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Cheshire East Council

Cabinet

Agenda

Date:	**Monday, 8th September, 2008**
Time:	**2.00 pm**
Venue:	**Council Chamber, Municipal Buildings, Earle Street, Crewe**

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 12 August 2008.

5. Key Decision CE15 - School Funding 2009/10 to 2010/11 (Pages 7 - 14)

   To consider a report on certain aspects of school and local authority funding, the school funding formula and the Scheme for Financing Schools.

   Report of the People Block Lead Officer attached.

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

6. Key Decision CE16 - Establishment of the Schools Forum for Cheshire East (Pages 15 - 24)

   To consider the size and composition of the Cheshire East Schools Forum, and to approve the proposed terms of reference.

   Report of the People Block Lead Officer attached.

7. Adults with Learning Disabilities Pooled Budget Agreement (Pages 25 - 28)

   To consider an extension to the pooled budget agreement.

   Report of the Cheshire East People Workstream attached.

8. Responsibilities for Local Authorities in Relation to Post 16 and 19 Education and Training (Pages 29 - 38)

   To consider proposals relating to the transfer of commissioning and funding for all 16-19 education and training.

   Report of the County Manager, Inclusion and Education attached.

9. Working with the Third Sector - A Partnership Framework for Cheshire East Council (Pages 39 - 64)

   To consider a draft framework to guide and govern the Council's future partnership relationship with the third sector in Cheshire East.

   Report of the People Block Lead Officer attached.

10. Consolidated (Interim) Sustainable Community Strategy for Cheshire East (Pages 65 - 132)

    To consider the Consolidated Strategy for use as an interim document.

    Report of the Partnerships Workstream, Performance and Capacity Block attached.

11. Climate Change (Pages 133 - 136)

    To consider the recommendations arising from the Members Induction day on how Cheshire East can take forward Climate Change.

    Report of the Cheshire East Climate Change Group attached.

12. Corporate Identity/Branding Development (Pages 137 - 170)

    To consider the outcome of the public and staff feedback on the designs for the new brand for Cheshire East Council.

    Report of the Communications and Marketing Group attached.

13. Programme Board Leadership Role

    Report to follow.

14. Section 24 Applications for Consent

    Report to follow.

15. Progress Report (Pages 171 - 178)

To receive a report on progress made against key milestones.

Report of the Leader of the Council attached.

16. 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 Paragraph 3 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).

17. Key Decision CE19 - Residential and Nursing Contract (Paragraph 3) (Pages 179 - 184)

To consider the contract for residential and nursing care for adults and older people.

Report of the People Block Lead Officer attached.

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Agenda Item 4

CHESHIRE EAST COUNCIL

Minutes of a meeting of the Cabinet
Held on Tuesday, 12th August, 2008
at Westfields, Middlewich Road, Sandbach

PRESENT

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

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

Visiting Councillors Present – Councillors Miss C M Andrew, L Gilbert and Mrs L Smetham.

36 APOLOGIES

Apologies for absence were received from Councillor P Findlow.

37 DECLARATIONS OF INTEREST

Minute 40 (Key Decision – Shared Services: Principles, Governance and Functions)
Minute 41 (Key Decision CE06 – School Admission Forum
Minute 42 (Key Decision – Residential and Nursing Care Contracts
Minute 43 (Key Decision – Progressing the Extra Care Strategy across Cheshire)
Minute 48 (Key Decision – Workforce Disaggregation/Aggregation
Councillors D Brickhill and P Mason declared personal interests in these items by virtue of being Members of Cheshire County Council. In accordance with the Constitution they remained in the meeting during consideration of these items.

38 PUBLIC QUESTION TIME/OPEN SESSION

There were no public questions.

39 MINUTES

RESOLVED

The minutes of the meeting held on 17 July 2008 were approved as a correct record.

40 KEY DECISION (SEE TEXT OF REPORT) - SHARED SERVICES: PRINCIPLES, GOVERNANCE AND FUNCTIONS

(Councillors D Brickhill and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to a report of the Joint implementation Team on shared pan-Cheshire services. It was reported that at the meeting of the Joint Liaison Committee on 1 August 2008 the recommendations now made to Cabinet had been approved. In considering the report it was agreed that the wording of the

decisions requested in 4(a) and (d) be amended to show that the arrangements would be reviewed after the first year of operation in line with the other recommendations in that part of the decision.

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

That approval be given to the decision requested and that

1. The six key principles underpinning Shared Services (section 3.4) be endorsed with an additional principle that any Inter-Authority Agreements contain clear service standards and performance management mechanisms.

2. That of the three governance models the constitutional model be endorsed as the primary governance mechanism for Cheshire (sections 3.5 - 3.70 and Appendix A).

3. That agreement be given to the functions identified by officers as potential candidates for a short-term, transitional Shared Service (Appendix C) subject to:-

    a) Item 9 School Admissions. Given the close relationship between the School Admissions process and the management of Appeals, it is proposed that a phased approach also be adopted to disaggregating the appeals service until 31 August 2009.
    b) Appendix B Research and Intelligence: Defer a decision on the Research and intelligence service pending further investigation.

4. That agreement be given to the functions identified by officers as potential candidates for a pan-Cheshire Shared Service (Appendix D) subject to:

    a) Item 15: Civil Protection/Emergency Planning: Consideration during 2009-10 of the scope for joint working with Halton, Warrington and other members of the Joint Resilience Forum: Reviewing the joint arrangements after the first year of operation.
    b) Item 16: Occupational Health: Reviewing the joint arrangements after the first year of operation.
    c) Item 17: Procurement
        (i) Strategic procurement - to receive a more detailed report at the next Joint Liaison Committee on the recommended service delivery approach for Strategic Procurement;
        (ii) Operation Procurement (Procure-to-Pay): to be considered as part of the independent review of the shared back office (see para 2.1 (v) below); and
        (iii) CBS Supplies: consideration of CBS Supplies operating in the short-term as part of any shared back office arrangements (see para 2.1 (v) below) with a review of CBS Supplies during 2009-10 to consider the future of the service.
    d) Item 19: Youth Offending Team: Consideration during 2009-10 of the scope for joint working with the Halton and Warrington Joint YOT: Reviewing the joint arrangements after the first year of operation.

e) Item 20: Libraries Specialist and Support Services :Reviewing the joint arrangements after the first year of operation.

f) Item 25: County Farms: To recommend retaining this small specialised service as a pan-Cheshire service subject to reviewing the joint arrangements after the first year of operation.

5. That agreement be given to the further work required to address the issue of the shared back office (section 3.66).

41 KEY DECISION CE06 - SCHOOL ADMISSION FORUM

(Councillors D Brickhill and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to the report of the Block Lead (People) advising the Shadow Authority on its statutory duty and powers in relation to school admissions, and seeking key decisions in respect of admissions processes, the formulation and determination of an admissions policy, admissions forums and areas.

RESOLVED
For the reasons set out in the report: -

1. That approval be given to the continuation from 1 April 2009 until 31 August 2009 of the pan-Cheshire delivery by the current admissions service of the process relating to admissions and appeals for the September 2009 intake (which commenced in June 2008) and relates to the current determined admissions policy and coordinated scheme. The admissions team to then be disaggregated on a phased basis from 1 September 2009, subject to both new LAs satisfying themselves that they have in place suitable staffing and systems arrangements to ensure delivery of their statutory duties.

2. That approval be given to the commencement by the County Council of the formulation of the September 2010 policy and the statutory consultation process on this, which must be completed by 1 March 09 (with determination by the statutory date of 15 April 2009).

3. That approval be given to immediate action* to set up two separate Admissions Forums to be established by Autumn 2008 in line with the proposed timetable shown at para 7.4. in order that each LA can be advised on issues and policies in relation to its local area and local schools. (*i.e. determines the constitution and membership in line with statutory requirements and approves the commencement of seeking new nominations, including nominations from existing members of the pan-Cheshire Forum).

4. That approval be given to the drawing up by the County Council of proposals in liaison with the existing admissions forum for the ‘relevant area’ (or areas), which will be subject to a 30-day consultation period prior to determination.

42 KEY DECISION (SEE TEXT OF REPORT) RESIDENTIAL AND NURSING CARE CONTRACTS

(Councillors D Brickhill and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to the report of the Block Lead, People, regarding the management of the contract for residential and nursing care for adults and older children which was due to expire on 11 April 2009.

RESOLVED
For the reasons set out in the report: -

That agreement in principle be given to a 2 year extension to the contract for residential and nursing care for adults and older children, and that a further report be considered by the Cabinet at its meeting in September.

43 KEY DECISION (SEE TEXT OF REPORT) PROGRESSING THE EXTRA CARE STRATEGY ACROSS CHESHIRE

(Councillors D Brickhill and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to the report of the Block Lead (People) on the progress of the extra care housing strategy in Cheshire until 31 March 2009, and thereafter.

RESOLVED
For the reasons set out in the report: -

1. That support be given to the development of an Inter Authority Agreement for one Authority to monitor and manage the Round 3 Private Finance Initiative Contract be agreed.

2. That support be given to the proposal to assign to the new Council the benefit of the five year Care and Support Contract awarded to Housing 21 until 2013, with each Council meeting the costs of care at the sites within its boundaries.

3. That the completion of the Round 5 Private Finance Initiative Outline Business Case, and the securing of an option on a fourth site be endorsed.

4. That agreement in principle be given to progress an Inter Authority Agreement to progress the Round 5 bid via a single authority on the basis that full details would be presented to Members at the time of the Outline Business Case submission.

5. That the work to secure 'Preferred Providers', with a view to the new Authorities utilising such Providers be endorsed.

6. That a Member from each of the new Authorities, with Councillor R Domleo being the representative for Cheshire East Council, accept an

invitation to attend the Public Private Partnership Panel for Extra Care Housing which meets quarterly to give strategic direction to the Extra Care strategy.

44 WASTE TREATMENT PFI CONTRACT: NOMINATIONS TO JOINT BOARD

Consideration was given to nominations to the Joint Board for the Waste Treatment PFI Contract.

RESOLVED
For the reasons set out in the report: -

That Councillors D Brickhill, P Mason and F Keegan be nominated to the Joint Board, and that Councillor D Brown act as reserve in the event of any of them being unavailable.

45 SCHEDULES OF CONSENT

Consideration was given to the joint report of the Interim Monitoring Officer and the Interim Chief Finance Officer on S24 Specific Consents issued under delegated powers since the last meeting. It was reported that one delegated Specific Consent had been granted in respect of the sale of Edleston Road Primary School, Crewe.

RESOLVED
For the reasons set out in the report: -

That the report be noted.

46 PROGRESS REPORT

Consideration was given to a report of the Policy Support Team on progress made against key milestones, and highlighting the next steps for the coming months.

RESOLVED
For the reasons set out in the report: -

That the report be noted.

47 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that IT involves the likely disclosure of exempt information as defined in Paragraph 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 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.)

48 KEY DECISION CE09 - WORKFORCE AGGREGATION AND DISAGGREGATION

(Councillors D Brickhill and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to the report of the Lead officer, HR Group, on the processes to be followed to aggregate and disaggregate the workforce of the seven existing authorities to the two new Councils.

RESOLVED
For the reasons set out in the report: -

That the proposed approach be supported and that consideration of any further issues be delegated to the Staffing Committee.

The meeting commenced at 2.00 pm and concluded at 3.00 pm

CHAIRMAN

Agenda Item 5

CHESHIRE EAST

CABINET

Date of meeting: 8 September 2008
Report of: John Weeks – People Block Lead Officer
Title: School Funding 2009-10 to 2010-11

1.0 Purpose of Report

1.1 The purpose of this report is to provide the Cabinet with an overview of certain aspects of school and local authority funding; and to seek approval to some work on the school funding formula and the Scheme for Financing Schools.

2.0 Decision Required

2.1 To authorise work on

(i) the school funding formula for the authority. The proposed formula needs to be agreed during January 2009 and will be used to issue school budgets in 2009-10.

(ii) The Scheme for Financing Schools that sets the financial regulations under which schools spend their budget shares. The Scheme needs to be approved by the Schools Forum during early 2009 and should be issued to schools before 1 April 2009.

3.0 Financial Implications for Transition Costs

3.1 The transitional costs are officer time, costs associated with venues for meetings and the cost of communication with schools and the Schools Forum. The actual costs will depend upon the extent of the work required and the availability of existing officer time. Direct costs are not expected to be more than £1-2,000 unless additional capacity is required.

4.0 Financial Implications 2009-10 and beyond

4.1 Costs associated with reviewing the formula and the Scheme for Financing Schools can be charged to the Dedicated Schools Grant.

5.0 Legal Implications

5.1 The current school funding framework is based on the legislative provisions in sections 45-53 of the School Standards and Framework Act 1998. Under this legislation, local authorities determine for themselves the size of their Schools

Budget and LA Budget – although at a minimum a local authority must appropriate its entire Dedicated Schools Grant (DSG) to their Schools Budget.

5.2 The categories of expenditure which fall within the two budgets (Schools and LA) are prescribed under regulations made by the Secretary of State, but included within the two, taken together, is all expenditure, direct and indirect, on an authority's maintained schools except for capital and certain miscellaneous items.

5.3 Local authorities may centrally retain funding (Central Spend) in the Schools Budget for purposes defined in regulations made by the Secretary of State under s.45A of the Act. The amounts to be retained centrally are decided by the authority concerned, subject to any limits or conditions (including gaining the approval of their School Forum or the Secretary of State in certain instances) as prescribed by the Secretary of State. The balance of the Schools Budget left after deduction of centrally retained funds is termed the Individual Schools Budget (ISB). Expenditure items in the LA budget must be retained centrally (although earmarked allocations may be made to schools).

5.4 The attached table shows the various sources of funding. It also includes Standards Funds which are given to schools and the LA for specific purposes, and the School Standards Grant which is given directly to schools (via the LA) and can be used for any purpose which the governing body determine, within the overall funding framework.

5.5 Local authorities must distribute the ISB amongst their maintained schools using a formula which accords with regulations made by the Secretary of State, and enables the calculation of a budget share for each maintained school. This budget share is then delegated to the governing body of the school concerned, unless the school is a new school which has not yet received a delegated budget, or the right to a delegated budget has been suspended in accordance with s.51 of the Act.

5.6 In 2006-07, the Government introduced multi year funding periods for school funding, and there is a presumption against changes to funding formulae during a multi-year budget period to allow stability for schools. 2008-09 is the first year of the current multi-year budget period, which also includes 2009-10 and 2010-11. The Department for Children, Schools and Families (DCSF) are reviewing the DSG for the next multi year period staring in 2011-12.

5.7 The financial controls within which delegation works are set out in a scheme made by the authority in accordance with s.48 of the Act and approved by the Schools Forum. All revisions to the scheme must also be approved by the Schools Forum. Subject to provisions of the scheme, governing bodies of schools may spend budget shares for the purposes of their school. They may also spend budget shares on any additional purposes prescribed by the Secretary of State in regulations made under s.50.

6.0 Risk Assessment

6.1 It is important that work begins now to ensure that the funding formula and the Scheme are approved in good time for school budgets to be issued for 2009-10 and for schools to be informed of the requirements of the scheme before 1 April 2009.

7.0 Background and Options

7.1 The new authority is required to:

- Develop a funding formula by which the ISB is to be delegated to schools.
- Agree a Scheme for Financing Schools which sets out the rules under which school governing bodies will spend their delegated budget.
- Establish a Schools Forum and consult with the Forum as the 2009-10 budget is developed. A report on the establishment of the Schools Forum appears elsewhere on this agenda.

School Funding Formula

7.2 The Schools Forum must be consulted on any changes to the school funding formula, and it is also good practice to consult all schools on the proposals. This needs to be done during the autumn so that the formula can be adopted in January before the LA sets its budget for 2009-10. Proposed changes to the formula therefore need to be agreed by the end of October in time for consultation with schools and the newly established Schools Forum.

7.3 The starting point for Cheshire East's school funding formula in the short term is assumed to be Cheshire's current formula. Whilst it is open to the new authority to develop a new funding formula from Day One, the timescales and the limited availability of staff with relevant expertise available mean that this is not a serious option. Adopting Cheshire's formula, with minor changes as necessary, is also most likely to enable the new authority to meet its obligations with regard to MFG within the DSG available.

7.4 Notwithstanding the adoption of Cheshire's funding formula, there are a number of formula factors that could be reviewed for 2009-10. These include:

Funding targeted for disadvantage

In 2008-09 the DCSF issued a statement showing the amount of funding allocated for deprivation and required Cheshire to complete a pro forma indicating the amount of funding deemed to be targeted for disadvantage. Cheshire's return showed a significant shortfall in the funding targeted, and has the authority been continuing there would have been a requirement to review this aspect of the formula. It will be difficult to establish the baseline for Cheshire East for the amount allocated by the DCSF – the calculation used data from before the introduction of DSG – but the assumption is that the DCSF

will require this aspect of the formula to be reviewed with a view to targeting more funding.

Early Years Funding

By 2010-11 all LAs are required to introduce a single funding formula for early years covering both provision in the maintained sector (maintained nursery schools and units attached to primary schools) and private, voluntary and independent provision. In 2009-10 a count on the basis of participation (rather than places) is to be introduced. LAs are not required to fund on that basis until 2010, although they can move to participation led funding in 2009 if they wish to do so. The DCSF have just issued guidance to LAs on the implementation of the single funding formula for early years and they emphasise the importance of LAs beginning to think about the formula now.

7.5 It is recommended that a working group consisting of officers and school representatives be set up to consider proposals for formula changes for 2009-10 and to make recommendations for areas for review over the longer term. The single funding formula for early years has a wider constituent body (including Private and Voluntary Providers) and the DCSF have already asked LAs to set up an Early Years Reference Group as a sub group of their Schools Forum. It is recommended that work on the early years formula is undertaken by the Early Years Reference Group, with officers ensuring that any proposals made by the two groups are mutually compatible.

7.6 Proposed timeline

September	Cabinet approves work on the development of the school funding formula
September/ October	Nominations for the Working Group sought at the same tin the nominations for the Schools Forum. Working Group established and meets to review the formula.
November/ December	Proposals for changes to Cheshire's formula considered by Cabinet prior to consultation with schools and the Schools Forum
January	Cabinet agree the school funding formula Schools and the Schools Forum informed
February	Council agrees the budget for 2008-09
March	School budgets for 2009-10 issued to schools

Scheme for Financing Schools

7.6 It will be necessary for the new authority to issue a Scheme for Financing Schools before Day One. There is detailed guidance from DCSF which covers most aspects of the scheme. However it will be necessary to have regard to the authority's financial procedures and financial standing orders in developing the Scheme. It is proposed that County officers liaise with the Interim Section 151 officer to develop the Scheme in advance of consultation with schools and the schools forum.

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

8.1 The funding formula is required prior to Day One as school budgets for 2009-10 need to be issued before the end of March. The Scheme for Financing Schools must be in place for 1 April. Both the formula and the Scheme must be reviewed on a regular basis.

