inevitably poses some degree of risk to service delivery and operational efficiency. The amount of detailed work required during the next few months to minimise this risk and establish workable solutions and the resources required to do this must not be underestimated.

6.0 Background

- 6.1 The Project Brief for the Cheshire East Infrastructure and Facilities project includes as its first priority the identification of the headquarters location of the new Council. The importance of an early decision on this issue is self evident in terms of the successful operation of the authority from 1st April 2009 and to start to inform the complex process of staff transfers and interim working arrangements.
- 6.2 To assist with the difficult task of identifying potential locations for the headquarters, an accommodation brief and suitability assessment was developed in conjunction with the Cheshire-wide Infrastructure and Facilities

Group. These provide a basic analysis of the facilities and space requirements for the headquarters function and a means of assessing existing buildings against a series of suitability criteria, including those taken from the People and Places bid document and agreed benchmark standards for office accommodation.

- 6.3 Another important consideration of particular relevant to the ultimate location of the Cheshire East Offices is the situation regarding the potential relocation of substantial numbers of existing County Council staff who currently work in the Chester area.
- 6.4 From an initial assessment of the bid and potential staffing structures, there could be a net requirement to accommodate around 700 additional staff in the Cheshire East area. The vast majority (around 80%) of County Council staff working in Chester currently live in the West of the County or in North Wales and Wirral and travel to work will be a significant issue if the wish is to retain the service of these staff for Cheshire East.
- 6.5 The adoption of modern flexible and mobile working arrangements is strongly recommended as one means of assisting with this. Travel to work will, however, still be an issue for many people. Accessibility by a variety of transport means from the Chester area has therefore been given appropriate weighting in the evaluation of headquarters options.
- 6.6 Alongside the decision on the preferred location of the headquarters, it is also necessary to determine the definition of “headquarters” in terms of its function, image and numbers of staff to be located there. This will then inform the subsequent decisions on accommodating those functions and staff which are not deemed to be part of headquarters in the most effective and logical way.
- 6.7 For the majority of staff employed by the new Council, the presumption is made that they will remain in their existing office locations until alternative arrangements, based on the principles set out in this paper, are put in place. Although the acquisition of additional office space may be an inevitable requirement, this should be kept to the absolute minimum.

7.0 Options

- 7.1 The Cheshire East Infrastructure and Facilities Project Team identified three possible options for consideration as potential headquarters from the existing offices of the four constituent authorities. These are:-
 - Macclesfield Town Hall
 - Municipal Buildings, Crewe
 - Westfields, Sandbach

Each of these options has been evaluated against the brief and suitability assessment which produces a weighted score details of which are set out in Appendix 1 to this paper.

- 7.2 In respect of the nature and ultimate size of the headquarters, the possible options range from the establishment of a single main headquarters building to accommodate all staff and functions of the new Council on a single site to a “minimalist” approach which brings together only the key, corporate functions of the Council. A suggestion as to the minimum requirements for such an approach is attached as Appendix 2.
- 7.3 For staff and functions deemed to be “non-headquarters” the option of building or acquiring new office accommodation remains. As a whole or partial alternative, however, the adoption of modern, flexible and mobile working arrangements is a choice open to the new Council. Appendix 3 to this paper sets out further details of this option and outlines standards for possible adoption.

8.0 Reasons for Recommendation

- 8.1 The recommendation to locate the Council’s Headquarters at Westfields, Sandbach reflects the outcome of the detailed analysis of options summarised in Appendix 1 to this paper.
- 8.2 The minimalist approach to Headquarters office provision reflects the philosophy of the People and Places bid in terms of the image and business requirements of the new Council. It is also the least expensive and disruptive option and is achievable by 1st April 2009.
- 8.3 The radical approach recommended for the introduction of new ways of working and efficient use of office space is again consistent with the People and Places bid in terms of demonstrating the intent of the new Council to adopt a modern, efficient approach to service delivery. The creation of the new Council provides a “once-in-a-lifetime” opportunity to introduce step change in this area. This recommendation will, however, require considerable further development and, in particular, continuing close involvement with the evolving situation with office accommodation in West Cheshire.
- 8.4 The final recommendation reinforces the new Council’s commitment to localism and the positive direct influence that its presence has on the economy of the principal communities of Cheshire East.

For further information:

Portfolio Holder(Designate) Councillor Peter Mason

Officer: Ian Gould

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Background Documents:

Documents are available for inspection at: Room 201, County Hall

Introduction

Criteria used for evaluation possible options for Headquarters offices:

Location

The brief required the premises to be located in a main centre of the population, central to the Authority. The location, public transport links, car parking and vehicular access arrangements were considered. (See also the specific comments in paragraph 4.4 above).

Accessibility

As a public facility accessibility was recognised as an essential element, with a readily identifiable building. Particular consideration was given to accessibility for people with special needs or with children, the internal layout and internal and external signage.

Environment

This considered issues of lighting levels, heating/cooling systems, acoustics, floor finishes and internal decoration.

Safety and Security

Given the public nature of the facility, security was considered essential, with a mixture of manned surveillance and alarm.

Space

The space available at the premises was considered and scored against the suitability of its layout, size, storage, reception facilities, interview facilities, toilets and configuration. The sufficient provision of formal and informal meeting spaces, ensuring a successful open plan concept was considered essential.

Fixtures and Fittings

This involved assessing the ICT network and connectivity, availability of power points, visual and sensory aids, and back-up power supply.

Sustainability

This element considered the proximity to transport hubs, BREAAAM rating of the premises, carbon emissions, building management systems, energy saving services and environmentally friendly protocols of the premises.

Cost in Use

This element considered the running costs of the premises based on the maintenance, energy bills etc.