9.0 Reasons for Recommendation

9.1 To ensure that the Authority meets its obligations to issue school budgets before 31 March 2009, and to have an agreed Scheme for Financing Schools on 1 April 2009.

For further information:

Portfolio Holder: Councillor Paul Findlow
Officer: Anne Tunnicliffe, School Funding and Policy Manager, Cheshire County Council
Tel No: 01244 972391
Email: anne.tunnicliffe@cheshire.gov.uk

Background Documents:

Documents are available for inspection at: Westfields, Middlewich Road, Sandbach

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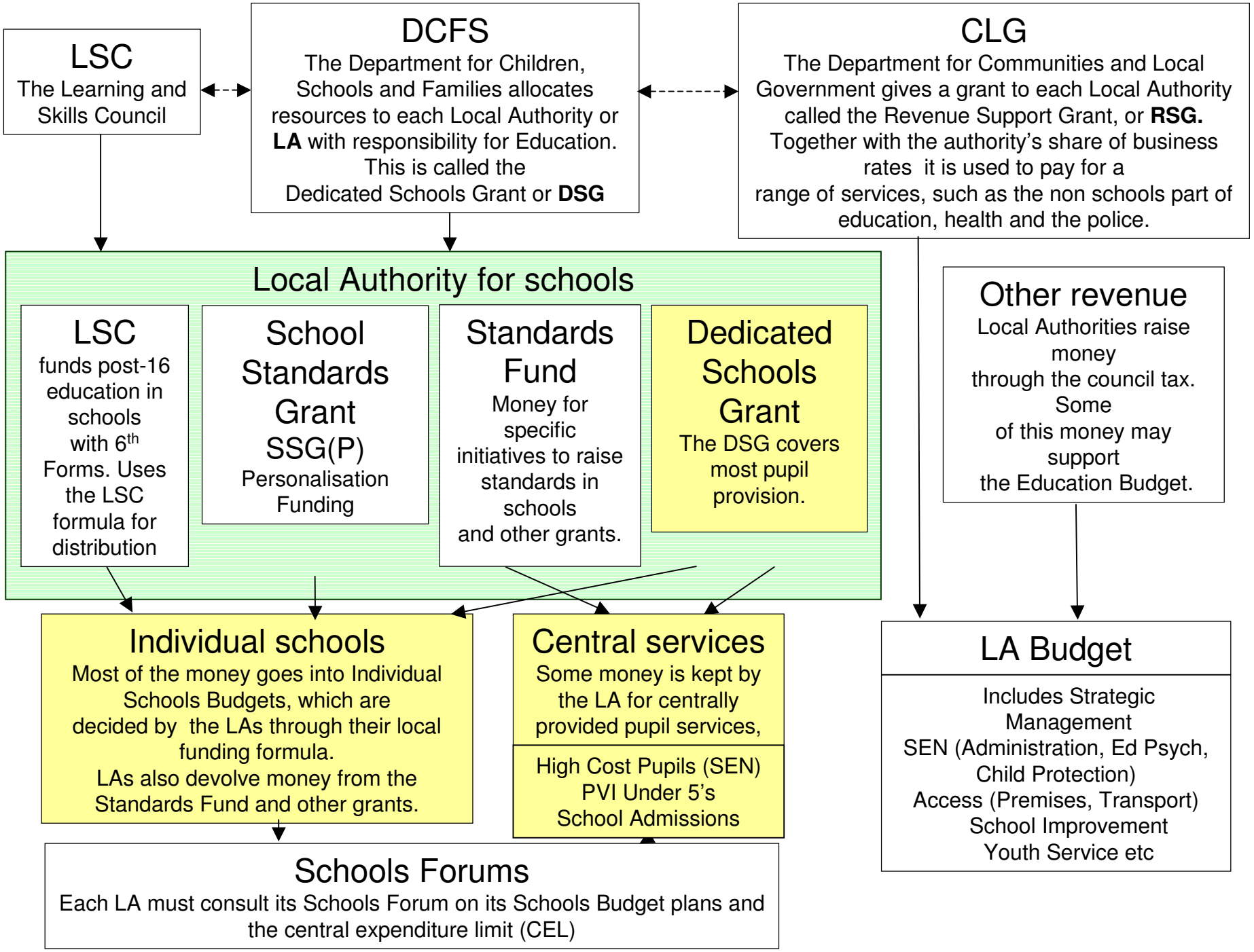
LSC
The Learning and Skills Council
DCFS
The Department for Children, Schools and Families allocates resources to each Local Authority or **LA** with responsibility for Education. This is called the Dedicated Schools Grant or **DSG**
CLG
The Department for Communities and Local Government gives a grant to each Local Authority called the Revenue Support Grant, or **RSG.** Together with the authority's share of business rates it is used to pay for a range of services, such as the non schools part of education, health and the police.
Local Authority for schools
LSC
funds post-16 education in schools with 6th Forms. Uses the LSC formula for distribution
School Standards Grant SSG(P)
Personalisation Funding
Standards Fund
Money for specific initiatives to raise standards in schools and other grants.
Dedicated Schools Grant
The DSG covers most pupil provision.
Other revenue
Local Authorities raise money through the council tax. Some of this money may support the Education Budget.
Individual schools
Most of the money goes into Individual Schools Budgets, which are decided by the LAs through their local funding formula.
LAs also devolve money from the Standards Fund and other grants.
Central services
Some money is kept by the LA for centrally provided pupil services,
High Cost Pupils (SEN)
PVI Under 5's
School Admissions
LA Budget
Includes Strategic Management
SEN (Administration, Ed Psych, Child Protection)
Access (Premises, Transport)
School Improvement
Youth Service etc
Schools Forums
Each LA must consult its Schools Forum on its Schools Budget plans and the central expenditure limit (CEL)

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CHESHIRE EAST

CABINET

Date of meeting: 8 September 2008
Report of: John Weeks - People Block Lead Officer
Title: ESTABLISHMENT OF THE SCHOOLS FORUM FOR CHESHIRE EAST

1.0 Purpose of Report

1.1 This report briefs the Shadow Authority on school funding arrangements, and seeks approval to the establishment of the Schools Forum for Cheshire East.

2.0 Decision Required

2.1 That the Executive:

- agrees the size and composition of the Cheshire East Schools Forum
- approves the proposed terms of reference, and
- authorises
    - the setting in hand of arrangements to elect the members of the schools group and
    - the seeking of nominations from relevant bodies for members of the non schools group.

3.0 Financial Implications for Transition Costs

3.1 The cost of setting up the Forum and the cost of any meetings held during 2008-09 will be no more than £4-5,000.

4.0 Financial Implications 2009-10 and beyond

4.1 It will be necessary to establish a small budget of around £5-6,000 for the running costs of the Schools Forum to cover the cost of accommodation, refreshments and the expenses of members of the Forum. These costs would be met from the centrally retained element of the Dedicated Schools Grant.

5.0 Legal Implications

5.1 The Education Act 2002 requires every Local Authority with maintained schools to establish a Schools Forum in accordance with Regulations issued by the Department for Children, Schools and Families (DCSF). The current regulations are The Schools Forums (England) Regulations 2002 as amended by the

Schools Forums (England) (Amendment) Regulations 2008 which came into force on 11 February 2008.

5.2 A chart showing the powers and responsibilities of the Schools Forum is attached.

6.0 Risk Assessment

6.1 If the Schools Forum is not established in good time the Council will not be able to fulfil its statutory requirement to consult the Schools Forum on issues affecting school budgets and associated Children's Services budgets for 2009-10.

7.0 Background and Options

7.1 It is for the Shadow Council to determine the size and composition of the Council's Schools Forum. There are two groups – the "Schools Group" and the "Non Schools" Group. At the time of writing there is no requirement to have non schools members but the Education and Skills Bill currently going through Parliament will make it a requirement. If there are non schools members, they cannot number more than one third of the total.

- The schools group consists of primary and secondary school representatives, plus nursery and special school representatives in authorities with maintained nursery and special schools.
- The non schools group consists of representatives of relevant bodies as defined by the Council.

7.2 The following guidance issued by the DCSF is relevant:

- The minimum size of a Forum is 15
- There is no maximum size - most Forums number 18-35
- Primary and secondary representatives should be proportionate to the ratio of pupils in each phase
- It is good practice to aim for an equal number of headteacher and governor representatives
- School representatives can also be divided into separate blocks representing different types of school – community, voluntary, foundation etc but care needs to be taken to avoid complexity
- Where there are nursery schools there should be a representative, either within the primary representatives or in addition to those from the primary sector
- Where there are special schools there should be at least one representative from that sector
- Whatever the membership structure it should reflect most effectively the profile of schools across the authority to ensure there is not an inbuilt bias towards any one phase or group.

- Non School Members must include a representative from the Private, Voluntary and Independent providers of the free entitlement to early years education and a representative from the local authority 14-19 partnership
- Otherwise it is for the Authority to determine the non school members but guidance indicates they must include representatives from the Church of England and Roman Catholic Dioceses.
- Other potential non schools members include stakeholders and partners such as trade unions, professional associations, and representatives of youth groups. They can also include representatives from other schools and bodies who educate the Authority's children, such as independent and non-maintained special schools.
- Non schools members can play a role in representing the interests and views of the services that support vulnerable groups and at-risk pupils who are on the roll of maintained schools, such as looked after children
- Elected members who hold an executive role in a local authority cannot be a member of the Forum but can attend meetings as an observer.
- Non executive elected members are eligible to be members of the Forum, either as school or non school members, and it could be helpful in a wider overview and scrutiny role.
- Similarly officers employed by the Authority who have a role in the strategic resource management of the authority are barred from membership.

Proposed size and composition of the Cheshire East Schools Forum

7.3 The proportion of primary to secondary pupils is currently 53%:47%. There are 96 community schools (including 12 secondary schools), 4 community special schools, 28 Voluntary Aided Schools (including 2 VA secondary schools), 17 Voluntary Controlled Schools, 1 Foundation primary and 6 Foundation secondary schools – a total of 152 schools (these figures exclude Sandbach Independent School). Early Years provision ranges from childminder and pre school playgroups to companies offering early years education and childcare.

7.4 Taking all these issues into consideration the following size and composition is recommended:

Schools Group

1	representative from Westminster Nursery School
10	primary representatives (5 headteachers, 5 governors)
10	secondary representatives (5 headteachers, 5 governors)
2	special school representatives (1 headteacher, 1 governor)

Non Schools Group

2	Diocesan representatives (1 Church of England, 1 Roman Catholic)
2	representatives from the PVI sector (to reflect the range of provision)
1	representative from the local 14-19 partnership
3	representatives from the school workforce, for example Trade Unions or representatives from professional associations or other bodies, for

example the Chair of the Association of Primary Headteachers if not a serving headteacher.

This totals 31 with 26% non school members. Cheshire's Schools Forum currently has 32 members.

Term of Office

- School representatives to hold office for a mix of 3 or 4 years to be determined when seeking nominations – the aim being to ensure continuity of experience.
- A schools member ceases to be a member of the Schools Forum when he or she no longer occupies the office they were nominated to represent
- A non schools member remains in office until he resigns, or the relevant authority makes a further appointment to replace him on nomination from the relevant body.

7.5 It is not proposed to further divide the primary and secondary groups by type of school. In seeking nominations representatives from all types and sizes of schools will be encouraged to put themselves forward.

7.6 Secondary headteachers have expressed concern at being able to field 5 representatives from 20 schools. Under the 2008 amending regulations it is now possible for headteachers to be represented by senior members of staff (meaning a principal, deputy headteacher, bursar or other person responsible for the financial management of the school). This adds flexibility to the pool of people able to represent headteachers. Whilst Cheshire's Forum felt that the strategic role of the Forum meant that it was important for headteachers to attend meetings, this does offer some flexibility.

7.7 The local authority must consult the Forum on arrangements for substitutes who may attend and vote at meetings on behalf of schools members.

7.8 Once the size and composition has been agreed, the process for establishing the Schools Forum will be set in train. This will be undertaken by Cheshire officers on behalf of the Shadow Authority. A Clerk to the Schools Forum will be nominated to oversee the process.

7.9 The Clerk to the Forum must make a record of the process by which the constituents of each group and sub group elect their nominees to the Schools Forum. The Authority can draw up a model scheme to assist but it cannot be imposed. Care must be taken to ensure that every possible eligible member of a constituency has an opportunity to be involved in the determination of their group's election process and is given the opportunity to stand for election if they choose to do so.

7.10 The proposed terms of reference for the Schools Forum are attached.

7.11 The following timeline is proposed:

September	determine the process for election (paragraph 7.9)
October	constituent groups to seek nominations for places on the Forum
November	Elections
End Nov/Dec	First meeting of the Schools Forum. Agenda to include procedural matters, ways of working, consideration of the funding formula, any contracts within the Forum's remit.

7.12 There is good practice guidance on the arrangements for meetings of the Forum that will be used to advise the Forum on their administrative arrangements.

8.0 Overview of Day One, Year One and Term One issues

8.1 The Forum has a part to play in the preparation of the 2009-10 budget and must therefore be operational in good time for budget consultation to take place.

8.2 The Authority must also consult the Forum on the terms of any proposed contract for supplies or services to be paid out of the authority's schools budget where the estimated value of the proposed contract is not less than the threshold which applies under regulation 8 of the Public Contracts Regulations 2008. The Authority is required to consult the Forum at least one month prior to the issue of invitations to tender. In the short term prior to the Forum being established it may be necessary to consider other means of achieving this consultation, either by going through the Cheshire Schools Forum or by making other arrangements in consultation with schools and other relevant bodies in Cheshire East.

9.0 Reasons for Recommendation

9.1 To ensure that Cheshire East Council fulfils its statutory requirement to establish a Schools Forum.

For further information:

Portfolio Holder: Councillor Paul Findlow
Officer: Anne Tunnicliffe
Tel No: 01244 972391
Email: anne.tunnicliffe@cheshire.gov.uk

Background Documents:

Documents are available for inspection at: Westfields,Middlewich Road, Sandbach

Appendix

Cheshire East Schools Forum

Proposed Terms of Reference

The Local Authority (LA) is required to consult the Schools Forum on a number of matters specified in regulations. The following terms of reference are closely based on guidance from the Department of Children, Schools and Families:

School Funding Formula

- To advise the Local Authority on any proposed changes in relation to the factors and criteria that were taken into account, or the methods, principles and rules that have been adopted, in its formula made in accordance with Section 47 of the School Standards and Framework Act 1998 and the financial effect of any such change. This consultation is to take place in sufficient time to allow the outcome to be taken into account in the determination of the LA's formula and in the initial determination of the schools budget shares before the beginning of the following financial year.

Contracts for Supplies and Services

- To advise the Local Authority on the proposed terms of the specification of any proposed contract for supplies or services to schools which is to be let by the Local Authority and to be funded from the Schools Budget, to a value equal to or exceeding the local government threshold stipulated in the Public Services Contracts Regulations. This consultation is to take place at least one month prior to the issue of invitations to tender.

Advisory role

- To advise the Local Authority annually about the following matters:
    - the arrangements to be made for the education of pupils with statements of special educational need;
    - arrangements for the use of pupil referral units and the education of children otherwise than at school;
    - arrangements for early years education;
    - arrangements for insurance;

- prospective revisions to the LA's scheme for the financing of schools;
- administrative arrangements for the allocation of central government grants paid to schools via the LA;
- the arrangements for free school meals

Commissioning

- To commission reports and research into school funding issues within the area of the LA, where appropriate, and to draw to the LA's attention any matters arising from such work.

Communications

- To inform all LA schools of the consultations carried out.

The Local Authority:

- is to take into account the views expressed by the Forum in setting its Schools Budget or, where appropriate, taking other decisions in relation to the funding of schools or the provision of pupils.

- may consult the Forum on such other matters concerning the funding of schools as they see fit, and shall take into account any views expressed by the Forum.

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	Function	Local Authority	Forum	DCSF Role	Notes
1	Formula Change (including redistributions)	Proposes and decides	Must be consulted	None	
2	Contracts	Propose prior to invitation to tender, the terms of any proposed contract	Gives a view	None	
3	Financial Issues relating to: arrangements for pupils with SEN; arrangements for use of Pupil Referral Units (PRUs) and Education other than at School (EOTAS); arrangements for early years education; arrangements for insurance; administrative arrangements for the allocation of central govt grants; arrangements for free school meals.	Consult annually	Gives a view and informs the governing bodies of all consultations carried out in lines 1, 2 & 3	None	
4	Breaches of Central Expenditure Limit	Proposes	Decides	Adjudicates where Forum does not agree LA proposal	
5	Increases in central spend on prudential borrowing, temination of employment costs, combined services, schools specific contingency and SEN transport	Proposes	Decides	Adjudicates where Forum does not agree LA proposal	
6	Scheme of financial management changes	Proposes and consults GB and Head of every School	Approves	Adjudicates where Forum does not agree LA proposal	
7	Minimum Funding Guarantee (MFG) changes (<50% pupils)	Proposes	Decides	Adjudicates where Forum does not agree LA proposal	
8	MFG changes (>50% pupils)	Proposes	Gives a view	Decides	
9	Membership : length of office of Schools Member	Decides	None (but good practice would suggest that they gave a view)	None	
10	Membership: appointment of Schools Members	Appoints	None (but good practice would suggest that they gave a view)	None	Elected by members of the relevant sub group
11	Membership: Non Schools Members	Seeks nominations from the relevant bodies then appoints	None (but good practice would suggest that they gave a view)	None	
12	Voting Procedures	None	Determine voting procedures	None	
13	Chair of Forum	Facilitates	Elects	None	may not be an elected member of the council or officer

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CABINET

Date of meeting: **8 September, 2008**
Report of: **Chair, Cheshire East People Work stream**
Title: **Adults with Learning Disabilities Pooled Budget Agreement**

1.0 Purpose of Report

1.1 To set out the recommendations for extending the adults with learning disabilities (ALD) pooled budget agreement until 31 March 2010

2.0 Decision Required

2.1 The Shadow Authority is recommended to agree an extension to the ALD pooled budget agreement until 31 March 2010 subject to the terms of an agreement to be approved by the County Solicitor and Monitoring Officer

3.0 Financial Implications for Transition Costs

3.1 There are no implications for transition costs

4.0 Financial Implications 2009/10 and beyond

4.1 ALD services currently cost some £63 million per annum and are funded 50% by the County Council and 50% by the PCTs.

4.2 There are cost pressures within the service, due to continued growth in the number of service users eligible for care, particularly as children enter the adults care arrangements. The County Council's budget for contributions to the pool was overspent by £0.8M in 2007-8 although this was offset by under spending elsewhere in the Community Services department

4.3 2008-09 estimated costs can be split (using current activity) as shown below.

	CW&C	EC	Total
	£000	£000	£000
2008-9 Estimated Costs	31,756	31,320	62,986

4.4 Decisions have not yet been take as to how funding will be split and ALD costs will be one part of the wider budget and service design discussions. The total budget for adults' social care is £230m gross in 2008-09.