A brief summary of the results of the evaluation of each option against these criteria is given below:-

Macclesfield Town Hall – Score 194/370

Advantages:-

- Good Town Centre location
- Strong, modern image to new building
- Some space for additional occupation could be created but limited by letting of part to external organisation

Disadvantages:-

- Lack of sufficient, dedicated civic accommodation on site
- No expansion space
- Limited on site parking
- Poor accessibility for potential transferred staff

Municipal Buildings, Crewe – Score 204/370

Advantages:-

- Closest match to brief for civic accommodation and space requirements
- Good Town Centre location
- Good accessibility for potential transferred staff (public transport as well as car)
- Some expansion space (with potential new office provision as part of Town Centre redevelopment scheme)

Disadvantages:-

- Traditional image of original building with Listed Building status placing limitations on adaptations possible
- Not central to new Council area
- Very limited parking on site (although extensive public parking available nearby)

Westfields, Sandbach – Score 306/370

Advantages:-

- New building offering high, modern standards of accommodation
- Good image for new Council
- Significant expansion potential on same site
- Central to new Council area with reasonable access for potential transferred staff

Disadvantages:-

- Lack of sufficient civic accommodation on site (Council meetings would have to take place elsewhere)

CHESHIRE EAST – SUGGESTED MINIMUM REQUIREMENTS FOR HEADQUARTERS FUNCTION

1. Senior Management Team (top 2 tiers) and Admin support.
2. Democratic Services Team and Member support facilities.
3. Communications/PR Team with media suite facility.
4. Section 151 Officer (If not in above) and some corporate finance capacity (but not necessarily technical finance).
5. Strategic HR Team (not necessarily HR services).
6. Corporate Policy and Performance Team including Research and Intelligence Unit.
7. Monitoring Officer and deputy (but not necessarily Legal Services as a whole).
8. One stop shop customer centre and a telephone switchboard facility for HQ (but not main call centre/contact centre).
9. Drop-in/Hot desk facilities for staff (number to be determined).
10. Board room and range of meeting rooms (flexible design and layout).
11. Staff facilities (catering; break out areas).
12. Committee/Public meeting rooms (but not necessarily Chamber for full council meetings).
13. Emergency Planning Control Room facility (use committee room(s) as dual function).
14. Provision for shared use with partner organisations (eg PCT; Police; Fire).
15. FM support team + “front of house” manager.

CHESHIRE EAST – A NEW APPROACH TO OFFICE PROVISION

Introduction

In the context of the current project to determine the location and size of the headquarters for the new Cheshire East Council, there is a unique opportunity to adopt a radically different approach to the provision of office accommodation. This approach is a fundamental challenge to the traditional practice of providing fixed desk spaces for the majority of staff and private offices for senior managers.

Benefits

The creation of the new authority provides the impetus to introduce completely new cultures and working practices from the outset. The adoption of new ways of working which have been introduced successfully elsewhere could provide the following benefits:-

<u>BUSINESS</u>		<u>PEOPLE</u>
Public statement of values of new Council – not bound by legacy constraints		Reinforcement of positive change and “difference” of new Council
Reduction of fixed, non-productive costs		Improved productivity and quality of life; more individual choice as to work location
Office space clearly matched to work processes		Increased staff retention and removal of some LGR anxieties
Flexibility to respond easily to future changes		
Managed investment balanced by reduced overheads		

Proposed Standards

The following basic principles and standards are proposed to be applied initially to the selected headquarters building and subsequently for roll-out to all office accommodation occupied by Cheshire East Council.

- A maximum overall space standard of 9 sq metres per occupant (including circulation, storage, meeting rooms and amenity space)

supported by the use of appropriate furniture, equipment and ICT technology

- Open plan layout with no individual offices for any grade of staff
- “Hot desking” provision for the majority of staff with an overall ratio of 1 workstation to 3 staff across the authority
- Provision of sufficient and attractive “break out” areas and meeting rooms, supported by high-quality, fully integrated Facilities Management Service.

Practical Considerations

The adoption of new ways of working as outlined above could go a long way towards addressing the challenges which the new Council will face in accommodating transferred staff. A significant number of additional staff could be accommodated in the existing main offices in Cheshire East if the proposed standards were adopted. (For example, current space utilisation at Westfields, Sandbach and Macclesfield Town Hall is around 14 sq metres and 12 sq metres per person respectively).

A model based on the extensive use of hot desking with facilities for staff to work from home or at “drop in” locations elsewhere using mobile ICT equipment could potentially allow the new Council to function with little or no increase in existing office provision.

There would be significant initial expenditure in enabling the Council to work in this way. Some reconfiguration of office space would be needed, along with the purchase of new furniture and ICT equipment for staff. The cost of this would, however, be a fraction of what would be incurred in acquiring new office accommodation.

CHESHIRE EAST COUNCIL

CABINET

Date: 17th July 2008
Report of: HR Joint Transition Project
Title Culture and Values – transition and beyond

1.0 Purpose of Report

1.1 To propose a set of common transitional values to guide the period up to vesting day and to consider options for a set of core organisational values for Cheshire East as an important step towards building a positive high performance culture for the new Council.

2.0 Decision Required

2.1 The Cabinet is asked to:

- (i) support the common transitional values proposed in 8.4 and the adoption of these by the Blocks and Joint Transition Projects supporting Cheshire East as outlined in 8.5.
- (ii) provide comment on the draft core values options of IMPACT or ASPIRE outlined in 7.2 for the new Authority with a view to wider consultation on one or both of these options

3.0 Implications for Transitional Costs

3.1 None identified for transition.

4.0 Background

4.1 An initial discussion document went to Cheshire East Joint Committee in March to outline the type of culture associated with becoming a flagship Unitary Authority and to make an initial assessment of the current cultures within the seven existing Cheshire Councils. The paper included some initial draft values and associated behaviours and outlined a number of considerations to ensure the values are lived in the new Authorities.