5.0 Risk Assessment

5.1 The key risks of not running the ALD pooled budget agreement to 31 March 2010 are

- There will not be time for the authority to evaluate the impact of the transfer of ALD costs funding from PCTs leading to poor value commissioning
- Lack of a pooled budget agreement during the change in PCT boundaries may destabilise the funding streams to fund the costs in the pooled budget

6.0 Background and options

6.1 Since April 2002 Cheshire CC and the two Cheshire PCTs have operated a pooled budget agreement to fund the costs of health and social care for Adults (aged 18-65) with Learning Disabilities (ALD). This is consistent with the obligations placed on both partners to co-operate with each other under Section 27 of the Health Act 1999. The County Council is the accountable body for the agreement and has operational responsibility for services within the pooled budget. The pooled budget provides services for some 1,800 service users at an annual cost of some £63 million.

6.2 Strategic commissioning and performance is governed by an Executive Commissioning Group (ECG) made up of officers from local government and PCTs. The agreement also provides for Local Partnership Boards made up of carers and service users who contribute to commissioning strategies and operational service delivery structures.

6.3 The original pooled budget has continued from year to year. In March 2007 after a joint review the parties adjusted the mechanism for assessing their annual financial contributions. The parties had been working to agree a five year agreement during 2007. Following the LGR decision a five year agreement is no longer considered viable. Given the considerations set out below it is recommended that the authorities commit to a revised ALD pooled budget agreement until 31 March 2010

- The PCTs have resolved to consult on realigning their boundaries to match new local government areas. This process, if approved, will not be completed until April 2010
- In its “Valuing People Now” paper, the Government has confirmed its intention to transfer funding for certain ALD costs from PCTs to local authorities. This transfer is supposed to take place by 1 April 2009 but as yet no detail has been received on what funding and costs will transfer. Therefore the impact of this transfer on the continued rationale for pooled budget arrangements cannot be determined.

- ALD commissioning and provider services will be affected by the outcomes of social care re-design. This wide ranging change programme will help the authorities deliver the new policy directives for personalisation of services and adoption of individual budgets. It will also review provider service arrangements. The recommendations from the redesign will be reported to Members in autumn 2008 but will take time to implement and continuation of the pooled budget arrangement will allow for its impact to be assessed and changes implemented.

6.4 The cost of ALD services flowing from the pooled agreement will disaggregate to the new authorities in April 2009 but both authorities can continue to benefit from the pooled budget arrangement whilst future partnership strategies; the impact of PCT boundary and funding changes and social care redesign is assessed.

6.5 The recommendations made in this report were considered and supported at the meeting of the Joint Liaison Committee which took place on Friday 3rd August 2008.

7.0 Reasons for Recommendation

7.1 The pooled budget has facilitated a joined up approach to commissioning services for ALD and proved to be a successful working arrangement for all parties.

7.2 Both PCTs support continuation of a pooled budget agreement until 31 March 2010 to allow for the changes described above to be worked through.

7.3 Extension of the agreement allows time for consideration of whether a pooled budget approach continues to add value given the changes to PCT boundaries, the Government's "valuing People Now" proposal to transfer funding for some ALD costs from the NHS to local authorities and the impact of social care redesign.

For further information:

Portfolio Holder: Councillor
Officer:
Tel No:
Email:

Background Documents:
Valuing People Now
Social Care Redesign briefing
Documents are available for inspection at:

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CHESHIRE EAST

CABINET

Date of meeting: 8 September 2008

Report of: Linda Brown, County Manager Inclusion and Education

Title: Responsibilities for Local Authorities in Relation to Post 16 and 19 Education and Training

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1.0 Purpose of Report

1.1 To outline the implications for the joint DCSF/DIUS proposals outlined in the "Raising Expectations: Enabling the System to Deliver" document. This relates to the transfer of commissioning and funding for all 16-19 education and training from the Learning and Skills Council (LSC) to LAs in 2010 alongside changes to the funding of post-19 education provision.

2.0 Decision Required

2.1 It is recommended that both Shadow Authorities, together with the County Council:

2.1.1 agree that a Project Board be set up with representation and active engagement from all of the relevant teams and identify an appropriate Project Lead,

2.1.2 undertake an analysis of Travel-to-Learn patterns in order to be able to contribute to regional discussions and agree sub-regional groupings once further criteria are known,

2.1.3 engage, through the Project Board, with regional LSC teams to shadow the LSC Business Cycle over the next 18 months,

2.1.4 discuss, through the Project Board, with the local LSC to secure some semi-formal arrangements for closer working on this work.

3.0 Financial Implications for Transition Costs

3.1 There are no transition costs in terms of LGR. However, there will be workload additional to any of the existing authorities in order to plan for these changes and to shadow the LSC over the next 18 months or more.

4.0 Financial Implications 2009-10 and beyond

4.1 The White Paper proposes that responsibility for the funding and organisation of 16-19 learning is transferred to LAs. The financial implications of this transfer are significant (funding for 2008-09 for 16-18

year olds at the six FE Colleges and 29 School Sixth Forms in Cheshire amounts to in excess of £79 million) but cannot be fully quantified at the present time. For example, whilst LAs will have a significant relationship with FE Colleges in their area, the exact financial relationship will depend on the local commissioning arrangements. The current national funding formula will remain and once plans are agreed through the commissioning process funding will flow through the national formula according to the plan.

4.2 The County and Vale Royal District Councils currently draw down funding from the Learning and Skills Council for adult learning. The LSC contracts within the County are held by the Lifelong Service at an average annual value in the region of £2.5 million. However all areas of Local Authorities are in a position to benefit from Adult Education and Skills funding. Some work would need to be undertaken to gather financial information from both the districts and the County in order to quantify the financial implications to the two new authorities.

5.0 Risk Assessment

5.1 Given the nature of these changes and the scale of the resource and responsibilities being transferred to Local Authorities, there would be significant risk by not engaging effectively with this work both in terms of planning and shadowing but also in terms of creating appropriate future structures/processes for commissioning. There would be significant risk to future educational provision and to economic regeneration of the area if the changes were not implemented effectively.

6.0 Background

6.1 The government has published “Raising Expectations: Enabling the System to Deliver” which is a joint DCSF/DIUS consultation on the proposals which include LAs having a strategic lead across all 14-19 provision. This includes responsibility for increasing participation and attainment by young people by age 19, for reducing NEET and for raising the participation (in education or training) age. The post 19 changes are to herald in the demand led approach indicated by Leitch in order to achieve the target of 95% of the work force qualified to level 2 (5A*-C GCSE equivalent) by 2010.

6.2 The participation age (in education or training) of young people will be raised to 18 by 2015. From 2013 every suitably qualified young person should be entitled to an Apprenticeship place.

6.3 The DCSF preferred approach has these features:

- LAs will discharge their responsibilities to provide a place in learning for every young person through strategic commissioning.
- LAs will cluster together in sub-regional groupings reflecting travel-to-learn patterns to commission provision for young people across the wider local area.

- There should be progressive devolution of power and authority to the sub-regional level as the collaborative arrangements become stronger, successful and more formal

6.4 LAs will judge demand for different forms of provision, and the extent to which the available supply meets that demand. LAs will decide where to commission more provision, where to expand the best provision to fill gaps, and where to remove the least effective provision.

6.5 Central to the proposals are:

- That every young person is and will be entitled to a new curriculum and new qualifications including the 17 new Diplomas alongside strengthened GCSEs and A levels and the guarantee of an Apprenticeship or pre-Apprenticeship place,
- making sure there is good quality Information Advice and Guidance (IAG) to all young people – through the transition of Connexions to LAs and the development of Targeted Youth Support,
- making sure that those young people who need it get financial support,
- supporting every young person to make the transition from pre- to post-16 learning successfully by implementing the September Guarantee and extending this to age 17.

6.6 The funding for Post-19 / Adult learning includes the Adult Learning Safeguard funding (Adult Learning, Family Learning , Neighbourhood Learning in Deprived Communities); Employer Responsive Funding (Train to Gain – linked to Public service workforce development including the Children's Services work force, Skills for Life – English and maths) and Adult Responsive Funding (Adult NVQ's, Routes to HE, Adult and YP Apprenticeships , Entry to Employment, Skills for Jobs, Post-25 LLDD provision and Offender Learning)

6.7 Current expertise within LAs in post -19 education will need to be considered as part of the response to this government agenda.

6.8 Further detail on both 16-19 provision and post 19 provision is set out in Appendix 1.

6.9 Detail on LSC funded 16-19 provision and staffing is set out in Appendix 2.

7.0 Options

7.1 The proposal to create a Project Board is considered to be the only option that would enable the new authorities to plan for this change.

8.0 Reasons for Recommendation

8.1 The recommendation will enable the LAs to plan effectively for this major change.

For further information:
Portfolio Holder: Councillor Paul Findlow
Officer: Mark Parkinson
Tel No: 01244 972411
Email: mark.parkinson@cheshire.gov.uk

Background Documents:

Documents are available for inspection at:

Appendix 1

16 – 19 Provision

1 New national organisations are proposed:

- A slim national Young People's Learning Agency, which will have responsibilities for budgetary control and for securing coherence in the event that agreement cannot be reached locally.
- A new body set up to run post 19 funding - the Skills Funding Agency. This will oversee the majority of the £4.5bn to become demand led through the expansion of train to gain, apprenticeships and establishing skills accounts to offer a virtual voucher representing an individual entitlement to be used at an accredited provider of the learners choice.
- Non demand led funded adult learning will include "A wide range of adult learning" and funding for Post -25 learners with learning difficulties and /or disabilities.
- Quality management in this area is likely to move towards self regulation under an umbrella organisation.
- The new agency will also, under the proposals, house the new National Apprenticeship Service (NAS).

2 As part of their Children and Young People's Plan, LAs will be expected to produce a commissioning plan for young people's learning.

3 Knowing what young people want is important so informed learner choice will drive the system. However, knowing the skills base for the area is also important as is effective Information Advice and Guidance.

4 FE Colleges and training providers may draw students from many areas; as a minimum, there is an expectation that LAs will come together in sub-regional groupings.

5 The Regional Development Agency (RDA) will co-chair a regional planning group which will be convened by the Young People's Learning Agency and include representatives from the Government Office and the adult Skills Funding Agency.

6 It is proposed that Sixth Form Colleges be a distinct legal category for the first time. It is expected that there will be a closer relationship between Sixth Form Colleges and their home LA and a single commissioning and performance management relationship.

7 The home LA will have the lead responsibility for improving quality and raising standards in relation to School Sixth Forms and Sixth Form Colleges, but the LA will need to work through the Skills Funding Agency in relation to FE Colleges.

8 LAs will be primarily responsible for planning and funding of provision for learners with learning difficulties and/or disabilities (LLDD), who have an

entitlement to education or training up to the age of 25, and for the education and training of young people in juvenile custody.

9 LAs will need to work closely with the Skills Funding Agency (SFA) and local providers to ensure adequate and appropriate provision for all adults including adults with learning difficulties and/or disabilities (LDD).

10 LAs will be held to account for the outcomes that are achieved, through a new local government performance framework.

11 DCSF proposes that following consultation, they will legislate early so that they can transfer funding to LAs in the academic year 2010/11 with the new system fully in place from September 2010. A move to a 14-19 funding formula, if agreed, would be implemented from the start of the 2011-12 financial year (or later).

12 The aim is that there should be a shadow structure in place between the LA and LSC (within the current legislative framework) so LAs take on greater responsibility and begin to lead the commissioning process locally. DCSF expects the full shadow system to be in place nationally by September 2009.

13 Regionally the intention is to ensure LAs understand the current LSC Business Cycle as part of the shadowing process and that some working groups be set up regionally to advise on transition issues. LA Lifelong Learning Services have worked within the LSC business cycle for many years and have systems in place to respond to this which could bring useful expertise to build on within LAs.

14 Sub-regional groups should be worked on between September and December 2008. It has been proposed that we need clarification over the purpose of those groups before any final decision can be made.

15 Long-term there are issues structurally about where this work sits, where LSC staff may be placed, etc. There are also obvious issues about pay scales, TUPE, etc.

Implications for Post – 19 Education and Skills

1 The funding for Post-19 / Adult learning includes the Adult Learning Safeguard funding (Adult Learning, Family Learning , Neighbourhood Learning in Deprived Communities); Employer Responsive Funding (Train to Gain – linked to Public service workforce development including the Children's Services work force, Skills for Life – English and maths) and Adult Responsive Funding (Adult NVQ's, Routes to HE, Adult and YP Apprenticeships , Entry to Employment, Skills for Jobs, Post-25 LLDD provision and Offender Learning)

2 Current expertise within LAs in post -19 education will need to be considered as part of the response to this government agenda.

3 The County Lifelong Learning Service has an established and effective commissioning framework with FE colleges and schools.

4 There are established partnerships between LA Lifelong Learning and FE and other Adult Skills providers, where delivery organisations have common National Occupational Standards for staff and a common professional institute and therefore shared Professional Qualification Frameworks.

5 Post 19 quality and inspection frameworks are common.

6 The County Lifelong Learning Service and some district authorities have direct delivery arms in specialist areas. For example, Health &Social Care and Skills for Learning.

7 The Adult Safeguarded Learning area is currently central to the Department's (DIUS) national consultation on Informal Learning. The outcomes from this wide ranging consultation will have implications for this area, funded currently by the LSC, and for a wider range of publicly funded learning such as that delivered through Health, Economic Development, Community Development and Cohesion, Safeguarding, Libraries/ Culture and Leisure services, and the 3rd sector.

8 This Machinery of Gov paper affords an opportunity to for LAs to develop a more joined up approach to their interaction with FE Colleges, Schools and other learning providers in the local area.

9 LGR in Cheshire is an added opportunity to embed new models which enable a multi –service coherent approach in the new authorities as they develop.

Appendix 2

Learning and Skills Council (LSC)

Number of 16-18 providers:

Cheshire West and Chester

3 FE Colleges (West Cheshire, Mid-Cheshire and Sir John Deane's)
15 School Sixth Forms (if Woodford Lodge and Verdin are considered as one)

East Cheshire

3 FE Colleges (Macclesfield College, South Cheshire College, Reaseheath College)
14 School Sixth Forms

Warrington

2 FE Colleges (Warrington Collegiate and Priestley College)
7 School Sixth Forms

The LSC also currently manages 17 Work Based Learning (WBL) 16-18 contracts on behalf of the NW region. Within the Cheshire and Warrington area, there are, on average, around 1,100 16-18 year olds in WBL in both West and East Cheshire areas. There are around 1,200 in Warrington.

In terms of 16-18 budgets for 2008-09, these are approximately as follows:

Cheshire West and Chester

FE - £23 million (including some FE funding for TTE)
School Sixth Forms - £15 million

East Cheshire

FE - £25 million
School Sixth Forms - £16 million

Warrington

FE – 13.5 million
School Sixth Forms - £7 million

Work Based Learning

The 16-18 WBL budget the LSC manages for the region is around £13 million.
The Entry to Employment provision for the region has just been out to competitive tender and the indicative amounts for this were around £2 million per annum for Cheshire and £700k for Warrington. There are also a number of ESF contracts relating to this age group, mainly funding activity for the NEET and "pre-NEET" groups,

amounting to around £1.2 million. This year the NW region has received £3.5million of the 14-19 Fighting Fund from DCSF and if that continues in future years then the new Cheshire authorities might expect to receive a share of this. The LSC has a local strategic relationship with the David Lewis Centre but the budgets for it come from the regional team.

LSC Staffing

- LSC currently has 16 staff and one vacant post.
- There are two Directors and a PA.
- There are six Partnership Managers and they have local 14-19 and contract management leads. This will be reduced to five when one departs to Warrington BC. They are supported by four Partnership Advisers, one Partnership Administrator and one vacant Administrator post.
- There are also an Economic Development Manager and Adviser.
- However, none of these posts are dedicated to provision for young people. All have some responsibilities for Adult Skills, Employer responsive provision and local economic development. In addition, the local team are supported by regional specialists in areas such as procurement and planning and performance.

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Agenda Item 9

CHESHIRE EAST COUNCIL

CABINET

Date: 8 September 2008
Report of: The People Block Lead Officer
Title Working with the Third Sector – A Partnership Framework for Cheshire East Council

1.0 Purpose of Report

1.1 To present a draft Framework to guide and govern the Council's future partnership relationship with the third sector in Cheshire East.

2.0 Decision Required

2.1 To endorse the principles and direction of the Framework (Appendix 1) and to retain the current level of investment (without inflation uplift) in organisations in the sector in 2009/10. In addition, to commission further work from officers during the Autumn/Spring to negotiate a new Compact Agreement, develop commissioning policy, asset transfer proposals and a Volunteering Strategy, in partnership with the Third Sector, for consideration by the Council.

3.0 Financial Implications for Transitional Costs

3.1 Service redesign and commissioning of services from the Third Sector may present a positive contribution to the management of transitional costs in the longer term.

4.0 Financial implications for 2009/10 and beyond

4.1 Retention of the current level of investment in organisations the sector in 2009/10 (without inflation uplift) will provide some interim security to local organisations while service and provider reviews are undertaken and priorities determined for the future.

5.0 Legal implications

5.1 The Framework provides the context within which the Council will be able to fulfil a range of statutory duties, including the new duties to involve, promote participation and enhance mechanisms for scrutiny, proposed in the forthcoming Community Empowerment, Housing and Economic Regeneration Bill.

6.0 Risk Assessment

6.1 Early notification of the Council's decision to maintain existing levels of investment in organisations the sector in the next financial year will reduce the risk of organisations instituting legal challenges on the basis of a failure to comply with existing Compact commitments to the sector.

7.0 Background

7.1 Councils in Cheshire East have had long standing relationships with the voluntary and community sector. During 2007 work was undertaken by the County Council to develop a Third Sector Strategy. Officers and senior managers from District Councils contributed to the process in line with the Compacts signed by all local authorities in Cheshire East.

7.2 The Framework seeks to build on this and outlines the contribution the sector can make to improve public services and achieve better outcomes for local people and communities.

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

8.1 The draft Strategy has been revised and updated as a Framework for the new Council and is presented as a legacy capable of adoption in advance of Day One. It establishes the parameters for the development of a suite of policy and practice documents during Year One and their implementation during Term One.

8.2 The Framework is based on the needs of the Council and the Third Sector, in order that together we serve people better. These are summarised as

The Council needs:

- to fulfil its statutory duties and its role as community leader
- to manage a dialogue with service users and citizens about the design and delivery of high quality affordable services
- to grow the market and orchestrate the provision of these services
- to monitor and evaluate these services to ensure their effectiveness and efficiency

The Third Sector needs:

- access to information about services - current provision and potential change
- support to coordinate consultation and engagement
- strong and coordinated infrastructure organisations to support the front line
- sustainable funding for infrastructure and front line groups to enable them to deliver

9.0 Reasons for the Recommendation

9.1 National policy related to the sector, Strong and Prosperous Communities (2006) and Communities in Control (2008) emphasises the importance of the Third Sector in shaping and designing effective services, representation and advocacy, lobbying and influencing policy. There is a risk that the future Comprehensive Area Assessments will be affected unless a clear Framework governing the Councils future relationship with the sector is established.

For further information:-

Officer: *John Weeks*
Tel No: *01244 973201*
Email: *john.weeks@cheshire.gov.uk*

Background documents:

Department of Communities and Local Government
"Strong and Prosperous Communities" (2006)

Department of Communities and Local Government
"Communities in Control" (2008)

Documents are available for inspection at: County Hall, Chester

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‘Inform, Consult, Involve, Devolve’

Working with the Third Sector

A Partnership Framework for Cheshire East Council

September 2008

DRAFT

Nuala Keegan
Third Sector Development Manager
Cheshire County Council

INTRODUCTION

This document is informed by work undertaken in 2007 to develop a Third Sector Strategy for Cheshire County Council. The development and consultation process led by County Council staff involved over 140 third sector organisations and individuals, via the web, by email and 12 workshop events. Officers and senior managers from District Council's also contributed to establishing key principles for this work in line with the Compact's signed by the County and District Councils.

Work to date has

- established why a strategy is needed
- considered what outcomes we want to achieve
- aimed to define priorities
- identified levels of investment in the sector
- developed some proposals for improvement

A draft Strategy was endorsed by Cheshire County Council Management Board in October 2007. Consideration by Members was postponed pending a decision on Local Government Reorganisation.

The earlier draft has been revised and updated to take account of the formation of the Shadow Council for Cheshire East and it is presented as a legacy of work to date and a plan for the future.

DRAFT

THE VISION

A Vision for the Third Sector in Cheshire East

The Council and Third Sector organisations in Cheshire East will work to develop a relationship based on partnership not patronage, in order to secure **"A responsive, sustainable, innovative, distinctive and independent Third Sector, which represents and supports the community and plays a vital role in improving the quality of life of the people in Cheshire East through information, advocacy and service delivery."**

What do we mean by this?

A responsive sector is dynamic, open to challenges and involved. It is a sector that brings the energy and passion from people and communities to the planning table. It means a sector that is financially sustainable and not entirely grant dependant, a flexible sector with a positive approach to change, a sector that is innovative and pioneering in its activities and is anchored by good governance arrangements. A sector with these attributes will be better able to give a voice to people and communities, including hard to reach groups, when lobbying and influencing policy. It will also support local people, by grass roots action through to comprehensive service delivery. The sector in Cheshire East has many of these attributes. The new Council will have the opportunity to build on these strengths, while recognising the independence of the sector and the distinctive nature of the groups it encompasses.

What do we mean by the Third Sector?

The Office of the Third Sector defines the sector as;

"**voluntary and community organisations, charities, social enterprises, faith groups, cooperatives and mutuals"**[1]

Key to this definition and the vision is the understanding that the Third Sector contributes to a tripartite relationship with the public and private sectors. It is not "third rate" or "third in line". It is an important partner with rights and responsibilities.

[1] Office of the Third Sector website, http://www.cabinetoffice.gov.uk/third_sector/

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Organisations making up the sector across Cheshire East are very diverse and their activities important partner with rights wide ranging. These organisations have different needs and priorities, but each can make a valuable contribution to improving the quality of life for residents. The new Council will need to consider the legacy of earlier Compact Agreements and determine new arrangements to guide its relationship with the sector in future.

Overview

The Framework is based on the needs of the Third Sector and the Council, in order that together we serve people better and improve the quality of life for people and communities in Cheshire East. Proposals for improvement are based on existing Compact commitments and local government's duty to **INFORM, CONSULT, INVOLVE** and **DEVOLVE.** The Framework recognises that groups will wish to be involved in different ways; dependant on their experience and capacity. It confirms that the delivery of public services is not the objective for all organisations. It acknowledges the responsibilities of the Council and Third Sector organisations across Cheshire East to work together to improve services to users and the public.

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WHY DO WE NEED A FRAMEWORK?

Cheshire East Council shares the same broad objectives with many organisations in the third sector – to build and sustain flourishing communities and to meet the priorities of a new Sustainable Communities Strategy. This Framework aims to strengthen our working relationship and enable us to achieve our ambitions together.

A Compact Way of Working

The District Councils and the County Council have signed Compact Agreements with third sector organisations in each of the Cheshire East districts. These Agreements set out key principles, shared values, and ways of working together more effectively to deliver better services. They contain detailed codes of practice and have whole Council implications for the way we operate. The Compact has binding force as Government policy and its significance should not be under estimated. Our challenge is to ensure awareness and Compact compliance is embedded in all services and departments of the new Council, evidence of which will form part of future Comprehensive Area Assessments.

Strong and Prosperous Communities - October 2006[2]

The Department for Communities and Local Government has recognised the 'diverse nature of the Third Sector and the different roles it plays – shaping nd designing effective services, representation and advocacy, lobbying and influencing policy and has set out clear expectations about the full involvement of the sector as strategic partners.

Communities in Control - July 2008[3]

The Department for Communities and Local Government published its community empowerment White Paper "Communities in Control" on 9 July. The proposals will place new duties on councils to ensure that local people and communities have

- more information and greater influence over the local decisions that affect them;

[2] Local Government White Paper – DCLG 26 October 2006
[3] Community Empowerment White Paper – DCLG 9 July 2008

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- more opportunity to get directly involved in managing and shaping how local services are delivered
- new means of holding politicians and Councils to account

The third sector has a unique ability to articulate and drive change through advocacy and action. The sector can be at heart of reform to improve public services: as **contractors** delivering public services, as **campaigners** for change, as **advisers** influencing the design of services and as **innovators** from which the public sector can learn. The White Paper recognises the role of individual active citizens, social entrepreneurs, volunteers and campaigners and seeks to support them and third sector organisations to play their full part in reviving civic society.

The needs of the new Council and the Third Sector are summarised below.

Cheshire East Council will need:

- to fulfil its statutory duties and community leadership role
- to manage a dialogue with service users and citizens about the design and delivery of high quality affordable services
- to grow the market and orchestrate the provision of these services
- to monitor and evaluate these services to ensure their effectiveness and efficiency

The Third Sector across Cheshire East will need:

- access to information about services - current provision and potential change
- support to coordinate consultation, engagement and empowerment
- strong and coordinated infrastructure organisations to support the front line
- sustainable funding for infrastructure and front line groups to enable them to deliver
- to maintain its independence

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The Council will need to make the best use of the resources available to deliver desired outcomes in the context of many competing priorities. The Council will need to consider how to re-design services and build on models of good practice. Establishing how these can be implemented will take time and raise issues of organisational capacity, in both the Council and the third sector, which we will need to address. It will be important to identify how other public sector partners can contribute resources to achieving these outcomes and how the Third Sector can play a full part in delivering future Local Area Agreements.

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OUTCOMES – WHAT DO WE WANT TO ACHIEVE?

Active and empowered communities	• Organisations well supported in the local community, looking after their own interests. • People contributing, volunteering and being involved in many different types of activity. • Local people identifying their own needs, people feeling that their voice is being heard and they can influence decisions. • Community leaders and activists ensuring the diversity of community based activity
Third Sector organisations delivering more public services professionally, efficiently and effectively	• Expert and professional organisations with skilled staff and leaders, working to agreed priorities and quality standards. • Organisations that are focussed on outcomes, using resources efficiently and targeting them where they will have most effect. • Monitoring and evaluation in place that encourages improvement and best practice • Good governance – organisations demonstrating transparency and probity in their activities
Strong and coordinated infrastructure organisations that support front line organisations in the sector	• Streamlined infrastructure support for the sector that is easily accessible and inclusive, well informed, linked to national bodies, funded from public money and responsive to local needs (including small and start up organisations). • Specialist and generalist infrastructure organisations working well together, with clarity and transparency about their roles. • Infrastructure organisations acting as honest brokers and driven by the needs of the front line organisations they serve
Third Sector organisations that are well networked and coordinated	• Organisations working well together with little or no duplication of services and efficient use of resources. • Achieving a balance between competition and collaboration that provides the best outcomes for local people. • Organisations that are well connected to regional and national networks and well represented and participating fully in local partnership arrangements. • Frameworks in place that encourage good relationship management.
Third Sector organisations that have sufficient resources	• Financially stable organisations with a variety of income sources. • Organisations with capital assets and resources, including skilled and experienced people.
Third sector organisations focussed on local needs	• Predominantly locally based organisations tuned to the diverse needs in Cheshire East • Larger (national) organisations contributing where they are best placed to do so • Responding to need on the basis of evidence

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RESOURCES – WHAT DO COUNCILS IN CHESHIRE EAST CURRENTLY SPEND IN THE THIRD SECTOR?

As part of the resource mapping for the new Cheshire East Council managers have made some initial assessments of the grant and contract expenditure in the sector in Cheshire East in 2008/9

Local Government – Cheshire East

		Funding Type		
Administering authority	**Department**	**Contract**	**Grant**	**Grand Total**
Cheshire County Council	Community Services	1,617,718.94	162,028.00	1,779,746.94
	Environment	117,394.50	290,309.00	407,703.50
	Children's Services	40,373.00	13,466.50	53,839.50
Cheshire County Council Total		**1,775,486.44**	**465,803.50**	**2,241,289.94**
Congleton Borough Council	Chief Executive		10,000.00	10,000.00
	Community Development		194,310.00	194,310.00
	Revenues		21,530.00	21,530.00
	Streetscape		2,840.00	2,840.00
	- Unconfirmed -		33,180.00	33,180.00
Congleton Borough Council Total			**261,860.00**	**261,860.00**
Crewe & Nantwich Borough Council	Community Development	214,257.00	76,210.00	290,467.00
Crewe & Nantwich Borough Council Total		**214,257.00**	**76,210.00**	**290,467.00**
Macclesfield Borough Council	Community & Well-being		148,530.00	148,530.00
	Corporate	70,150.00	29,650.00	99,800.00
	Legal & Democratic		145.00	145.00
	- Unconfirmed -	5,000.00	56,395.00	61,395.00
Macclesfield Borough Council Total		**75,150.00**	**234,720.00**	**309,870.00**
Grand Total		**2,064,893.44**	**1,038,593.50**	**3,103,486.94**

Central and Eastern Cheshire PCT

	Funding Type		
Administering authority	**Contract**	**Grant**	**Grand Total**
Central and Eastern Cheshire PCT (spending in Cheshire East only)	331,360.70	765,320.28	1,096,680.98

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This investment secures a wide range of services for people and communities in Cheshire East including adult and older people's social care, children's services, arts, sports and cultural services, health promotion, community transport, environmental initiatives, lifelong learning, community development, advice and information and many more.

This investment assessment relates only to Council base budgets. It does not include services funded from national government external grant, for which the County Council or District Councils are the Accountable Body or distributing organisation eg Supporting People, Carers Grant, SureStart etc.

This assessment does not include details of County Council social care block contract values with third sector providers.

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INFORM

To achieve our outcomes and a vision for a Third Sector which 'plays a vital role in improving the quality of life of local people through information, advocacy and service delivery' the Council will need to improve information to the sector, ensuring that it is clear, timely, and well directed to the requirements and capacity of different groups and organisations.

The Council will need	Proposals – the Council will:	What we are trying to achieve
To improve the information available to local citizens and service users	Use third sector organisations, within an overall communications strategy, to inform people and communities about services Support the establishment of a Third Sector network or Assembly in Cheshire East	Well informed and engaged citizens and service users better able to access services Specialist and generalist infrastructure organisations working well together, with clarity and transparency about their roles.
Better corporate awareness of the nature, purpose and value of the third sector	Establish an internal Programme Board to bring together staff with responsibility for engagement with the sector	Increased capacity of staff to work effectively with the third sector
The sector will need	**Proposals – the sector will:**	**What we are trying to achieve**
Accurate and accessible information about Cheshire East Council policies, services and opportunities related to the sector	Have access to a Third Sector specific section on the new Council's website	Organisations working well together with little or no duplication of services and efficient use of resources.

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CONSULT

The third sector has a unique ability to give a voice to the community and drive change, most powerfully where third sector organisations work together. However, effective consultation with organisations in the Third Sector has been problematic for all Councils and the process has often been complex and fragmented.

The new Council will need to ensure that inclusive participative structures are put in place to enable the sector to have a consistent, effective and accountable voice in local decision-making. Generalist and specialist networks encompassing the broad spectrum of opinion within the sector, will need clear governance arrangements that set out their role, responsibilities and relationships with each other and public sector agencies.

The White Paper[4] reinforces the need for meaningful involvement of third sector organisations on Local Strategic Partnerships (LSPs).These principles of representation will help the sector to organise its involvement in the new LSP and help the Council to decide how to support this involvement in a sustained way.

The Council will need	Proposals – the Council will:	What we are trying to achieve
Effective systems to consult Third Sector organisations and meaningful involvement of the sector in the new LSP	Support the establishment of a Third Sector network or Assembly in Cheshire East Support specialist infrastructure organisations/hubs reflecting LAA themes	Specialist and generalist infrastructure organisations working well together, with clarity and transparency about their roles and the ability to contribute to/deliver LAA and other partnership outcomes
Compact compliant consultation processes embedded in all services and departments	Establish an internal Programme board to bring together staff with responsibility for engagement with the sector Provide Compact training and awareness programmes for staff and Members	Increased capacity for staff to work effectively with the sector

[4] Communities in Control – DCLG July 2008

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	Develop an online Compact Toolkit for managers	
The sector will need	**Proposals – the sector will:**	**What we are trying to achieve**
Effective system for coordinating responses to Cheshire East Council consultation processes	Develop a Third Sector network or Assembly in Cheshire East in 2009 Coordinate specialist infrastructure organisations/hubs reflecting LAA themes	Streamlined consultation processes which are inclusive, effective, timely and proportionate Specialist and generalist infrastructure organisations working well together, with clarity and transparency about their roles and the ability to contribute to/deliver LAA and other partnership outcomes
Infrastructure organisations with efficient and cost effective back office support	Consider mergers/consolidation of existing organisations to maximise front end resources	Streamlined infrastructure support for the sector
Compact compliant consultation processes embedded in the new Council	Contribute to Compact training and awareness programmes for staff and Members	To ensure all Council consultation complies with Compact principles and best practice

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INVOLVE

Some individuals and Third Sector organisations are asked to be involved in many different partnership arrangements. The Council will need to establish strong partnerships with the sector, harness its own capacity to relate to the sector and support the sector to undertake its various roles.

The sector has a key role to play to encourage active citizens and ensure that they know about the opportunities to volunteer or take up civic roles in their communities. The role of faith communities is particularly relevant here, with many faith based groups entirely reliant on volunteering effort to support vulnerable people, from parent and toddler groups, youth groups to older people.

Volunteering is defined as 'an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.'[5]

Recent years have seen an increase in volunteering in Cheshire from 36% in 2004 to 42% in 2006.[6] To support this trend the new Council will need to tackle some of the barriers to volunteering by increasing the awareness of opportunities through Volunteer Centres.[7] In the 2005 Cheshire wide Citizenship Survey, 59% of those who did not volunteer on a regular basis (at least once a month) cited work commitments as the main barrier. Employers can support staff to volunteer in a variety of ways and new standards are now in place for employers – the Investing in Volunteers for Employers Award. As a major employer the new Council will consider arrangements for employee supported volunteering.

Research has shown that people on a low income are less likely to volunteer. The Council will need to consider a policy for recruitment, management, recognition and reward of individuals who give up their time to assist in various roles. Research established that voluntary activity can play an important

[5] The Compact Code of Good Practice in Volunteering - www.vounteeering.org.uk
[6] Cheshire Community Survey was conducted in February and March 2006, with interviews from 1,304 people using the Citizens Panel.
[7] Volunteering England define the six core principles of Volunteer Centres as; Brokerage (to match individuals and groups), marketing volunteering, good practice development, developing volunteering opportunities, policy response and campaigning, and strategic development of volunteering.

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role in helping people who are not working to keep in touch with the labour market and to obtain skills and experience that may help them into work. The White Paper[8] proposals include a review by the Department for Work and Pensions (DWP) exploring the role of the third sector in welfare-to-work reform.

The Council will need	Proposals – the Council will:	What we are trying to achieve
Strong, empowered and self reliant communities	Consolidate community development practitioner teams to work with local groups and communities to build their capacity for real involvement, empowerment and change. Expand on pilot projects for the transfer of community assets, where appropriate, to local organisations and/or a Community Property Trust	A network of community development workers well co-ordinated and operating across Cheshire East, supporting people to become involved in community activities and run local projects/services as volunteers, community leaders or members. Financially stable organisations with a variety of income sources. Organisations with capital assets and resources.
Active involved citizens	Develop local working arrangements with opportunities for involvement of citizens in neighbourhood/community councils, focus groups and networks. Develop a policy to direct recruitment, training and payment of expenses to all volunteers working with the Council Consider opportunities to contract with Volunteer Centres to increase volunteering opportunities, maintain a volunteer skills register, train, support and accredit volunteers	To meet statutory duty to involve Reduce barriers to volunteering and recognise the value of volunteer involvement in service planning and delivery
Motivated and well skilled employees	Review existing leave provisions related to volunteering activity.	Increase opportunities for Council staff to develop and share their skills through volunteering activity

[8] ibid

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	Consider an Employee Supported Volunteer Scheme (ESV) Integrate volunteering opportunities within staff appraisal and team building processes	
The sector will need	**Proposals- the sector will:**	**What we are trying to achieve**
Greater opportunities to participate fully in LSP arrangements, strategic planning and LAA thematic groups.	Develop a Third Sector network or Assembly in Cheshire East Coordinate specialist infrastructure organisations/hubs reflecting LAA themes	Increased participation and empowerment of citizens and service users – greater choice and voice to influence in Council services and priorities.
Increased investment in Volunteer Centres	Negotiate with the Council to increase investment in Volunteer Centres to maximise volunteering opportunities, maintain a volunteer skills register, train, support and accredit volunteers	More people contributing, volunteering and being involved in different types of activity. Improved LAA and CAA outcomes

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DEVOLVE

To meet Local Area Agreement commitments the Council will need to devolve public service delivery increasingly to Third Sector organisations. The Council will need to build on work done to date to improve financial relationships with the sector and to be more explicit about whether we are supporting organisations to improve quality of life and civic pride as part of the Council's community leadership role (*grant making*) or engaging with organisations to deliver specific services, derived from a commissioning cycle and firmly linking investment to outcomes (*contracting*) or building capacity in the sector (*investing*).The Council will need to consider these distinctions in its commissioning frameworks.

The Council confirms its intention to achieve better public outcomes for individuals and communities, which yield efficiency gains and community benefits, through smarter, more effective and innovative commissioning, and the optimal involvement of the third sector in public service design, improvement and delivery.