4.2 The paper was broadly supported and next steps were to obtain initial feedback from employees and trade unions on the draft core values and key behaviours and to seek initial input from newly elected Members of the Shadow Authority to progress this work further.

5.0 Summary of initial feedback

5.1 The draft core values were shared with Heads of Service and their teams across all seven Authorities and a summary of this feedback is provided in **Appendix 1** of this report. Overall the concept of developing core values for the new Authority was welcomed but employees felt that they needed to be simple and more memorable and inspiring. The key behaviours were welcomed as it was felt these brought the values to life and would help to recognise positive behaviour and challenge and manage inappropriate styles.

5.2 Initial Member input regarding organisational values, has been obtained from the during recent induction events. A summary of this feedback is provided in **Appendix 1** with a number of common themes emerging.

6.0 Aligning Vision and Values

6.1 Work to develop a compelling vision for Cheshire East is underway involving Members and Officers. Although this is still work in progress a strong message emerging from this work is that the overall aim of the new Authority is to have a **POSITIVE IMPACT** on all sections of the Community we serve for example:

...affordable and accessible public transport
 ...low youth offending
 ...empowering people to live independent lives
 ...enable children to achieve their full potential
 ...feeling safe and secure
 ...seamless partnership working
 ...improved quality of life
 ...clean, green, safe environment

6.2 The core values of the organisation must underpin the vision by defining HOW we will achieve these **ASPIRATIONS**. Like an iceberg values are often below the surface and unseen but critically these beliefs drive and shape behaviour which impacts directly on the experience of customers, partners and colleagues which ultimately affects performance.

7.0 Revised draft core values

7.1 Building on this initial visioning work and the feedback from Members, employees and trade unions over recent weeks, further work has been done on developing a set of core values specifically for Cheshire East. The importance of ensuring that the values are memorable, inspiring and enduring over time has been focused on and a different approach is suggested using a mnemonic to capture in one word what working for or with the new Authority is all about.

7.2 Two possible options to describe the core values of the new Authority are summarised below and these are further defined with examples of values based behaviours in frameworks provided in **Appendices 2 and 3**.

Option 1 – “ASPIRE” VALUES	Option 2 – “IMPACT” VALUES
<p>We will:</p> <ul style="list-style-type: none"> • Act with integrity and challenge others do to the same • Support and help colleagues and customers to grow, learn and develop • Push to deliver our promises and make the right things happen for customers • Involve, communicate and engage with others, valuing all contributions • Respond positively to change and find ways to improve the services we deliver • Empower colleagues, customers and communities to find the right solutions 	<p>We will:</p> <ul style="list-style-type: none"> • Integrity – be open and honest, expecting the same from others • Motivate – take time to communicate, listen, consult and empower others • People - put customers and communities at the heart of what we do • Accountable – deliver our promises ensuring efficient use of resources • Change– seek ways to improve the way we deliver our services • Team - work and learn together for the benefit of Cheshire East

8.0 Values based transition

8.1 Creating the culture for the new Authority has already started as these norms and beliefs develop and evolve from what people see, hear and experience. The messages and experiences employees and Members have shape and define what people perceive as important in the new organisation and individuals adapt and conform to those implicit expectations.

8.2 When looking at high performing public and private sector service organisations a number of common characteristics are evident which differentiate between the good and the great. The differentiating characteristics tend to focus on positive or constructive factors such as how people interact and how tasks and problems are approached.

8.3 Although different core organisational values will probably be developed for Cheshire East and Cheshire West and Chester their overall meaning will be very similar as both new organizations aspire to deliver great services to the citizens of Cheshire in the years ahead.

8.4 At this early stage of transition it is not appropriate to introduce specific core values for Cheshire East as it will be several months before the new organisation has its own identity, key appointments are made and employees are allocated to the new Authority. In order to put strong cultural foundations in place however it is suggested that a set of common transitional values is adopted by both Cheshire East and Cheshire West and Chester building on the work to date as follows:

Transitional values:

- **Putting People First** – ensuring customers and communities are at the heart of what we do
- **Acting with Integrity** - being fair, equitable, open and honest and expecting the same from others
- **Working Together** – working collaboratively and in partnership with others for the future of Cheshire
- **Deliver our Promises** – taking personal responsibility for making the right things happen

8.5 These transitional values should underpin the design work currently underway within the Blocks, the way employees, Members and partners are engaged and consulted, inform the appointment process and criteria for key roles and guide the delivery of services during this transitional period. A draft transitional values checklist for Blocks and Joint Transition Projects is provided in **Appendix 4**.

9.0 Conclusion

9.1 Creating a high performance culture for the new authority is critical to success and cannot be left to chance. Defining and agreeing core values and key behaviours for the new organisation is a crucial first step in starting to unite employees and set out expectations across the four Authorities which will come together to form Cheshire East.

9.2 A values based approach to transition will become increasingly important to lay the foundations for the new Authorities but also to guide behaviour and decisions as pressures build.

9.3 The real challenge will be to ensure that all policies, process and practices during transition and within the new authorities reflect the core values so that they come to life and are truly lived across the new organisations day in and day out. This must be a shared responsibility of all Members and Officers.

10. Next steps

10.1 In order to progress this work further next steps are to:

- agree the transitional values with Cheshire West and Cheshire to enable a common approach during this period
- fully align the work underway on Vision, brand and corporate logo development with the core values development for Cheshire East
- consult with employees, trade unions, Members and new Chief Executive and senior management team on the draft core value options for Cheshire East
- develop an overall approach and plan to launch and champion the core values for the new Authority as part of induction
- integrate the core values into key HR and operational processes during year one so that the values truly become the way we do things in the new organisation.

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Background Documents:-

Documents are available for inspection at:

Cheshire East Democratic Services

Westfields

Middlewich Road

Sandbach

CW11 1HZ

APPENDIX 1 – Summary of initial feedback on core values and key behaviours

Member priorities	Employee feedback
<ul style="list-style-type: none"> • Honesty and integrity • Trust with accountability • Can do / will do • Listen and include • Supportive, friendly and approachable • More emphasis on clear, timely, two way communication • No blame – continuous learning and improvement • Freedom to try things • Proactive rather than reactive • Innovative and creative • Celebrate success – communities and ourselves <p>Top 3 Priorities</p> <ul style="list-style-type: none"> • Putting customers first (treat as individuals) • Delivering our promises (what and when) • Working together / teamwork 	<ul style="list-style-type: none"> • Like behaviours - help to bring values to life • Cannot argue with - broadly what you would expect • Helps me to feel part of something bigger • Too many values and behaviours / some duplication • Strengthen integrity and respect for public services • Strong link to code of corporate governance • Strong link to brand and delivering customer experience • Remove jargon and use simple language • Remove “we don’t” element • Needs a “fresh feel” to reflect new Authorities • Needs to be simple, inspiring and memorable • Need to work through how we will live the values • Need to monitor and evaluate properly to embed

APPENDIX 2 – “ASPIRE VALUES FRAMEWORK” – *examples of values based behaviours*

Act with integrity and challenge others to do the same	Support and help colleagues and customers to grow, learn and develop	Push to deliver our promises and make the right things happen for customers
We will: <ul style="list-style-type: none"> • Treat everyone with dignity and respect • Speak up when others are behaving inappropriately • Respect the standards and practices that help us to operate • Be accountable for taking informed risks and difficult decisions • Separate personal feelings from professional requirements 	We will: <ul style="list-style-type: none"> • Take ownership of our own development • Coach and encourage others to grow and go outside of comfort zones • Take time to reflect and learn from own and others experiences • Give and seek constructive feedback • Find ways to narrow gaps and remove inequalities for others 	We will: <ul style="list-style-type: none"> • Take time to understand customer needs and requirements • Manage expectations and keep customers informed • Make efficient and best use of money and resources • Own problems and take responsibility for solving them • Get it right first time, balancing urgency with quality and efficiency
Involve , communicate and engage with others, valuing all contributions	Respond positively to change and find ways to improve the services we deliver	Empower colleagues, customers and communities to find the right solutions
We will: <ul style="list-style-type: none"> • Actively listen and encourage ideas • Influence others positively and constructively • Work in partnership and be prepared to compromise • Be open and honest in our communication with others • Recognise and acknowledge contributions and achievements 	We will: <ul style="list-style-type: none"> • Encourage creativity from everyone • Be flexible about ones job, responsibilities and ways of working • Quickly implement agreed changes • Keep abreast of new developments • Try new ideas and approaches • Take the initiative and make suggestions • Push to be better 	We will: <ul style="list-style-type: none"> • Bring people together • Actively share knowledge and information with others • Provide appropriate resources to enable things to happen • Remove barriers and support others in resolving issues • Develop simple and easy to use processes

APPENDIX 3 – “IMPACT VALUES FRAMEWORK” – examples of values based behaviours

Integrity – be open and honest, expecting the same from others We will: <ul style="list-style-type: none"> • Treat everyone with dignity and respect • Speak up when others are behaving inappropriately • Respect the standards and practices that help us to operate • Get it right first time, balancing urgency with quality and efficiency • Separate personal feelings from professional requirements 	Motivate – take time to communicate, listen, consult and enable others We will: <ul style="list-style-type: none"> • Actively listen and encourage ideas • Keep others informed, providing clear and timely two way communications • Actively share knowledge and information with others • Remove barriers and support others in resolving issues • Recognise and acknowledge contributions and achievements 	People - put customers and communities at the heart of what we do We will: <ul style="list-style-type: none"> • Put ourselves in the shoes of others • Take time to understand customer needs and requirements • Treat each person as an individual providing choice where possible • Develop simple and easy to use processes • Find ways to narrow gaps and remove inequalities for others
Accountable – deliver our promises ensuring efficient use of resources We will: <ul style="list-style-type: none"> • Manage expectations and keep customers informed • Provide appropriate resources to enable things to happen • Make best use of available resources • Own problems and take personal responsibility for solving them • Be accountable for taking informed risks and difficult decisions 	Change – constantly seek ways to improve the way we deliver our services We will: <ul style="list-style-type: none"> • Encourage creativity and ideas • Experiment and try out different approaches • Quickly implement agreed changes • Keep abreast of new developments • Be flexible about ones job, responsibilities and ways of working 	Team - work and learn together for the benefit of Cheshire East We will: <ul style="list-style-type: none"> • Take ownership of our own development • Coach and encourage others to grow and go outside comfort zones • Take time to reflect and learn from own and others experiences • Give and seek constructive feedback • Be prepared to compromise

APPENDIX 4 - Transitional values checklist

When developing a product / process / policy please take a few minutes to reflect on the transitional values to ensure your approach and solution supports and reinforces the cultural aspirations of the new Authorities.