Principles of Good Commissioning[9]

Commissioning is *the process of specifying, securing and monitoring services to meet people's needs at a strategic level. This applies to all services, whether they are provided by the local authority, NHS, other public agencies or by private and voluntary sector organisations* (Audit Commission).
The eight Principles of Good Commissioning are:

- **Understand the needs of users and communities** ensuring that, alongside other consultees, the Council engages with third sector organisations, as advocates, to access their specialist knowledge
- **Consult potential provider organisations**, including those from the third sector, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- **Put outcomes for users at the centre** of the strategic planning process
- **Map the fullest practical range of providers** with a view to understanding the contribution they could make to delivering those outcomes;
- **Consider investing in the capacity of the provider base**, particularly those working with hard-to-reach groups;

[9] Good Commissioning challenge questions – SEE APPENDIX 1

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- **Ensure contracting processes are transparent and fair**, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- **Adopt long-term contracts and risk sharing**, wherever appropriate, as ways of achieving efficiency and effectiveness
- **Seek feedback from service users, communities and providers** in order to review the effectiveness of the commissioning process in meeting local needs.

A distinctive Third Sector role?

There are three important dimensions to the Third Sector's role which the new Council will need to consider. The first relates to *commissioning with* the sector, that is, their contribution to an understanding of the market – what exists in the sector and what could be developed – and by providing best practice examples from their experience. The second relates to *commissioning from* the sector, that is, third sector organisations as potential providers of services, contributing and maximising resources through access to charitable/trust funding streams and the social return on investment (SROI). The third relates to partnership working in which the third sector and the Council jointly bid to an external funder for resources to deliver services together.

Commissioning with the sector through their involvement in "upstream" strategic planning and service design presents challenges for the new Council in the commissioning process and when making procurement decisions. Third Sector organisations will need to be able bid, without suggestion of undue preference, for Council contracts as potential providers. The Council and the third sector will need to take account of issues with regard to risk and independence, and the sector will need to consider whether objectives in the contract conflict with the organisations core objectives, for example campaigning, lobbying or faith promotion. .

The Office of the Third Sector will be carrying out a new national survey of third sector organisations – including faith-based charities – later this year to better understand the issues and working to tackle the barriers to commissioning services from faith-based groups

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Currently local Council staff and managers[10] are able to provide professional support to commissioners to identify third sector organisations and to ensure that social and economic benefits are given appropriate weighting in consideration of bids from the sector. This includes separate commissioning for social outcomes and the inclusion of 'social clauses' within contracts. Using principles of social accounting and audit to account fully for its social, environmental and economic impact the sector's distinctive contribution to meeting the wider wellbeing needs of people and communities can be more accurately assessed.

Guidance suggests that criteria which include quality, price, technical merit and social and environmental impact allow for a wider interpretation of "most economically advantageous tender" and enables commissioners to pay particular attention to the added value of contracting with third sector organisations[11]. In addition the Office of Government Commerce has recently published guidance on how to consider social issues in procurement policy[12] . The Council will need to consider how best to consolidate professional expertise in this area.

Grant Making

A grant is a *'donation by way of money or otherwise to support an organisation, a specific service or activity, with the donor having no right to receive anything in return other than an indication that the donation is being used for the purpose for which it was donated*.'[13]

Not all third sector organisations desire or currently have the capacity to deliver public services but they do make a contribution to local quality of life. The Council will need to consider how to support such activity through *giving* or *grant making*. Supporting Third Sector organisations through grant making can enable the Council to sustain community activity in small scale projects which often maximise the use of volunteers.

Whether contracting with, or grant aiding third sector organisations, the Council will need to take account of government guidance and move towards multi year agreements which can enable small organisations to forward plan, allow for flexibility and provide better cover for overheads[14] Multi year agreements can also increase sustainability and avoid the added transaction costs incurred by Councils through annual funding arrangements.

[10] County Council's Third Sector Development Unit
[11] Commissioning within the Legal Framework, Capita conference – Third Sector Commissioning 14 June 2007
[12] Office of Government Commerce (2008) *Buy and Make a Difference: How to Address Social Issues in Public Procurement*, London
[13] Funding definition adopted by Cheshire County Council 2007

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Community asset transfer

Community-based organisations are the key to solving some of the most difficult and complex neighbourhood issues. But they often require greater financial stability. Neighbourhood organisations can provide a base from which people and grassroots groups can get involved in driving positive social change through a range of activities, services, support and facilities. The Government review into the community management and ownership of public assets [15] was published in May 2007 and concluded that "to place land and buildings in community hands is to provide the means for people to create profound and long term transformation in their neighbourhood".

The County Council is a pilot authority for asset transfer and has been working with community organisations in Winsford, Dunham Hill and Bollington to transfer surplus school buildings and a community centre on a leasehold basis. Consideration has also been given to establishing a Community Land Trust to act as a mechanism for future asset transfer. Proposals in the White Paper[16] include plans to consult on a national framework for Community Land Trusts and the Audit Commission has published the basis on which they intend to assess the way local authorities manage their assets under the new Comprehensive Area Assessment.

The Council will need	Proposals – the Council will:	What we are trying to achieve
To grow the market of potential service providers	Embed Third Sector commissioning within an integrated Commissioning Framework linking investment to outcomes, with clear priorities, outcomes and resource allocations Increase staff capacity and skills to contract with Third Sector providers Provide development and training workshops to	Third Sector organisations delivering services where best placed to do so Consistent commissioning and procurement processes that comply with Compact principles and best practice operating across the Council Monitoring and evaluation carried out in a way that is focussed on outcomes, and is proportionate to the size of the contract and risk.

[14] Treasury Guidance – Improving Financial Relationships with the Third Sector: Guidance to Funding and Purchasers, HM Treasury, 2006
[15] Making Assets Work: The Quirk Review – DCLG May 2007

[16] ibid

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	build the capacity of the sector to tender for and deliver more public services Develop plans for the transfer of community assets, where appropriate, directly and/or via a Community Land Trust Provide information, training and advice to Third Sector organisations to help them to own/manage assets Adopt full cost recovery and multi year funding agreements, wherever possible	
The sector will need	**Proposals - the sector will:**	**What we are trying to achieve**
Increased capacity to negotiate for contracts and to demonstrate social value and impact	Have access to training to build the capacity of the sector to tender for and deliver more public services and own/manage assets	Joint understanding of priorities and processes. Third sector organisations well supported to tender for and deliver public services
Financial stability with a variety of income sources.	Develop plans for the ownership/management of community assets, where appropriate	Third Sector organisations with capital assets and resources, including skilled and experienced people

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APPENDIX 1

Good Commissioning – Challenge Questions for service managers

Understanding service needs

- How do we know how effectively we are identifying user needs within each service delivery area?
- How are we involving service users in the design of service delivery? What have we changed, because of that involvement?
- What means have we for engaging relevant Third Sector and private sector providers in the design of services, to meet identified user needs?
- Which features of service delivery have our users said are the most important to them? How do we assess our performance against them?
- What outcome measures have we identified for each service delivery area? Are they things that users value? How do we monitor our performance against them?

Understanding the market

- How do we know what numbers and types of providers can supply the specific services we want to commission?
- How are we identifying potential local and national suppliers that might wish to tender for these services?
- How do we involve potential suppliers in service design and the design of our commissioning processes? What have we changed because of that involvement?
- How competitive are the markets for these particular services? How has that changed recently?
- If there is no market in this area of service delivery, what steps are we taking to create one?
- What effect is our current commissioning practice having on our local supplier market? What could we do to improve it?

Effective procurement

- How do we assess compliance with the principles of good commissioning in our own commissioning and procurement practice?
- How are we monitoring the performance of our current suppliers and how are we using the information we collect to improve service delivery?
- How well do competing bids for service contracts enable us to compare value for money? How do our suppliers know what information to include, to help us to do so?
- What wider social, economic, or environmental benefits do we expect to gain from our current commissioning practice? How do we take account of them, when considering overall value for money, and how do we know that we are achieving them?

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CHESHIRE EAST COUNCIL

Cabinet

Date of meeting:	8 September 2008
Report of:	Partnerships Workstream, Performance & Capacity Block
Title:	CONSOLIDATED (INTERIM) SUSTAINABLE COMMUNITY STRATEGY FOR CHESHIRE EAST

1.0 Purpose of Report

1.1 To provide Members of the Cheshire East Cabinet with information, as a consolidation of priorities already consulted upon, articulated and agreed within the existing sustainable community strategies for Macclesfield, Congleton, Crewe and Nantwich and Cheshire, upon which decisions relating to service delivery and resource allocation can be made prior to vesting day.

2.0 Decision Required

2.1 The Cabinet to recommend to Council to receive the Consolidated Sustainable Community Strategy for Cheshire East (Appendix 1) as an interim document and agree its use as the basis for corporate and financial planning prior to vesting day.

3.0 Financial Implications for Transition Costs

3.1 None identified

4.0 Financial Implications 2009/10 and beyond

4.1 Both the Sustainable Community Strategy and 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 the Sustainable Community Strategy inform how resources are allocated and services delivered by the local authority and its partners.

5.0 Risk Assessment

5.1 In the absence of a robust new partnerships framework through which a new Sustainable Community Strategy for Cheshire East could be developed, consulted upon, agreed and implemented within the timescale of LGR transition, it is proposed that a consolidation of the current community

strategies already in existence across Cheshire East be used as an interim measure.

5.2 Should this document now not be agreed as an interim measure, the Shadow Council would have no robust evidence base upon which the decisions it is required to make over the next seven months and beyond by the new Council could be made.

6.0 Background

6.1 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.

6.2 "Creating Strong, Safe and Prosperous Communities" published in July 2008 contains statutory guidance in relation to the preparation or modification of Sustainable Community Strategies replacing that issued previously under section 4 of the Local Government Act 2000. This statutory guidance reinforces the purpose of a Sustainable Community Strategy as setting 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.

6.3 In addition, the creation of strong partner relationships and alignment of views around the Sustainable Community Strategy is the starting point for the negotiation of Local Area Agreements and provides the rationale for the identification of improvement targets. The refresh of the current transitional Cheshire Local Area Agreement will be the subject of a subsequent report to Cabinet in October/November.

6.4 The Sustainable Community Strategy 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.

6.5 Within the Cheshire East area, there are currently four Sustainable Community Strategies in place. 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)

6.6 All four documents have been produced through existing partnership frameworks, are compact compliant (in that they have been subject to an extensive consultation process) and have been formally agreed by the four existing local authorities and LSP's in accordance with their statutory duty. They are, therefore, currently being used by the councils and their partners as outlined in paragraph 6.4.

6.7 It should also be noted that the transitional LGR regulations, including those in relation to the preparation of Local Area Agreements, recognise the existence of current plans and strategies and allow for them to be taken forward by the new unitary authority in the absence of new plans being produced within the transition period.

6.8 On this basis, it is proposed that a new Sustainable Community Strategy for Cheshire East be prepared during 2009 through a newly constituted LSP framework (to be in place by the end of January at the latest). In addition to providing sufficient time for partner engagement in the production process, this timescale for the development of the new Strategy will ensure that the results of the Joint Strategic Needs Assessment, Place Survey and other similar activity can be taken into account. It also aligns closely with the timetables for Corporate Plan and Local Development Framework Core Strategy development.

6.9 In the interim, it is proposed that the current strategies listed in paragraph 6.5 be consolidated, together with the 35 areas for improvement identified in the Cheshire Local Area Agreement, to inform the Corporate Plan and provide the basis for decision making (including budget setting) over the next seven months.

6.10 As a consequence of this exercise, 16 high level priority themes have emerged. In no particular order of importance, these are:

- 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

It should be noted that, at this stage it is not appropriate for the Shadow Authority to amend these priorities though it is important for the Council to reach a view on the importance it attaches to those identified.

6.11 Appendix 2 maps the more detailed content of the current Strategies against each of the high level priority themes and, as such, illustrates areas of common ground. The shaded rows in Appendix 2 also highlight the designated Local Area Agreement indicators for which the local authority is the lead partner. These are:

NI4	Percentage of people who feel they can influence decisions in the locality
NI8	Adult participation in sport and active recreation
NI21	Dealing with local concerns about anti-social behaviour and crime by the local councils and police
NI125	Achieving independence for older people through rehabilitation/intermediate care
NI130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets – adults all ages)
NI135	Carers receiving needs assessment or review and a specific carer's service, or advice and information
NI141	Percentage of vulnerable people achieving independent living
NI142	Percentage of vulnerable people who are supported to maintain independent living
NI154	Net additional homes provided
NI155	Number of affordable homes delivered
NI156	Number of households living in temporary accommodation
NI168	Principal roads where maintenance should be considered
NI169	Non-principal roads where maintenance should be considered
NI186	Per capita reduction on CO2 emissions in the Local Authority area
NI191	Residual household waste per household

In addition to the above, there are a number of indicators delivered through more formalised partnership arrangements in which the local authority is a key player, e.g. Cheshire Children's Trust, Cheshire Domestic Abuse Partnership, Cheshire Safer Roads Partnership, etc.

6.12 Again it should be noted that whilst the Local Area Agreement review/refresh process will provide an opportunity to revisit 2009/10 targets, including those specific to Cheshire East, it is not anticipated that there will be a change in the targets identified for improvement or designated indicators.

7.0 Options

7.1 Not applicable

8.0 Reasons for Recommendation

8.1 The Shadow Authority needs firm evidence of community and organisational priorities upon which decisions can be made. In the absence of a new Sustainable Community Strategy for Cheshire East the content of the existing strategies, which has already been determined through robust partnership working and analysis of detailed qualitative/quantitative data, should provide the policy base that the Shadow Authority needs in the interim.

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Background Documents:

Documents are available for inspection at: Westfields, Middlewich Road, Sandbach

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Version 9
Consolidated (Interim) Sustainable Community Strategy for Cheshire East
August 2008

Vision

"Shared vision and shared sense of priorities for a place set out in a Sustainable Community Strategy"
(Creating Strong, Safe and Prosperous Communities: Statutory Guidance HM Government July 2008)
This will be a statement of the Partnership's 'Vision' - for example "Working together to improve community life".

Introduction and Context

From 1 April 2009, Cheshire East Council will inherit the duty under Section 4 of the Local Government Act 2000 to produce and deliver with its key strategic partners, a Sustainable Community Strategy (SCS) for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the UK. The Act created a discretionary power for the Council to do anything they consider likely to promote or improve the economic, social or environmental well-being of their area. This is designed to encourage closer joint working between local authorities and their partners to improve local communities' quality of life. Statutory guidance to which local authorities must have regard sets out that SCSs are to be produced in partnership with all local delivery agencies and their communities. The Act introduced the concept of Local Strategic Partnerships (LSPs) with the expectation placed on Local Authorities to seek the participation of local stakeholders in the process.

The statutory guidance for the Local Government and Public Involvement in Health Act 2007 further confirms the duty and embeds the delivery of SCSs in the new national performance framework for local authorities and their key strategic partners, who now have a statutory 'duty to co-operate' placed upon them.

The Local Area Agreement (LAA) is described in recent guidance as being "at the heart of the new local performance framework helping to deliver the ambitions for the place and its people, as set out in the Sustainable Community Strategy". The LAA is also described as being the only vehicle for agreeing targets between local government and its delivery partners, and Central Government (with the exception of 16 Statutory Education and Early Years targets).

Commitment to Partnership Working

For Cheshire East there is a proven track record of successful partnership working to build upon, despite organisational boundaries and the sheer complexity and scale of ensuring active involvement of so many diverse stakeholders. The successful People & Places bid makes full commitment to continuing this success at all levels. There are SCSs developed through CCP and LSPs for Congleton, Crewe & Nantwich and Macclesfield Boroughs. The Cheshire SCS was developed via the Communities of Cheshire Partnership Framework from the District SCSs and other available evidence. The Local Area Agreement (LAA) in its turn was

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developed from the Cheshire SCS and also in partnership. There is a clear connection between all these documents. The various SCSs, together with the agreed 'severable' (into Cheshire East and Cheshire West & Chester) LAA in place for Cheshire, have all been properly consulted upon, agreed, reviewed and evaluated and are currently seen as 'live' partnership documents.

Purpose and Status of this Interim Document

This Consolidated (Interim) Sustainable Community Strategy document for Cheshire East should be seen as a review and a re-affirmation where appropriate of the current statistical evidence, priorities and commitments identified and agreed by partners and reflected in the various constituent documents/strategies. These have included issues for local residents and the public, private and voluntary, community and faith sector organisations and partnerships responsible for delivering services for priorities in the new area. It affords the opportunity also to check out and respond to any available new evidence that may affect these priorities. For example, the results of the Cheshire Community Survey 2008 are currently being analysed and over the next few months the Joint Needs Assessment and the Place Survey information should be available. The ongoing work will reflect this new information and will then feed into to the development from April 2009 of the brand new Sustainable Community Strategy for Cheshire East, with partners and according to agreed proper mechanisms, including an extensive twelve week public consultation. This will consolidate the vision and priorities leading to approval from the future Local Strategic Partnership (LSP) and Cheshire East Council during summer/autumn 2009.

It has been necessary to develop this interim approach, as the Shadow Cheshire East Council will need to produce a Corporate Plan and decide upon its first budget in autumn 2008 for 2009/2010. Similarly other key partners will need to have regard to the identified priorities and to possible commitments and funding decisions in order to reflect this in their own budget setting and planning processes. It is also needed to inform the Cheshire East year 2 targets for the Local Area Agreement.

Cheshire East in perspective

Cheshire East is a Great Place to Live

Cheshire East's geology, physiology and vegetation make for a diverse and rich landscape. The mix of topography, soils and land use presents an area of contrasting character, ranging from the highland and lowland rural areas to the more densely populated areas in the north east of the authority.

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Cheshire East is a good place to live as evidenced by the 2008 Community Survey which indicated 93% of Cheshire East's adults like living in their local area with a similar proportion (93%) saying that they were satisfied with Cheshire East as a place to live. When respondents were asked specifically about their quality of life (from the 2005 Quality of Life Survey) 52% described it as very good and a further 44% described it as quite good. 1% said it was very or quite poor. See Figures A2 to A7 in appendices.

Cheshire East has a population of 360,700 and an area of 116,638 hectares. In addition to 'Cheshire West and Chester' on the west, Cheshire East is bounded by the Manchester conurbation to the north and east, Stoke on Trent to the south and Peak District/ Derbyshire and Staffordshire Moorlands. It contains the industrial town of Crewe, the old mill towns of Macclesfield, Bollington and Congleton, the historical market towns of Nantwich, Knutsford and Sandbach, the roman salt town of Middlewich, the commuter town of Wilmslow, as well as the smaller settlements of Holmes Chapel, Poynton and Disley.

Cheshire East is characterised by wonderful countryside facilities such as Teggs Nose Country Park, The Cloud and the GritstoneTrail. There are splendid historical towns and major national visitor attractions such as Tatton Park (over 830,000 people visited in 2006), castles built of the distinctive local sandstone and spanning a thousand years of history from Beeston, to Peckforton and Cholmondeley with its extensive ornamental gardens. The canals and waterways are a major recreational and tourism feature for boats but also for fishing, walking and wildlife. Cheshire has more gardens open to the public per head of population than anywhere else in the UK and a large proportion of these are to be found in Cheshire East. Surveys have shown that these facilities attract people from all over the North West as well as further afield. These are vital for the local economy of East Cheshire.