Putting People First – ensuring customers, communities and colleagues are at the heart of what we do	Acting with Integrity – being fair, equitable, open and honest and expecting the same from others
<p>1. How / have client needs / requirements / priorities been identified and agreed?</p> <p>2. How / are processes / policies simple, joined up and empowering – making us “easy to do business with”?</p>	<p>3. How / has the impact of the process / policy / model been considered to ensure a fair and equitable approach?</p> <p>4. How / have you left a legacy which can be celebrated and from which the new Authorities can build?</p>
Working Together – working collaboratively and in partnership with others for the future of Cheshire	Deliver our Promises – taking personal responsibility for making the right things happen
<p>5. How / have you communicated, engaged, listened and consulted with key stakeholder groups to solve problems and develop solutions?</p> <p>6. What mechanisms have you established to capture and share learning during transition?</p>	<p>7. What mechanisms are in place to meet deadlines and commitments, have expectations been managed?</p> <p>8. How / have resources been managed and prioritised to achieve dual aims of sustaining service delivery and a smooth transition?</p>

CHESHIRE EAST COUNCIL

Cabinet

Date of meeting: 17th July, 2008
Report of: Joint Implementation Team
Title: Corporate Identity/Brand Development

1.0 Purpose of Report

- 1.1 This paper presents to Members the progress being made on the production of a new logo/brand for Cheshire East Council.

2.0 Decision Required

- 2.1 Members are requested to recommend a shortlist of up to three/four design concepts from the list attached (Appendix One). These will then be subject to staff and public consultation with invitation for 'creative input' prior to being brought back to members for a final decision.

3.0 Financial Implications for Transition Costs

- 3.1 As previously reported to the Cheshire East Joint Committee at its meeting of 15th April, 2008 a budget of approximately £4,000 may be required to complete the consultation process. The cost of implementing the final logo/brand does not form part of this report.

4.0 Financial Implications 2009/10 and beyond

- 4.1 There are currently no financial implications as part of the logo/branding process. Costs for implementation are currently being estimated and will be featured in a separate report.

5.0 Risk Assessment

- 5.1 The key risk is that none of the short listed designs are considered suitable for use by the new Council.

6.0 Background

- 6.1 At the Joint Committee of 15th April, 2008, the Joint Committee approved the setting up of an officer team to:
- i. Write a design brief for the logo/brand
 - ii. Work with the various existing Council's "in house" graphics teams to come up with a short list of six designs for initial Member consideration.

6.2 The design brief focussed on the draft “culture and values” of the new Council

- Putting customers first
- Maximising opportunity
- Working together
- Champions of Change
- Realising our potential
- Delivering our promises

6.3 Following Member guidance the brief also gave some suggested starting points for the design and these have been used by the graphics teams in their submissions.

- Places – is the brand to feature any specific location/s or building that is synonymous with East Cheshire or the principle towns – e.g. Jodrell Bank?
- People – is the brand to feature people to reflect service users?
- East – is the brand to reflect an eastern aspect e.g. compass pointing east?
- Descriptive – is the brand to feature references to particular things associated with East Cheshire such as railways, silk, saxon crosses?
- Map – are the new East Cheshire boundaries and community names within them to be principle features?
- Crest – is an existing or new crest to be incorporated into the brand?
- Typographic – is the title to be made more concise such as CEC or ChECo?
- Corporate – is a more neutral businesslike brand within a non-specific but general visual image appropriate?

7.0 **Methodology & Next Steps**

Date	Action
20 th May 2008	Three internal graphics team briefed
9 th June 2008	Presentation of 15 concepts to Cheshire East Communications team. Short listed to six for consideration
11 th June 2008	Six short listed concepts presented to Performance & Capacity Board
18 th June 2008	Six short listed concepts presented to JIT
7 th July	Six short listed concepts presented at member away day
17 th July 2008	Report to Cabinet – concepts short listed further down to three or four
W/c 21 st July 2008	Consultation with staff & public using focus groups and County/District websites

8 th September 2008	Consultation feedback to Cabinet for final decision
--------------------------------	-----------------------------------------------------

8.0 Options

8.1 Six designs are presented in this report (Appendix One) for short listing

- a) Jodrell Bank
- b) Hills and Water
- c) Wheat Sheaf
- d) Three Circles
- e) Embrace
- f) Rising Sun

8.2

In short listing the designs for public consultation Members are requested to take into consideration the points set out in Section 6 above. In addition, in order to give Members a better understanding of how the designs will look in situ, they have been applied to the following

- Vehicle Livery
- Signage
- Colour A5 flyer

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Cheshire East Council
Initial Brand Concepts
Appendix One
Cabinet 17th July 2008

Jodrell Bank Concept



A local feature that is nonetheless recognised around the world: it says that the area has been at the cutting edge of innovation, technology and exploration of what the future holds.

The telescope also conveys a strong sense of communication and the desire to form diverse and productive relationships.

The modern font and bold colours reinforce the theme of looking forward.

Dr Tim O'Brien, Head of Outreach & Senior Lecturer in Astrophysics, University of Manchester says:

"We are more than happy for you to use such a representation should this be your decision. We are very proud of the high profile the telescope has within the region and such a use would be a fitting recognition of its landmark status."

Hills and Water Concept



Both colours have been chosen for their freshness (Springtime, renewal): the hills (green) are a significant feature of the area, which is also criss-crossed by important rivers and canals (blue). Rural issues will be an important theme for Cheshire East, both economically and for quality of life generally.

The font chosen is bold and modern and this combined with the organic and flowing feel to the graphic, speaks forward motion and progress.

The logo is strong enough to stand alone without the strapline if needed.

Wheat sheaf Concept



The wheat sheaf icon represents the traditional Cheshire wheat sheaf as depicted on many heraldic crests. The design can be used on its own as graphic imagery with the many strands representing different communities being brought together.

The colours are based on natural hues, but have no symbolic reference. The typeface, Myriad, has a number of weight and italic options.

Three Circles Design



Cheshire East Council



Cheshire East Council

The three circles icon is based on the topography of the area with the plains rising to the Peak District. The three circles represent the salt producing plains (blue), farming/mill towns (earth), hill country (green).

The icon can be used on its own as graphic imagery and the typeface, Myriad, has a number of weight and italic options.

Embrace Concept



Cheshire East
Council



The embrace icon, a view of head and arms as seen from above, is based on embracing people/communities/diversity.

The design could also represent a lower case 'e' and leans eastwards.

The concept is featured in two colours, neutral teal and black, and again the icon can be used on its own as graphic imagery.

The typeface, Myriad, has a number of weight and italic options.

Rising Sun Concept



This sun rising in the east represents a new beginning/dawn of a new day. The sun's rays radiate towards the east and represent forward movement and progress.

The four blocks of the icon could also represent the four organisations coming together as one unitary authority.

The colours are fresh and the word 'council' is emboldened.



Cheshire East Council



Cheshire East
Council



Welcome to



**Cheshire East
Council**



Have you thought of Adoption? A Guide for Parents



Cheshire East
Council

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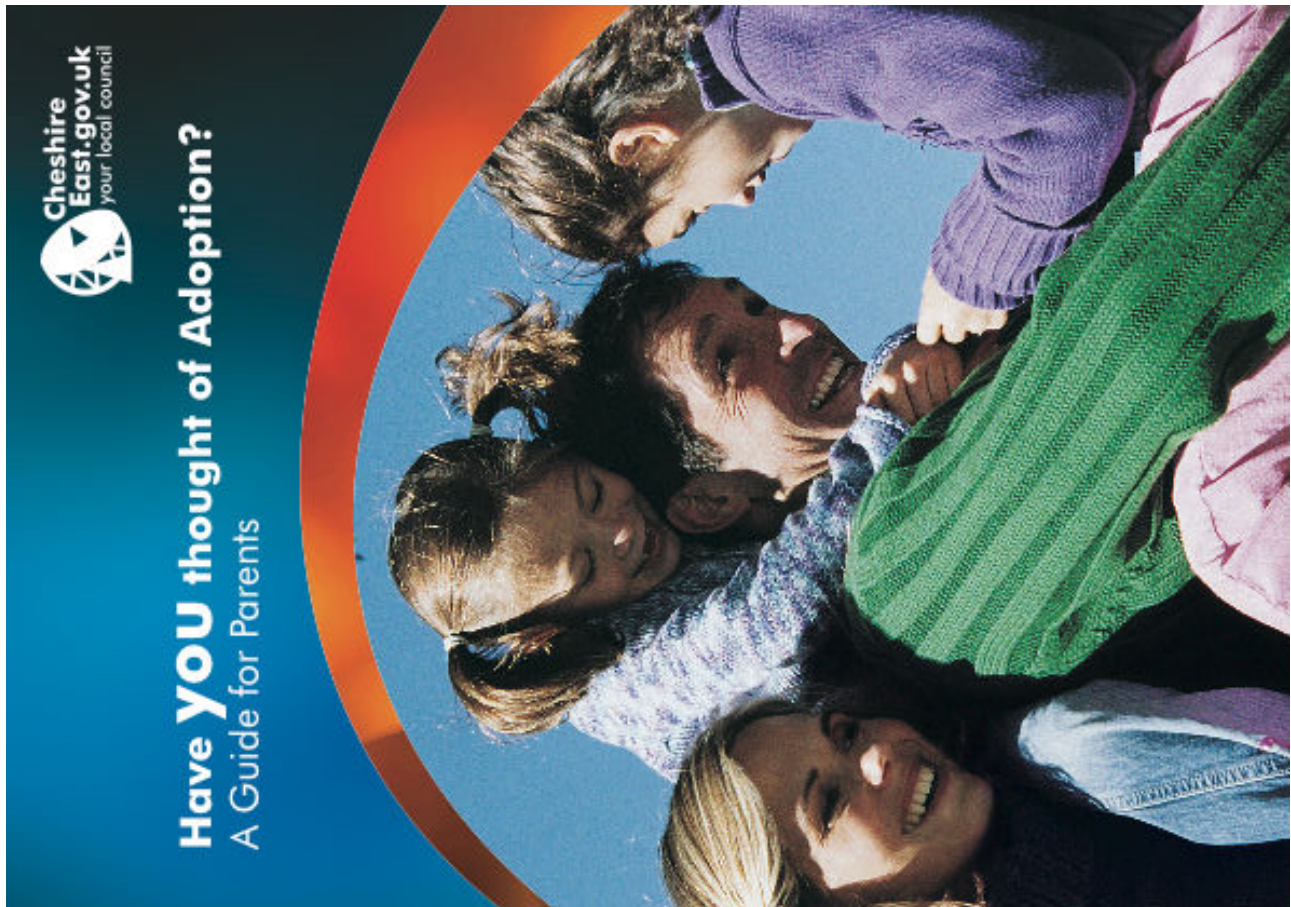














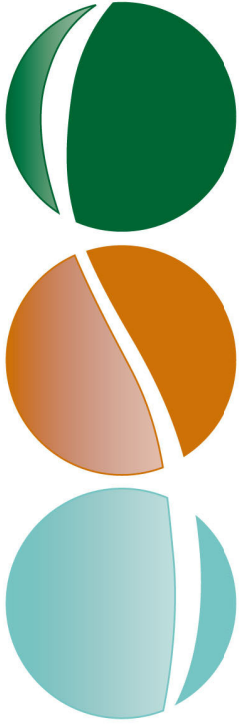




Flyer Title

Text, Text, Text, Text ,Text Text
Text, Text, Text, Text ,Text Text
Text, Text, Text, Text ,Text Text
Text, Text, Text, Text ,Text Text





Cheshire East Council



Cheshire East Council





Have you thought of Adoption?