Cheshire East's People

Cheshire East has an increasing proportion of Older Residents

Cheshire East has a population of 360,700 (2007mid-year estimate). This is 5% of the North West's population and 0.7% of England & Wales' population.

The age structure of the Cheshire East is slightly older than that of England & Wales. 5% of Cheshire East's population is aged under 5 and 12% are aged 5 to 14. 18% are aged 65 or more. There will be around 5% fewer children living in Cheshire East by 2026 than there were in 2006. The number of people aged 85+ will double between 2006 and 2026, increasing demands for formal and informal support for vulnerable people. The working age population (16-64) will decline slightly (by about 3%). The proportion of

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older workers (aged 45-64) in this group will increase. This trend will not only put pressure on the caring services but will also impact on the labour market, restricting the capacity to maintain economic growth.

Over 3% of Cheshire East residents were non-white according to the new ethnicity estimates produced by government in 2005. Of these about a third are of Asian origin. There are also a significant number of economic migrants who have arrived from Eastern Europe, mainly Poland and although the numbers of people applying to work in the UK has fallen according to Home Office statistics, many people already here want to stay. A HM Treasury funded project 'The Changing Community in Crewe' is in the forefront of understanding and development in this area of change.

Community Safety

Cheshire East Crime is low but perception is still high

Cheshire East is a relatively safe place to live although Cheshire's Quality of Life survey shows it is still a top concern for residents. In 2006/7 there were 27,383 recorded crimes in Cheshire East, this is 76 per 1,000 population. This is well below the National Average of 100. The most common crimes were violent crime and criminal damage. There were 1,589 crimes recorded as burglary (dwelling), this is 11 per 1,000 households. The Quality of Life Survey 2005 highlighted that 'reducing crime and disorder is respondents' top priority for improving their quality of life. Around two-thirds (61%) felt worried or very worried about being a victim of crime. In Cheshire East in 2006/7 there were 2.7 fires per 1,000 population compared with a figure of 0.7 within the 'family group' of Fire Authorities used to compare. Of this 2.7, 1.86 (nearly 69%) were deliberately started fires.

The Government's Respect strategy aims to tackle anti-social behaviour and calculates perceived levels of activity. In Cheshire East, 53% of respondents perceived a high level of anti-social behaviour with 19% perceiving a very high level, a score of 16 or above. 47% of people perceived a low level of anti-social behaviour with 21% perceiving a very low level, a score of 5 or below. (Further work is being done on comparators for these figures).

Economic Trends

Cheshire East Economy in Good Shape

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Cheshire East has major strategic significance. It lies at the heart of the second largest concentration of economic and commercial activity in the UK. Cheshire East is home to the vehicle, food-technology, chemicals, pharmaceutical industries. It also has centres of excellence in financial services, information communications technology, distribution, and tourism. Economic output (GVA) per head is higher than the national average, £18,800 compared to £17,500 for the UK (2008 forecast).

In January 2008 there were 2,670 Cheshire East residents claiming Job Seekers Allowance, giving an unemployment rate of 1.3% (compared to 2.2% for Great Britain and 2.4% in the North West). Grosvenor Ward in Crewe has the highest unemployment rate (5.6%). 82% of Cheshire East's 129,000 workers are in service occupations. 17% of employees worked in manufacturing in Cheshire East in 2006, a higher proportion than nationally (11%) and agricultural employment stood at 5,300. There were 14,890 VAT registered businesses in 2006. 1,335 businesses had registered in the previous year.

Health

In Cheshire East the majority of people are feeling healthy

In the 2008 Cheshire Community Survey 57% of people described their health as good with 13% describing it as not good. Life Expectancy at birth for males and females is similar to England and Wales (2004-06). The death rate is slightly higher than England and Wales (10 deaths per thousand population compared to 9).

In the 2008 Cheshire Community Survey 17% of people said that they smoked, nationally 25% of over 16's smoked. 85% drank alcohol compared to 66% nationally, with 8% drinking more than 22 units a week.

At May 2007, 4% of the total population were claiming disability living allowance compared to 6% for the North West. Of these claimants 17% were due to mental health causes compared to 15% for the North West. In the 2008 survey 44% of residents knew a family member who had mental health problems, and 1 in 5 had experienced work colleagues with mental health problems

Central & Eastern Primary Care Trust's (PCT's) Strategic Needs Assessment February 2008 (includes Vale Royal in its figures) puts current average life expectancy at birth as being greater for females than males by around 4 years, although the PCT's population has a higher life expectancy overall than for England for both males and females. There are however, important differences in current male life expectancy between local towns in Cheshire East; ranging from 75.4 years in Middlewich to 80.7 years in Poynton.

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For females, current life expectancy at birth in Cheshire East ranges from 79.4 years in Middlewich to 84.1 years in Alsager. Across the PCT circulatory diseases (including coronary heart disease and stroke) and cancers account for 37% (M) and 26% (F) of deaths.

Children's and Adult Services

Cheshire East pupils perform above average

There are 127 primary schools (26,400 pupils), 21 secondary schools (22,800 pupils) and 4 special schools in Cheshire East (compared to 10 in Cheshire West and Chester). Pupils perform well compared to the national average. The proportion of GCSE candidates achieving grades A*-C was 63% in 2006 compared to 59% for England. Key Stage achievements were similarly above average. 86% of pupils achieved level 4 or above in Key Stage 2 English with 82% for Key Stage 2 Maths and 77% of pupils achieved level 5 or above in key stage 3 English with 82% for key stage 3 Maths.

In 2005/6 there were 4,150 referrals to Children's Services in Cheshire East. 12 Children's Centres will be operational by April 2009 with a further 7 to be developed by March 2011.

There are 6 Community Support Centres in Cheshire East providing day care and respite care for older people, with the primary aim of helping to maintain older people in the community. Further information on the wide range of care services for adults and older people specifically in Cheshire East is not yet available to include.

Housing and Households

House Prices are a significant issue for Cheshire East Residents

In the second quarter of 2008 the average house price in Cheshire East was £215,700 (this compares to 189,000 in Cheshire West and Chester. The latest (2007) average household income was £37,000, giving an affordability (house price to household income) ratio of 5.8 compared to 4.2 for the North West region. In 2006 there were 160,700 dwellings in Cheshire East with the highest % in council tax band C (20%). Between 2002/3 and 2005/6 just over 4,500 new houses were built. At the 2001 census, there were 147,144 households with residents in Cheshire East. The structure of households in Cheshire East is very similar to national and regional patterns. In 2001, 25% of Cheshire West & Chester households were all pensioner households (North West 24%, England

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& Wales 24%), of these 21,118 (57%) were pensioners living alone. 29% of households had dependent children (North West 30%, England & Wales 29%). 28% of households were people living alone (North West 31%, England & Wales 30%). Looking at the average figures understates the affordability problem in certain housing markets within Cheshire East.

The Environment, Transport and Access to Services

Cheshire East has slightly higher than average domestic carbon emissions and households are more likely than average to own more than two cars

Within Cheshire East Domestic CO_2 emissions per capita was 2.66 tonnes (UK = 2.5 tonnes). In the 2007 Cheshire Omnibus Survey: 87% said that recycling was important to combat climate change and 85% also said waste minimisation was important to combat climate change. In 2001, 82% of households in Cheshire East had access to a car compared to 73% for England and Wales; 40% of Cheshire East households owned 2 or more cars (England & Wales 29%).

Access to services is also measured by the Index of Multiple deprivation within the Barriers to Housing and Services Domain. 19 Lower Level Super Output Areas in Cheshire East are in the top 20% nationally. The car was the dominant means of travel to work by Cheshire residents (72% drivers or passengers in the 2001 Census): other means of travel to work were: foot (9%), bus (2%), and train (2%). At the 2001 Census the most popular destinations outside Cheshire East to work were Cheshire West and Chester and Manchester; the most popular origins for people travelling into Cheshire East were Cheshire West and Chester and Stockport.

Leisure and Culture

Cheshire East is home to many well visited attractions

There are a number of historic properties, gardens, museums, art galleries and other attractions across Cheshire East. In 2006,

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830,800 people visited Tatton Country Park, Macclesfield, 64,000 people visited Jodrell Bank, 105,000 people visited Quarry Bank Mill. In the 2006 Cheshire Community survey 76% of residents used the internet. 68 % had broadband.

There are 18 libraries (excluding mobiles).

Cheshire has more gardens open to the public per head of population than anywhere else in the UK and a large proportion of these are to be found in Cheshire East. 2008 has provided the opportunity to develop and promote these "Gardens of Distinction" during Cheshire's Year of Gardens 08. Continuity Planning is in hand during the latter part of 2008 to build on the success on the year and reinforce the position of Cheshire as a "must see" European destination.

Challenges and Priorities for Action

In many respects the picture across Cheshire East is very positive with much to build upon for a successful future. Most of Cheshire East's adults like living here and are satisfied with it as a place to live. There is wonderful countryside with facilities that attract people from all over the North West and further afield. It is a relatively safe place to live with recorded crimes well below the national average. Cheshire East has major strategic significance and economic output (GVA) per head is higher at £18,800 compared with £17,500 for the UK. The majority of Cheshire East adults describe their health as good. Pupils in Cheshire East schools perform well compared to the national average. In 2008 the average house price in Cheshire East was £215,700 (compared to £189,000 in Cheshire West and Chester) and the average household income was £37,000.

Most regional and national indicators point to Cheshire East doing well but there is another side to this picture with important challenges to be addressed. There are persistent problems in some areas or with addressing the needs some people have. The Cheshire Community Survey 2008 has found that for Cheshire East: the top priorities mentioned for making a good quality of life in the area were 'issues for young children' (45%), 'issues for our ageing population (42%), 'affordable and appropriate housing' (40%), and 'make communities even safer' (38%). The top priorities mentioned for improving the quality of life in their area were 'issues for children and young people' (46%), 'make communities even safer' (44%), 'affordable and appropriate housing' (44%) and 'issues for our ageing population' (37%). This is consistent with all the existing plans and strategies.

Map A7 in appendices shows the 14 Lower Level Super Output Areas in Cheshire East that rank within the 20% most deprived in England, according to the Government's measure of deprivation (Index of Multiple Deprivation 2007). 6% of Cheshire East's population live in these 14 areas. They are concentrated in north and west Crewe, east Congleton, east and south Macclesfield and north of Wilmslow. Disadvantage is strongly correlated with health problems, e.g. high mortality rates, mental illness, respiratory and circulatory diseases.

The CEPCT Strategic Needs Assessment draws attention to risk factors contributing to ill health such as tobacco use, physical inactivity, excessive alcohol consumption, poor diet with secondary factors such as hypertension, being very overweight. Food

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poverty – most likely to be older people, people with disabilities, households with dependent children or someone who is unemployed, members of black, minority and ethnic groups.

Priority Issues

The priority issues outlined in the document 'A Sustainable Community Strategy for Cheshire – interim document May 2008' were developed in partnership and strongly informed by the 6 Borough Sustainable Community Strategies and the various Cheshire wide and local LSPs and thematic partnerships. All the 7 SCSs were in turn strongly influenced by what people said via surveys or as a result of wide consultation. The work so far indicates that these priorities hold true but with the benefit of more recent information, additional work is being undertaken to check out the detail – aggregating some information and disaggregating other information to give a clear picture. There are some areas where there may be insufficient recognition or gaps currently, for example 'leisure, sport and culture', business development and possibly 'rural issues'. More work will need to be done on these areas as part of the development of the brand new SCS for Cheshire East.

The appendices include a matrix with detailed information on current priorities and targets set across all 4 SCSs for Cheshire East.

Summary list of priorities (in no order)

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 impact of alcohol *(this is a key Health issue AND Safer issue)*

Achieving sustainable management of waste resources

Responding to the challenge of climate change

Reducing worklessness and improved skills

Improving road safety, maintenance

Improving environmental cleanliness

Maintaining an efficient transport network

Reducing the risk of industrial and commercial emergencies

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Additional key themes from existing Plans – some may be implicit in those above.

- Third Sector Development (including Compact development)
- Empowerment/ influencing decisions
- Mental health
- Improved business and enterprise development – support for businesses, making land available for employment use, improvements to infrastructure
- More vibrant Market towns, improve vitality of town and village centres, attracting quality employment, tourism and the visitor economy, Cheshire Year of Gardens 08 Continuity Planning
- Improved amenities and improved access to them – culture, leisure, sport, play, community learning, family learning, extended schools, allotments, green spaces, parks
- Improved protection for designated natural environments, heritage buildings, include local distinctiveness designations
- Rural Issues.

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Brief summary of context and evidence supporting the priority issues

1. Reducing inequalities / narrowing the gap between the most disadvantaged and successful areas of Cheshire East and sectors of the community

This is a key theme that many of the LAA improvement targets are designed to address. It is a key theme in Crewe & Nantwich SCS where the approach has been to target specific geographic areas most in need of a comprehensive range of support via a 'Neighbourhood Renewal Strategy'. There are actions within all the 3 existing District SCSs aimed at addressing this priority area for example 'Reducing the number of neighbourhoods in the worst 25% nationally in terms of multiple deprivation' (C&N), 'Improving environmental quality for people living in the most deprived neighbourhoods' (M). Many of the key priority targets are being achieved by actions focused on specific needs in neighbourhoods, for example 'Working age people out of work claiming benefits in the worst performing neighbourhoods' (LAA NI 153), 'Improve geographic access, disabled access and the affordability of learning opportunities' (C), 'Increase the take up of welfare benefits' (C&N), to name a few. There are also priorities flagged up across thematic areas, for example 'Tackle child poverty' and 'Improve the economic well-being of older people at retirement age' that will contribute to reducing inequalities. The recent increases in fuel and food prices are likely to make the financial situation worse for many people.

Map A7 in the appendices shows the 14 Lower Level Super Output Areas in Cheshire East that rank within the 20% most deprived in England, according to the Government's measure of deprivation (Index of Multiple Deprivation 2007. 6% of Cheshire East's population live in these 14 areas. They are concentrated in north and west Crewe, east Congleton, east and south Macclesfield and north of Wilmslow. Disadvantage is strongly correlated with health problems, e.g. high mortality rates, mental illness, respiratory and circulatory diseases.

Map A1 shows the Average Income Data 2007 - top 20% most deprived Super Output Areas, Cheshire East (MSOAs containing Top 20% labelled).

Map A5 shows Lone Parents claiming income support

Map A6 shows Mental Health conditions

Map A7 shows Overall Index of Multiple Deprivation

Map A9 shows Model-based Data on Smoking

Map A10 shows Standardised Mortality Ratios

(Evidence for the gap widening in Cheshire East – more detailed work is being done on this).

Current priorities for action:

- Reduce the risk factors associated with heart disease and stroke.
- Achieve smoking cessation targets and reduce the number of people with cancers.
- Increase well-being programmes in areas of highest disadvantage.
- Improve attainment in children and families from low-income backgrounds.
- Reduce proportion of people who are very overweight.
- Reduce mental health related unemployment and increase the number of local workplaces signing-up to the 'Mindful Employers Charter.
- Increase access to sources of support for emotional and psychological difficulties.
- Develop accessibility planning strategies to improve access to jobs and key services (link to LDF).
- Increase number of residents who say they can influence decisions in their locality, with specific targets for key areas.
- More people feel that they belong to their neighbourhood.
- Increase community gardens and allotments for people to grow their own food.
- More people believe that people from different backgrounds get on well together.
- Increase the overall/general satisfaction with the local area.

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- Increase access to green spaces.

2. Addressing the key issues surrounding our ageing population

This features as a key priority across all the existing SCSs and the LAA. The number of people aged 85+ will double between 2006 and 2026, increasing demands for formal and informal support for vulnerable people. The working age population (16-64) will decline slightly (by about 3%). The proportion of older workers (aged 45-64) in this group will increase. This trend will not only put pressure on the caring services but will also impact on the labour market, restricting the capacity to maintain economic growth.

(More work being undertaken on housing issues for older people will draw on the Local Development Framework and Housing Strategy).

Falls are a major cause of disability and the leading cause of mortality due to injury in people over 75. Around 92% of fractures are caused by a fall and in 90% of those falls, the patient has osteoporosis. Falls account for 20% of all patients in orthopaedic beds with hip fractures placing greatest demand on resources. Ref CSCS over 30% of people aged 65 and 50% over the age of 85 living in the community will fall in a year (in Cheshire). Reducing falls has great benefits in improving quality of life for older adults and reducing demand for treatment and care.

Current priorities for action include:

- Improve independence,
- Reduce hospital and institutional care by supporting older people, where appropriate and chosen,
- Improve housing for older people and tackle fuel poverty,
- Improve economic well-being of older people at retirement age,
- Empower older people to have a greater voice and influence on decisions which affect them,
- Improve the number of older adults retained and successfully retrained to contribute to the local economy.

Map A8 shows the % and distribution of Population aged 75+ in 2006 as % of total population. Figure A1 shows the forecast population of 75+ and 85+ age-groups for Cheshire East from 2001 – 2026. The Macclesfield SCS mentions specifically people whose mental, physical and emotional well-being is at risk in rural and socially-isolated communities. More work is ongoing re rural issues and concerns. Map A4 shows All Emergency Admissions to Hospitals.

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3. Addressing the priority services for children and young people

The prospects for many children and young people in Cheshire East look good. The majority enjoy a good quality of life in an area seen as affluent and academic attainment continues to be higher than the national average. There are however considerable numbers of children and young people for whom the picture is less bright. Their circumstances mean that they are less likely to achieve the outcomes set by central government, be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being. In 2005/6 there were 4,150 referrals to Children's Services in the Cheshire East area.

Crewe & Nantwich LSP members have raised concerns that educational attainment standards are falling in comparison with the rest of Cheshire. Work is underway to establish if and why this may be happening. Work is also ongoing to produce Cheshire East specific figures for the priority actions listed below.

Current priorities for action include:

- Tackle child poverty
- Reduce teenage conceptions
- Reduce the number of children who are very overweight
- Reduce the number of children exposed to domestic abuse.

Note: The LAA NI 117 (and PSA 14) relate to 16 to 18 years olds who are not in education, employment and training (NEET). This appears as a priority in some of the existing SCSs but not others. Further work is being progressed to establish the position on this.

Map A5 shows Lone Parents claiming Income Support.

4. Improving access to and availability of affordable and appropriate housing

This is a stated priority in the Cheshire SCS and the Congleton and Macclesfield SCSs but less of an issue in Crewe & Nantwich. The Congleton SCS states "There is a shortage of high quality low cost market or affordable housing" the Macclesfield SCS states "Affordable housing is a key issue for the Borough, which is an area with the highest house prices in the region and with planning policies that severely constrain new house building" and goes on to state "There is an identified need for at least 200 affordable housing units to be built each year". The Cheshire Community Survey 2008 has found that for Cheshire East affordable housing is one of the top priorities for both making and improving a good quality of life. In 2008 the average house price for Cheshire East was £215,700 (compared to £189,000 in Cheshire West and Chester). The recent issues with the UK housing market will have further consequences. Around 25% of households are pensioners. Issues overall are both in terms of affordability but also the need for appropriate and adapted housing.

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Current priorities for action include:

- Improve provisions of new affordable housing in urban areas, market towns and sustainable rural areas to support the local economy and the wider economy of the North West (connects to LDF and housing strategy)
- Improve the provisions of supported and specialist housing for older people and vulnerable client groups, especially homeless households
- Sustain regeneration and the provision of decent homes and manage economic impacts on the housing market.

5. Reducing anti-social behaviour, arson and criminal damage

This has been flagged up as a priority within all 4 existing SCSs. Cheshire East is a relatively safe place to live with recorded crimes in 2006/7 being 76 per 1,000 population, well below the National Average of 100. The Cheshire Quality of Life survey shows it is still however a top concern for residents (figure x). Most common crimes were violent crime and criminal damage. Map xx shows the pattern of distribution of recorded crimes in 2007 across Cheshire East. There are higher incidences as might be expected in the major towns but a large area also features across Knutsford Rural.

The Cheshire Fire & Rescue Service highlight an issue with small deliberately started fires (Map xx) and make the links with it being recognised nationally as a signal of anti-social behaviour (ASB) and the broader community implications such as the impact on investment in the area, employment opportunities, reducing accessibility to social and community activities. They have set a target to reduce deliberate fires from 669 in 2006/7 to 417 in 2008/9 (1.16 per 1,00 pop) a reduction of 37.67%.

Map A2 shows All Recorded Crimes (rate per '000 population), Q4 2007

Map A12 shows Cheshire East - Small Deliberate Fires Excluding Vehicles 2006/2007 by Lower Super Output Area

Figure A8 shows Perceived Level of Anti-Social Behaviour by behaviour problems

Current priorities for action include:

- Reduction in ASB as measure by reported incidents
- Perceptions of drunk or rowdy behaviour as a problem
- Increase the % of people who state that the police and local council are dealing with the anti-social behaviour issues that matter in their area
- Work in community safety partnerships to reduce arson

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- Reduce the level of youth fire setting by working with partners in youth organisations
- Work with waste managers to reduce wheelie bin fires and rubbish fires
- Increase the number of prosecutions for arson offences
- Work with commercial sector to reduce arson in commercial property.

6. Reducing re-offending

A relatively small number of repeat offenders (around 130 across Cheshire, figure for CE to be included when possible) are responsible for a significant proportion of the crimes. Problem drug use is a factor, both a health and social issue exacerbated by deprivation or social problems. The Cheshire Drug and Alcohol Action Team is responsible for delivery of the national drug strategy. Drug treatment is the intervention with the most developed evidence of effectiveness and key to reducing drug related crime. In addition work focussing on repeat victims and perpetrators of domestic abuse has delivered reductions and increases in criminal justice outcomes. Successful partnerships are in place with a Local Public Sector Agreement (LPSA) stretch target on this issue achieved early.

Current priorities for action:

- Address crime by reducing the proportion of adult offenders who re-offend, with a focus on the most prolific offenders in Cheshire
- Reduce the number of young offenders entering the criminal justice system
- The number of drug users recorded as being in effective treatment
- Increase reporting of domestic abuse, reduce repeat incidents of domestic abuse and increase criminal justice outcomes, with a focus on increasing the safety of repeat victims of domestic abuse.

7. Tackling the adverse impact of alcohol *(health issue AND safer issue)*

The Central & Eastern Cheshire PCT (includes Vale Royal in figures) – Strategic Needs Assessment February 2008 quotes in 2007 5.1% of their adult population were harmful drinkers, i.e. above "sensible levels" and experiencing harm. DOH profiles highlight alcohol as a major issue across Cheshire East area and levels of binge drinking were higher than national average of 18.2%. The 2008 Cheshire Community Survey in Cheshire East found that 85% of people drank alcohol compared with 66% nationally, with 8% drinking more than 22 units per week. The impact of alcohol is stated by the C&EPCT as occurring at all levels from GP, A&E, Ambulance call outs, outpatients and hospital admissions. There is significant variation in 'age standardised admissions' with 5 fold

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differences in rates between Macclesfield and rural Congleton. The C&EPCT is assessing the financial impact of this. This is a priority area for the C&EPCT requiring a broad range of interventions by partners over a sustained period of time and with serious implications for the health and social care systems. There are also clear links to the issues of anti-social behaviour.

Current priorities for action:

- Reduce the number of people who engage in hazardous levels of alcohol consumption
- Restrict access to alcohol by children and young people
- Reduce the incidents of anti-social behaviour, violent crime (including domestic abuse) and damage to property caused by alcohol.

Map A3 shows model-based data on Binge Drinking.

8. Achieving sustainable management of waste resources

Cheshire generates second highest amount of waste per capita in England. Recycling has increased from 18% in 2002/3 to 36% in 2006/7. In 2006/7 Cheshire produced 401,540 tonnes of household waste (1.4 tonnes per household) and 36% recycled with 64% going to landfill (figures being asked for CE). New legislation sets stringent limits and will result in heavy fines if these are exceeded. On top of this there are environmental impacts. In the 2007 Cheshire Omnibus Survey, 87% said recycling was important to combat climate change and 85% also said waste minimisation was important to combat climate change.

Current priorities for action:

- Increase recycling and composting to 50% by 2020
- Reduce the amount of waste sent to landfill sites
- Reduce waste growth to 1% by 2015.

9. Responding to the challenge of climate change

(Links closely to the former priority issue)

By 2080 it is possible that the North West will experience an average increase in temperature of 4 or 5 degrees C, have 40%-60% less rain in summer and 15%-30% more rain in winter. There are risks and costs, flooding and issues for the farming industry and for

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communities living around rivers. Across Cheshire East there are higher rates of emissions of CO2 per capita (across all 6 districts range of 8.0-15.5 tonnes) than average for the North West (7.6 tonnes). (Figures for CE area are to be included when available).

Current priorities for action:

- Adaptation of services to prepare for extreme weather events through Risk Analysis, Emergency Planning, etc
- Reduce CO2 emissions per capita across Cheshire
- Support and build the capacity of local businesses and communities acting against the threats of climate change
- Support the increase use of alternative fuel supplies and renewable energy sources to avoid future fuel poverty and food scarcity
- Ensure new economic growth is innovative and environmentally sustainable
- Reduce the amount of waste we produce and improve re-use and recycling
- Increase the use of transport alternatives to the car.

10. Reducing worklessness and improving skills

In January 2008, 2,670 Cheshire East residents were claiming job seekers allowance, giving an unemployment rate of 1.3% compared with 2.2% for UK and 2.4% for North West. 82% of Cheshire East workers are in service occupations, 17% in manufacturing (higher than national 11%). This masks some important differences. For example Grosvenor Ward in Crewe has a higher rate at 5.6%. There are also many issues flagged in relation to people with particular needs, for example mental health and disability. Demographic information highlights the ageing population but also the rise of numbers of working population in the 45 to 65 age group.

Cheshire East has major strategic significance, economic output (GVA) per head is higher than national average, £18,800 compared to £17,500 for the UK (2008 forecast). There are concerns about maintaining this with priorities flagged in both Macclesfield and Congleton SCSs around making more land available for business use. This is an important connection with the ongoing development of the LDF.

Current priorities for action:

- Reduce the number of working age people with no qualifications and increase the number of adults with Levels 2 and 3 qualifications
- Increase the number of local employers who sign-up to the 'Skills Pledge'

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- Reduce worklessness in Cheshire's most disadvantaged wards by delivering high quality partnership services
- Increase the number of economically active older adults
- Increase the number of disabled people in employment
- Tackle worklessness in families where there are children
- Increase the number of new businesses and social enterprises.

Map A11 shows Unemployment Rate.

11. Improving road safety and maintenance

More information may need to be added here when we have figures for Cheshire East.

In 2000, the Government published a safety strategy 'Tomorrow's Roads Safer for Everyone', setting targets to reduce the number of people killed or seriously injured by 40%, children by 50% and slight casualties by 10%. Cheshire's Local Public Service Agreement (LPSA) further stretched the target for people killed or seriously injured to 44%. Good progress has been made in reaching these targets through partnership working but road casualties for Cheshire at 5.6% are above the regional (5.3%) and England (4.8%) averages. One of the highest 'at risk' groups being 30-40 year old male motorcycle or moped riders, with incidents rising from 11 in 2001 to 29 in 2006. This is likely to remain a concern for Cheshire East. A second 'at risk' group is 16-20 year old male car drivers.

The infrastructure for the safe and efficient movement of people and freight is vital for the economic success and quality of life for residents. Travel disruption, reduced accessibility and increased congestion continue to be key issues for residents. The reduction of these being underpinned by continued quality maintenance of roads.

Current priorities for action:

- Reduce the number of people killed or seriously injured on Cheshire's roads and motorways
- Reduce the number of children killed or seriously injured on Cheshire's roads and motorways
- Increase awareness of contributing factors that cause road traffic collisions including speeding, impairment (alcohol), distractions (mobile phones) and the not wearing of seatbelts
- Ensure that the road network is maintained in a good condition, in order to reduce and prevent road traffic accidents and improve road safety
- Maintain the highway in a safe and sound condition, suitable for the use of vehicles, cyclists, pedestrians, equestrians and all other road users
- Maintain Cheshire's highways at minimum cost.

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12. Improving environmental cleanliness

More information to be added here

The Best Value User Satisfaction Survey 2006 (results from combining County and Districts' Surveys) shows clean streets as the third most important priority with 44% of respondents putting this in their top 5 priorities for making somewhere a good place to live.

There is also strong supporting anecdotal evidence that local residents want improvements in their neighbourhoods and the reduction of graffiti, litter and fly tipping which make places look dilapidated and add to perceptions of anti-social behaviour and feed a fear of crime.

Current priorities for action:

- Improve street and environmental cleanliness
- Ensure that the highway is kept in an acceptable condition environmentally.

13. Maintaining an efficient transport network

More information is to be added here, including reference to and timescales regarding the development of the Local Transport Plan (LTP).

This is an area flagged as important within SCSs with priorities raised ranging from influencing the LTP to 'transport' being key to achieving other outcomes, for example for older people or people with disabilities achieving independence. It is also the subject of important priority actions relating to the challenge of climate change and alternatives to the use of the car. Cheshire East is of strategic regional and national importance and its transport infrastructure reflects this with major rail, road and air links.

There is an opportunity to develop this area further within the future Cheshire East SCS with important connections made to the LTP.

Current priorities for action:

- Maintain highways so that they provide and efficient system for transportation.

14. Reducing the risk of industrial and commercial emergencies

This is currently flagged within the Cheshire Interim SCS rather than the Borough ones, this may be reflecting the way this area of partnership activity is co-ordinated. There are clearly Cheshire wide issues and possibly specific Cheshire East issues which might

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bring a change of emphasis, for example the strategic transport networks of road, rail and airport, flood plains, manufacturing activity etc.

More information is being sought to inform this.

Current priorities for action:

- Facilitate a series of exercises to validate, train and test against the multi-agency approach and Chemical Radiation Biological & Nuclear Plan and verify robust arrangements are in place to manage a mobile cloudburst incident
- Review impact of regulation changes in relation to COMAH and develop and deliver a programme for major and standard COMAH off-site testing.

Summary of additional key themes from existing Plans

(Some may be implicit in those above when the detail is explored)

Note: there are examples across Cheshire East of Plans in place at a more local geographic level and it not yet been possible to summarise these but some of the priorities for example in the tackling inequalities section will be being taken forward at the more local level. These are mentioned in the end section of the accompanying draft matrix 2 and include Parish Plans, Neighbourhood Renewal Strategies and Market Towns' Plans.

- Third Sector Development
- Empowerment/ influencing decisions
- Mental health
- Improved business and enterprise development – support for businesses, making land available for employment use, and improvements to infrastructure
- More vibrant Market towns, improve vitality of town and village centres, attracting quality employment, tourism and the visitor economy, Cheshire Year of Gardens 08 Continuity Planning
- Improved amenities and improved access to them – culture, leisure, sport, play, community learning, family learning, extended schools, allotments, green spaces, parks
- Improved protection for designated natural environments, heritage buildings, include local distinctiveness designations
- Rural Issues.

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APPENDICES

- **Matrix - priorities from 4 Cheshire East SCSs and LAA targets**
- **Maps**

Background and source documents

People & Places
A Sustainable Community Strategy for Crewe and Nantwich 2006 - 2016
Congleton Sustainable Community Strategy 2007 – 2016
Macclesfield Borough Sustainable Community Strategy 2007 – 2010
Central & Eastern Cheshire PCT – Strategic Needs Assessment February 2008
A Sustainable Community Strategy for Cheshire Interim Document – May 2008
Cheshire LAA 2008 – 2011: Countywide Designated Improvement Targets May 2008
Creating Strong, Safe and Prosperous Communities Statutory Guidance HM Government July 2008
Results for the Cheshire Community Survey 2008
Results for The Best Value User Satisfaction Survey 2006

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Draft SCS Cheshire East – Combined Priority Activity Matrix – Version 2 – 13th August 2008

High level priority themes (incorporating LAA indicators)	CSCS Priorities for action	Congleton	Crewe & Nantwich	Macclesfield
Reduced inequalities – areas and sectors				
			Reduce number of neighbourhoods in the worst 25% nationally re IMD (J&P)	
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods (DWP DSO) *				
NI 120 All-age all cause mortality rate (PSA 18) * NI 137 Healthy life expectancy at age 65 (PSA 17) *				Improvements in the health of the local population, increased life expectancy, and reductions in illness for all ages (HC&OP) Improve 2% in QoL feedback on people's own health and well being (H&OP)
NI 121 Mortality rate from all circulatory diseases at ages under 75 (DH DSO) *	Reduce risk from heart disease /strokes		Increase number of people who do 30 mins of physical activity 5 times per week (H)	Increase adults physical activity (H&OP)
NI 123 Stopping smoking (PSA 18) *	Reduce smoking and number of people with cancers	Reduce smoking prevalence amongst 16's - 24's from 41% (2005) to 33% by 2016 (H)	Reduce adult smoking rate to 21% or less by 2010, focus areas where smoking rates are highest (H)	Reduce smoking in: 16+ 21% by 2010 Manual workers 26% Pregnancy 5% Young people by 9% (H&OP)
	Increase well-being programmes in areas of highest disadvantage	Appoint to a health and well being post early 2007 to engage local groups and individuals (OP)		Improve mental health and well being of vulnerable groups (H&OP)
C & YP – Enjoy and Achieve See Statutory Indicators 72 to 101 inclusive for attainment and early years in LAA NI 110 Young people's participation in positive activities (PSA 14) *	Improve attainment in children and families from low income backgrounds	Improve % of Looked After children attaining 5 GCSEs A-G from 10% (2003) to 20% by 2010 (C&YP) Promote learning via website, newsletters, Adult Learners week community events and 3	Increase number of people qualified NVQ level 4 (LL) Reduce number of people no qualifications (LL) Increase community learning venues (LL)	Increase attendance rates by 0.4% in line with best statistical neighbours (C&YP) Reduce number of excluded pupils (C&YP) Increase young people gaining educational and vocational

NI 117 16 to 18 year olds who are not in education, employment and training (NEET) (PSA 14) * How does this fit with 46?		skills for life (Maths and English) awareness raising sessions per year (LLL) Improve geographic access, disabled access and affordability of learning opportunities (LLL)	Raise attainment levels at Key Stage 2,3,4 to Cheshire average by 2016 (C&YP) Increase activities for young people to do (C&YP) Reduce 16 year olds not in employment, education, training (C&YP) Increase number 16year olds staying in education (LL)	qualifications (C&YP)

	Reduce proportion of people who are very overweight			*Increase adults physical activity (H&OP)*
(Mental Health – number of organisations adopting the Mental Health Employment Charter)	Reduce mental health related unemployment and sign up to 'Mindful Employers Charter'	Develop multi-agency mental health framework by 2008, priorities for action to improve mental health of population (H)		*Improve mental health and well being of vulnerable groups (H&OP)*
	Increase access to support for emotional and psychological difficulties			
	Improve access to jobs and key services		*Increase numbers of local people in employment (J&P)* *Increase local wage levels, focus lowest end of earnings scale (J&P)*	
NI 4 Percentage of people who feel they can influence decisions in the locality (PSA 21) *	Increase in numbers of people who feel influence over decisions in their locality - *with specific appropriate targets for key areas*	Increase % of eligible voters who vote in general elections from 64% in 2005 to 67% in 2010 (STC)	Increase participation in Youth Parliament elections by 30% above 2006 baseline by 2009/10 (C&YP) Increase awareness of the LSP (P) Increase number people involved in LSP and SCS (P)	Develop measures, baselines and actions relating to increasing the influence of local communities in their local areas (S&SC) Children and young people are empowered and involved in improving the quality of their lives and the neighbourhood in which they live (C&YP) Increase involvement of children and young people in decision making around service delivery (C&YP) Engaging more people in shaping the future of their local environment (E) *NB Through Parish Plans, Village Design Statements and Neighbourhood Action Plans for specific areas*
	More people feel they belong to their neighbourhood			
	Increase community gardens and allotments to grow own food			

	More people feel people from different backgrounds get on well together in their local area	Increase the % of residents who feel their local area is a place where people from different backgrounds can get on well together (from 69% in 2005 to 75% in 2010) (STC)		
	Increase general/overall satisfaction with local area		Increase number of people satisfied with their neighbourhood as a place to live (B&BE) Increase in people saying the Borough has improved (B&NE)	Increase street cleanliness and % residents feeling positive abut their neighbourhood (ENV) Improving environmental quality for people living in the most deprived neighbourhoods (E)
	Increase access to green spaces	Begin improvements in Milton Park, Alsager in 2007/8 and improve at least 2 other public open spaces (ENV)		Two Green Flag Awards for public parks and green spaces within two years (ENV) Develop Play Strategy for Borough by March 2007 and action plan (ENV)
		Improve sexual health via screening schemes, target 5,500 for C&ECPCT in 2008 (H)	Increase babies who are breastfed (H)	
Addressed key issues surrounding ageing population				
NI 125 Achieving independence for older people through rehabilitation/intermediate care (DH DSO) * C32 Older people only proxy for NI 136 People supported to live independently through social services (all adults) (PSA 18) NI 141 Percentage of vulnerable people achieving independent living (CLG DSO) * NI 142 Percentage of vulnerable people who are supported to maintain independent living (CLG	Improve independence, well-being and choice where appropriate and chosen	Improve public transport access, bus stops safe walking routes through Town based transportation initiatives, including pilot scheme in Congleton 2008 (OP)		Greater independence of older people (HC&OP) Improve information and advice to older people (H&OP)