A Guide for Parents

A photograph of a smiling woman with blonde hair and three children (two girls and one boy) huddled together, looking at each other and smiling. They are outdoors under a clear blue sky. The woman is wearing a dark blue sweater, and the children are wearing colorful clothing. A green and white striped blanket is draped over one of the children.



Cheshire East Council

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Have you thought of Adoption? A Guide for Parents



CHESHIRE EAST**Cabinet**

Date of meeting: 17 July 2008
Report of: Policy Support Team
Title: Progress Reporting Paper

1.0 Purpose of Report

- 1.1 The purpose of this paper is to provide Members with an update on the programme; to draw attention to progress made against key milestones and highlight what the next steps will be for the forthcoming months.

2.0 Decisions Required

The Cheshire East Cabinet is recommended to:

- 2.1 note progress made during June (appendix 1);
- 2.2 acknowledge revised milestones (as listed at the end of appendix 1);
- 2.3 recognise activities to be undertaken throughout July and August (appendix 2)

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 All milestones should be considered against the full Risk Register.

6.0 Background - Appendix 1: Progress during June

- 6.1 Appendix 1 sets out the key milestones, as taken from the High Level Implementation Plan, which were due for completion in June. The status of each milestone and a brief description of what has been achieved can be found here.
- 6.2 Also listed at the end of appendix 1 is a table that contains details of revised milestones.

7.0 Options - Appendix 2: Next Steps

- 7.1 Appendix 2 highlights the key milestones to be achieved in July and August.

8.0 Appendix 3 – Milestone Plan

- 8.1 Appendix 3 provides a visual representation of progress to date in the form of a Milestone Plan.

9.0 Reasons for Recommendations

- 9.1 Members of the Cabinet are invited to comment on:

- achievements to date; and
- activities that need to be undertaken next month

For further information:-

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Background Documents:-

Documents are available for inspection at:

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APPENDIX 1

PROGRESS DURING JUNE

Listed below are a number of key milestones that were due to be completed in June. The status of each milestone and a brief summary of what has been achieved can be found in the paragraphs following the table. **(Benefit Critical Milestones appear in bold text)**

People	1.1 Commissioning Arrangements Health Social Care and Supporting People 1.2 Health & Social Care Integration 1.3 Options paper on Local Safeguarding Children's Board and Adult Safeguarding
Performance & Capacity	1.4 Define Area & Neighbourhood Working and Community Empowerment Principles 1.5 Options on office locations, Headquarters and approach to Flexible and Mobile Working
Finance & Asset Management	1.6 Advise on budget setting for 2009/10 - Initial Financial Cost Envelope 2009/10 (and beyond) included Dedicated Schools Grant and other funding streams 1.7 Production of Asset Register
IT / Knowledge Management	1.8 Shadow Authority websites operational 1.9 Develop a high level ICT Protocol

1.1 Commissioning Arrangements Health Social Care and Supporting People - COMPLETE

The paper on Health and Social Care Integration was discussed at the meeting of the Joint JIT on 18 April where it was endorsed by officers as a way forward. Furthermore, it was agreed that discussions would need to take place between the block leads (for People, Places and Performance & Capacity) to further develop and refine the proposals for commissioning and these discussions will take place at a meeting scheduled for 14th July 2008.

1.2 Health & Social Care Integration - COMPLETE

The paper on Health & Social Care Integration was received and endorsed by the Cheshire East Executive on 16 June.

1.3 Options paper on Local Safeguarding Children's Board and Adult Safeguarding -COMPLETE

Proposals for the disaggregation of Adult Safeguarding Services and Children Safeguarding Units have been outlined. Discussions have taken place about the possibility of bringing together Adult Safeguarding, Children Safeguarding

and Domestic Abuse services. Further work on that will take place once final resolution has been achieved on political portfolios and Directorate structures.

In addition, a strategic review of Adult Safeguarding has been undertaken identifying in excess of 20 recommendations for improving Adult Safeguarding. Many of these recommendations will need an early political steer from Members (e.g. creation of East and West Adult Safeguarding Board and Adult Safeguarding Units). Members will receive a detailed report on the recommendations at a future Cabinet meeting.

1.4 Define Area & Neighbourhood Working and Community Empowerment Principles - COMPLETE

A number of options had been pulled together by a working group within the Performance & Capacity Block to address the future of Area & Neighbourhood Working and Community Empowerment. This formed a significant part of the recent Performance & Capacity induction event in June which provided an initial Member steer for the further work required in outlining the approach to Area & Neighbourhood Working and Community Empowerment in Cheshire East. This work will need to be Member led and one option is to establish a Member sub-group (possibly drawn from the Policy Advisory Panel) to lead the work on this important matter.

1.5 Options on office locations, Headquarters and approach to Flexible and Mobile Working - COMPLETE

The process of examining the various possible options for the Cheshire East Council is continuing and a report on this is included elsewhere on this agenda.

1.6 Advise on budget setting for 2009/10 - Initial Financial Cost Envelope 2009/10 (and beyond) including Dedicated Schools Grant and other funding streams - COMPLETE

An initial report detailing the Financial Planning Process for 2009-10 and beyond was put before the East Cabinet on 16 June. The high level planning process and next steps as outlined in the document were agreed. The report also highlighted the initial assessment of the notional 2008-09 budget and key dependencies with other workstreams and with Cheshire West.

1.7 Production of Asset Register - COMPLETE

This milestone will be achieved by the end of June. The asset register is largely complete. The asset register as it stands will not require a report to Members. It will be swept into a wider report on the disaggregation of the County balance sheet. Work is currently underway on the timing of finance related reports and once finalised the Implementation Plan will be updated accordingly.

1.8 Shadow Authority websites operational - COMPLETE

The website for Cheshire East Shadow Authority is fully operational and accessible at <http://www.cheshireeast.gov.uk/>

1.9 Develop a high level ICT Protocol - COMPLETE

A draft high level ICT Protocol document has been produced setting out the framework for how Information and Communication Technology (ICT) will operate as a strategic enabler of change. Consultation with the Cabinet Member for Finance, HR, Legal, Democratic and IT will now be undertaken to seek formal approval of this protocol.

2.0 REVISED MILESTONES

The deadlines of the following milestones have been proposed following discussions with Members and the relevant Lead Officers. Amended dates have been reflected in the High Level Implementation Plan and Milestone Plan.

Human Resources			
Milestone	<i>Original Deadline</i>	Revised Deadline	Lead Officer
Severance Report	<i>May 2008</i>	July 2008	Trish Barnett
Staff Retention Strategy	<i>July 2008</i>	September 2008	Trish Barnett
Flexible and Mobile Working Principles	<i>July 2008</i>	September 2008	Trish Barnett
liP Arrangements for New Authority	<i>July 2008</i>	November 2008	Trish Barnett

APPENDIX 2

NEXT STEPS

The following milestones have been grouped under the relevant Block, Joint Transitional Project or Overall Programme and are to take place throughout June. **(Benefit Critical Milestones appear in bold text)**

JULY	
Overall Programme	<ul style="list-style-type: none"> ▪ Chief Executive Appointment ▪ Organisational Design Principles and Management Structure ▪ Service Delivery Model – Aggregation / Disaggregation recommendations
People	<ul style="list-style-type: none"> ▪ SEN and Inclusion decision ▪ Business Support Reviews
Places	<ul style="list-style-type: none"> ▪ Waste disposal and collection issues paper ▪ Alderley Edge By Pass contract
Performance & Capacity	<ul style="list-style-type: none"> ▪ Area and Neighbourhood Working – consultation with the wider community commences ▪ Decision on Shared Service
HR	<ul style="list-style-type: none"> ▪ Severance Report
Finance & Asset Management	<ul style="list-style-type: none"> ▪ Financial Cost Envelope 2009/10 (and beyond) included Dedicated Schools Grant and other funding streams ▪ Disaggregation of County Budget, Assets and Liabilities and Formula Grant

AUGUST	
People	<ul style="list-style-type: none"> ▪ School Admissions Forums to be created ▪ Recommend the Shadow Authority to agree the approach being taken to redesigning Social Care
HR	<ul style="list-style-type: none"> ▪ Principles for location of staff
Finance & Asset Management	<ul style="list-style-type: none"> ▪ Medium Term Financial Strategy Report / Update ▪ Agreement on assets to be transferred to the successor Authorities

Benefit M/S

Complete M/S

At Risk M/S

Delayed M/S

On Track M/S

Impact M/S

Amended M/S Via CRF

	07/08 Q4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Q1	Q2	Q3	Q4
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Cheshire East High Level Implementation Plan

Overall Programme	SCOPING/ BASELINING RESULTS - KEY DCLG M/S											Agree Corp. plan & Med. Term Perf./ Fin. Plan					
	Service Delivery Principles																
People		HIGH LEVEL IMP. PLAN & RISK ANALYSIS - DCLG M/S															
		Elections take place	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)	Implement-ation Cabinet (various items)
		1st Full Council - various milestone linked		Shadow Council			Shadow Council		Shadow Council		Shadow Council		Shadow Council			Shadow Council	
		Commence-ment of Chief Exec recruitment process		CHIEF EXEC APPOINTMEN T - DCLG M/S			Dep.Chief Executives appointment (Fast track)		CHIEF EXEC IN POST - DCLG M/S								
					Section 151 & monitoring officers				STATUTORY OFFICERS IN PLACE - DCLG M/S								
		Man. relations with Schools paper	Advise on Budget setting for schools	SEN & Inclusion dec from each Auth.	Set up E & W school admins. forums	Agree approach - fair funding formula for schools		Agree packages/ costs of Support Serv. for schools				Identify multi year budgets for schools	Agree School funding		Consult school admins policies by 15.04.09		
		Agree proposals for cultural services	Commissionin g Arrangements Health Social Care & Supporting People	Bus. Support Review	Social Care Redesign agree approach	School governors reappoint-ing		Set up E & W schools forums					Issue one line budgets to schools				
			Health & Social Care integration			Social Care Frame Proposals							W & E 2 yr school budgets & Min. Funding Guarantee				

	07/08 Q4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Q1	Q2	Q3	Q4
Places			Major Transport 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			Develop Area & Neigh. Working and Community Empowerment Principles Draft Protocols Disposals/ Contracts/ Agree-ments Member learning/ develop-ment	Define Area & Neigh. Working and Community Empowerment Principles Options on office locations, headquarters & FMW					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/ rev. Priorities/ provisions for iLT			Cabinet decision on Severance (moved from May-Jul)	Principles for location of staff	High level org. structures agreed Staff retention scheme considered (moved from Jul-Sept) F&MW employee principles agreed (moved from Jul-Sept)		iIP arrangements for new Authority (moved from Jul-Nov)	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		Advise on Budget Setting for 2009/10 Initial Financial Cost Envelope 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 Develop a high level CT protocol													

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