DSO) *				
NI 134 The number of emergency bed days per head of weighted population (DH DSO) Emergency bed days for those 75 and over (current LAA sub outcome)	Reduce hospital and institutional care, support people at home, reduce falls	Prevent falls thereby reduce by 9% by 2010 number of unscheduled hospital bed days for over 75s in line with LAA (OP)	Reduce emergency admissions to hospital (H)	
	Improve housing and tackle fuel poverty	Improve suitability housing older people with diverse needs through extra care housing schemes by 2009 (OP)	Increase number of older people supported to live in their own home (OP)	
	Improve economic well-being at retirement age		Increase take up of welfare benefits (OP)	Reduce pensioner poverty (H&OP)
	Empower older people to have a greater voice and influence on decisions which affect them			
	Older adults retained/retrained to contribute to local economy		Increase the number of job opportunities for 60/65 supported by training (OP)	60/65 achieve higher employment and greater flexibility in continuing careers (H&OP)
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets – adults all ages)* NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (DH DSO) *				
Addressed priority services for children and young people				
	Tackle child poverty		Increase local wage levels, focus lowest end of earnings scale (J&P)	
NI 112 Under age conception rate (PSA 14) *	Reduce teenage conceptions	Reduce teenage pregnancy rate from 20.4 per 1000 young women aged 15-17 (2003) to 14.2 by 2010 (C&YP)		
NI 56 Obesity in primary school age children in Year 6 (DCSF	Reduce childhood obesity	Reduce levels of obesity in children in line with LAA	Halt year on year rise in obesity children under 11 by	

DSO)		targets (C&YP)	2010 (H)	

	Reduce number of children exposed to domestic abuse		Reduce children at risk (C&YP)	
		Reduce bullying of children ages 12-14 from 37% (2204) to a max of 26% by 2010 (C&YP)	*Reduce children at risk (C&YP)*	Reduce rates of bullying, children and young people feel safe at school, workplace, neighbourhood (C&YP)
Affordable and/or appropriate housing				
NI 154 Net additional homes provided (PSA 20) * NI 155 Number of affordable homes delivered (gross) (PSA 20) NI 156 Number of households living in temporary accommodation (PSA 20) *	Improve provision of new affordable housing in urban areas, market towns and sustainable rural areas to support local economy and wider economy of NW	30% affordable housing units and 25% low cost market housing units in new housing schemes, including min 50 affordable housing units built per year until 2010 (ENV)		Delivering 100 units of affordable, supported and adapted housing each year (ENV) Increased provision of affordable, supported and adapted housing to meet the needs of both rural and urban areas ((E)
	Improve provision of supported and specialist housing for older persons and vulnerable client groups, especially homeless households	Reduce number under 25s accepted as unintentionally homeless by 15% by 2010 from 2005/6 baseline (C&YP)		
	Sustain regeneration and provision of decent homes and manage economic impacts on housing market			
Reduced re-offending				
NI 18 Adult re-offending rates for those under probation supervision (PSA 25) * NI 20 Assault with injury crime (PSA 25) * NI 30 Re-offending rate of prolific and priority offenders (HO DSO) *	Address crime by reducing proportion of adult offenders who re-offend, with a focus on the most prolific offenders	Reduce British Crime Survey comparator crime by 15% by 2008 (SC)	Reduce crime levels by 15% (SC) Reduce vehicle crime by 26% and domestic burglary by 43% (SC)	Reduce crime by 15% between 2003/4 and 2007/8, seven specific reduction targets set (SC)
Reported incidents of ASB	Reduce young offenders entering criminal justice system	Reduce anti-social behaviour by 5% by 2008 (SC)	Reduce reported levels of youth nuisance and anti-social behaviour by 10% (CS)	Reduce anti-social behaviour 5% between 2005/6 and 2007/8 as recorded NSIR (SC)
	Number of drug users			

	recorded as being in effective treatment			

NI 32 Repeat incidents of domestic violence (PSA 23) *	Increase reporting domestic abuse, reduce repeat incidents and increase criminal justice outcomes, focus on increasing safety of repeat victims			
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local councils and police (PSA 23) *		Reduce fear of crime 6% (10% Alsager) by 2008 (SC)	Reduce fear of crime by 10% (CS)	Reduce fear of crime measured by Citizens Panel and QoL survey 2004 – 2007 by 10%, with specific targets set (CS)
Adverse impact of alcohol				
NI 115 Substance misuse by young people (PSA 14) *	Reduce number of people who engage in hazardous levels of alcohol consumption	Establish robust partnership and strategic approach to Alcohol and drug minimisation, implement Alcohol Harm Reduction Strategy (H)	Reduce alcohol related harm (H)	All children and young people protected from alcohol misuse (C&YP) Reduce young people in need of treatment for alcohol misuse by 5% (C&YP)
	Restrict access to alcohol by children and young people	15% reduction in sale of alcohol to under age drinkers via test purchases Trading Standards (SC)		Reduce number young people in need of treatment for alcohol misuse by 5% (C&YP)
	Reduce the incidents of anti-social behaviour, violent crime (inc domestic abuse) and damage to property caused by alcohol		Reduce levels of violence particularly alcohol related by 15% (SC)	
Sustainable management of waste resources				
NI 192 Percentage of household waste sent for refuse, recycling and composting (DEFRA DSO)	Increase recycling and composting to 50% by 2020	Increase the levels of household waste recycled/composted to 50% by 2009/10 (ENV)	Improve and promote recycling facilities (N&BE)	Increase % of waste recycled and composted to 38% in 2007/8 and to 50% by 2010 (ENV)
NI 191 Residual household waste per household (Defra DSO) *	Reduce amount of waste sent to landfill sites		Reduce the amount of waste from households (N&BE)	
	Reduce waste growth to 1% by 2015			
Challenge of climate change				
	Adapt services to prepare for extreme weather through Risk Analysis, Emergency Planning etc			

NI 186 Per capita reduction in CO2 emissions in the Local Authority area (PSA 27) *	Reduce CO2 emissions through improved energy efficiency and more sustainable travel			All LSP public sector orgs including educational establishments to have energy management and reduction plans in place March 2008 (ENV)
	Reduce CO2 per capita			
	Support and build capacity of local businesses and companies acting against climate change	Advise 5 companies how to reduce their pollution/CO2 emissions in 2007/8 and implement action plans in 3 Air Quality Management Areas to reduce annual average mean of NO2 to 40 micrograms per cubic metre (ENV)		Increasing number of businesses involved in ENWORKS Resource Efficiency Programme (ENV)
	Support increase use of alternative fuel supplies and renewable energy courses to avoid future fuel poverty and food scarcity			
	Ensure new economic growth is innovative and environmentally sustainable			
	Reduce amount of waste produced and improve re-use and recycling			
	Increase use of transport alternatives to the car	*Develop traffic management schemes to improve use of public transport (EC)*		
Reduced worklessness and improved skills				
NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to Level 2 or higher (PSA 2) * NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to Level 3 or higher (PSA 2) *	Reduce number working-age people with no qualifications and increase number adults with Levels 2 and 3 qualifications	Work with schools, colleges and local businesses to enable recruitment of people with skills to do the job (LL)		Reduction in recruitment pressures for employers through development and communication of skills and training measures (ED&E) Annual increase in apprenticeships completed (ED&E) Annual increase of 2% adults in

				work based training (ED&E) Annual decrease 2% working age people with no qualifications (ED&E) Annual reduction in employers reporting skill shortages (ED&E))
	Increase number of local employers to sign up to 'Skills Pledge'	Support 12 small and medium sized local businesses re work based learning via knowledge and info sharing sessions (LL)		
	Reduce worklessness in most disadvantaged wards by delivering high quality partnerships services	Maintain below average unemployment and target reducing unemployment in Congleton North Ward from 3% in 2006 to local average for Congleton by 2016 (EC)	Increase number of local people in employment (J&P)	
	Increase number economically active older adults	Attract quality employment to enable earnings locally to meet regional level (EC)		
	Increase number disabled people in employment			
	Tackle worklessness in families where there are children			
		Develop partnership with Cheshire Family Learning, Lifelong Learning Network, Extended Schools and TLC initiatives (LL)		
			Increase the number of jobs created in knowledge driven sector (J&P)	Increase by 6% new jobs knowledge occupations by 2010 (ED&E)
Improved business and enterprise				
NI 171 New business registration rate (BERR DSO) *	Increase number of new businesses and social enterprises	Increase development of employment land and occupancy by 85 hectares by 2016 from 33 hectares between 1996-2006 EC)		An improved supply of available employment land to provide growth opportunities for new and expanding companies (ED&E)

				22 hectares of land with planning permission at South Macclesfield by 2010 (ED&E) 3 hectares of land at Parkgate by 2010 (ED&E)
		Regeneration of Town Chambers of Trades and development of Market Town Initiatives (EC)		Improve vitality and viability of town and village centres (ED&E) Planning permission Macclesfield town centre redevelopment scheme 2007 and open by 2012 (ED&E) Action Plans for Macclesfield, Wilmslow, Knutsford, Poynton, Disley, Alderley Edge, Handforth by 2010 (ED&E)
(Tourism – STEAM the value of the Cheshire tourism economy**)**		Increase visitor attractions and graded bed spaces from 867 in 2006 to 1000 by 2016 (EC)		To engage a greater number and wider range of Macclesfield businesses in activities related to the visitor economy in order to improve the visitor experience, prolong visitor stay and increase visitor spend within the borough. (ED&E) Full Borough business membership of Peaks and Plains Tourism Association and Visit Chester & Cheshire (VCC) by April 2007 and increase membership by 20% by April 2008 (ED&E) Launch new 'Welcome to Macclesfield website by April 2007 (ED&E) Increase hits on VCC's welcome to Macclesfield site by 20% by Dec 2007 (ED&E)

				Action plan for Cheshire Year of the Garden 2008 (ENV)

Improved road safety and maintenance				
NI 47 People killed or seriously injured in road traffic accidents (DfT DSO) *	Reduce number of people killed or seriously injured on Cheshire's roads and motorways	Reduce number people killed or seriously injured in RTAs from 52 (2005) to 41 by 2008 (SC)		Reduce number of people killed and seriously injured by 6% between 2004/5 and 2007/8 (SC)
	Reduce number of children killed or seriously injured on Cheshire's roads and motorways			
	Increase awareness of contributing factors that cause road traffic collisions including speeding, impairment (alcohol), distractions (phones) and not wearing seatbelts			
NI 168 Principal roads where maintenance should be considered (DfT DSO) * NI 169 Non-principal classified roads where maintenance should be considered (DfT DSO) *	Ensure road network is maintained in a good condition to reduce and prevent RTAs and improve road safety Maintain Cheshire's highways at minimum cost			
Environmental cleanliness				
	Improve street and environmental cleanliness			*Increase street cleanliness and % residents feeling positive abut their neighbourhood (ENV)*
	Ensure highway is kept in an acceptable condition environmentally			
Well maintained, efficient transport network				
	Maintain highways so that they provide an efficient system for transportation			
	Maintain highway in a safe and sound condition suitable for the use of vehicles, cyclists, pedestrians, equestrians and all other road users			

		We will influence decisions on public transport (ENV) Develop traffic management schemes to improve use of public transport (EC)	Improve transport by supporting targets in the Local Transport Plan (N&BE)	
Reduced anti-social behaviour, arson and criminal damage				
NI 111 First time entrants to the Youth Justice System aged 10-17 (PSA 14) *				
(Anti-social behaviour – criminal damage)	Reduction in ASB measure by reported incidents			
Alcohol arrest referrals	Perceptions of drunk or rowdy behaviour as a problem			
	Increase % people stating police and local council dealing with ASB issues that matter in their area			
NI 33 Arson incidents (HO DSO) *	Work in Community Safety Partnerships to reduce arson			
	Reduce level of youth fire-setting by working with partners in youth orgs			
	Work with waste managers to reduce wheelie bin and rubbish fires			
	Increase prosecutions for arson offences			
	Work with commercial sector to reduce arson in commercial property			
Increase in proportion of non-Police referrals to the Cheshire DAFSUs and MARACs				
Reduce risk of industrial and commercial emergencies				
	Series of exercises to validate, train and test against multi-agency approach and Chemical Radiation Biological & Nuclear Plan and verify robust arrangements in place			

	to manage mobile cloudburst incident			

	Review impact of regulation changes in relation to COMAH and develop and deliver programme for major and standard COMAH off site testing			
Sport, Culture and Leisure				
NI 8 Adult participation in sport and active recreation (DCMS DSO) *		Increase active participation in exercise all ages from 31% (2005) to 40% by 2016	Increase participation and access to sport and leisure (C&L)	
		Develop and improve cultural activity by identifying gaps in resources and acting to promote policy to improve (STC) Evidence of promotional activities and roll out community events programme by 2008 (OP)	Increase number of culture and leisure amenities (C&L)	An improvement in the provision and maintenance of play, leisure and sports facilities in the borough (E)
		Improve access to leisure, cultural and sporting activities for children, develop targets for year on year usage increases to 2010 (C&YP)		Increase % children and young people taking part in physical activity out of school by 3% (C&YP) Improve access to activities promote health and well being - transport to employment, health, leisure and recreational activities (H&OP)
		Promote volunteering and encourage good practice and participation – increase % of people who volunteer for min 2 hours a month from 38% in 2005 to 45% in 2010 (STC)		
				Protecting and enhancing designated natural environments, heritage buildings and include local distinctiveness designations (ENV)

				Undertake at least four Conservation Area Appraisals each year (ENV)
				Designate at least one new Local Nature Reserve every two years (ENV)
Other				Adoption of LDF by 2008
Percentage increase in Local Authority spending in contracts and grants to Third Sector organisations				
Local/Targeted	**Local/Targeted**	**Local/Targeted**	**Local/Targeted**	**Local/Targeted**
		Market Town Initiatives: • Alsager • Congleton • Middlewich • Sandbach	Driving Crewe Forward (check this out) Market Town Initiatives: • Nantwich	Town plans
		Neighbourhood Renewal: Congleton North	Neighbourhood Renewal Strategy: • Alexandra • Coppenhall • Grosvenor • Maw Green • St Barnabus 8 priority themes: Children and Young People, Tackling Health Inequalities, Enhancing the physical environment and local image, Improving housing and housing conditions, Reducing crime and fear of crime, Reducing worklessness, Developing local economies, Improving learning and skills (NR Strategy)	Neighbourhood Renewal/Regeneration and 'Family Stress': • Parts of Handforth • Macclesfield South • Knutsford Over • Macclesfield West New or updated action plans for the Moss, Colshaw, Longridge, Weston by Dec 2008 (ENV)
		17 Parish Plans	Parish Plans	Parish Plans Further 15 Parish Plans over next 3 years (ENV)

Notes:

The matrix is to assist in analysis of the large amount of current information available to us and is compiled in the main from 'Cheshire LAA 2008 – 2011', 'A Sustainable Community Strategy for Cheshire' – Interim Document May 2008, 'Congleton Sustainable Community Strategy 2007 – 2016', 'A Sustainable Community Strategy for Crewe and Nantwich 2006 – 2016', 'Macclesfield Borough Sustainable Community Strategy 2007 – 2010'.

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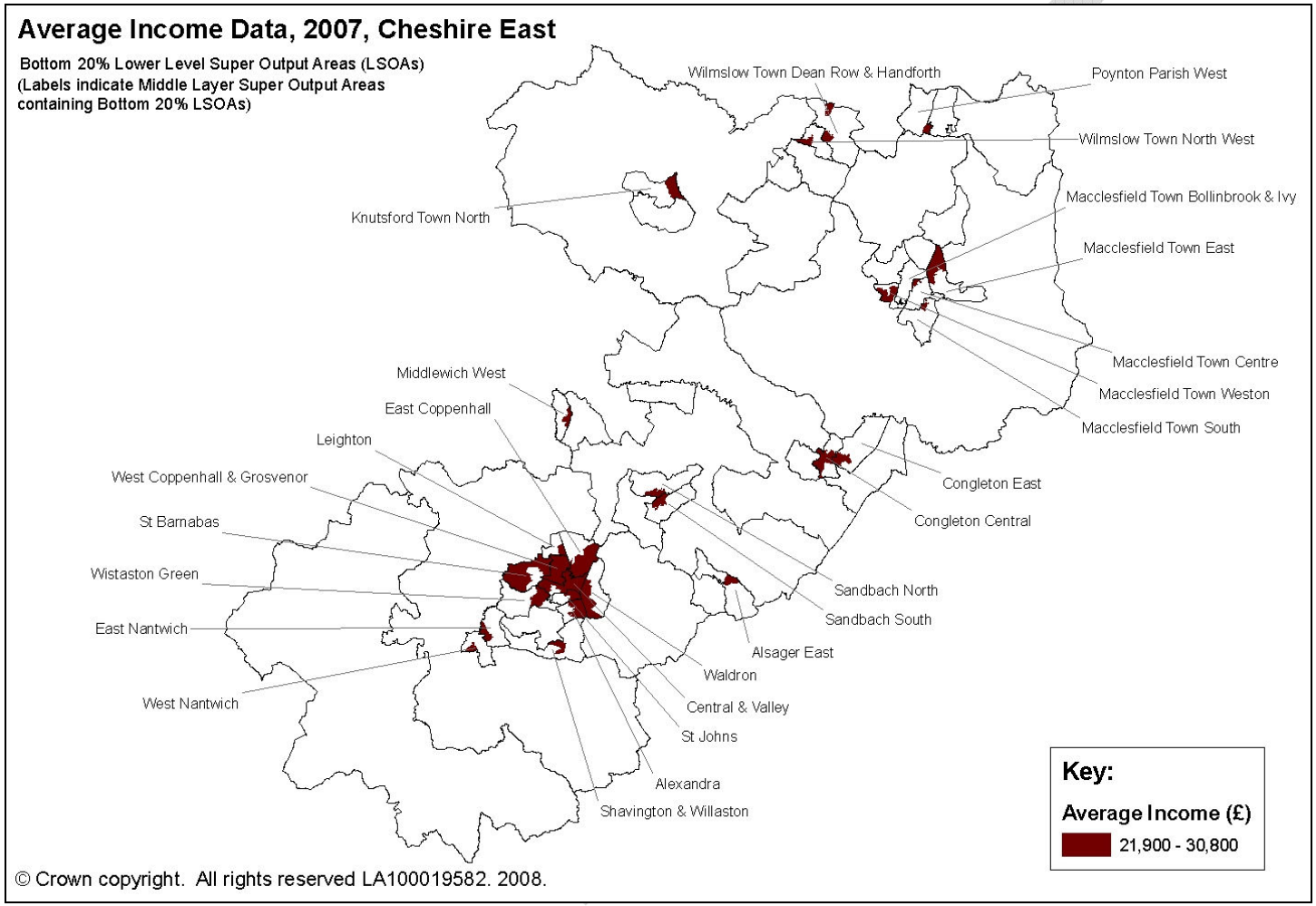
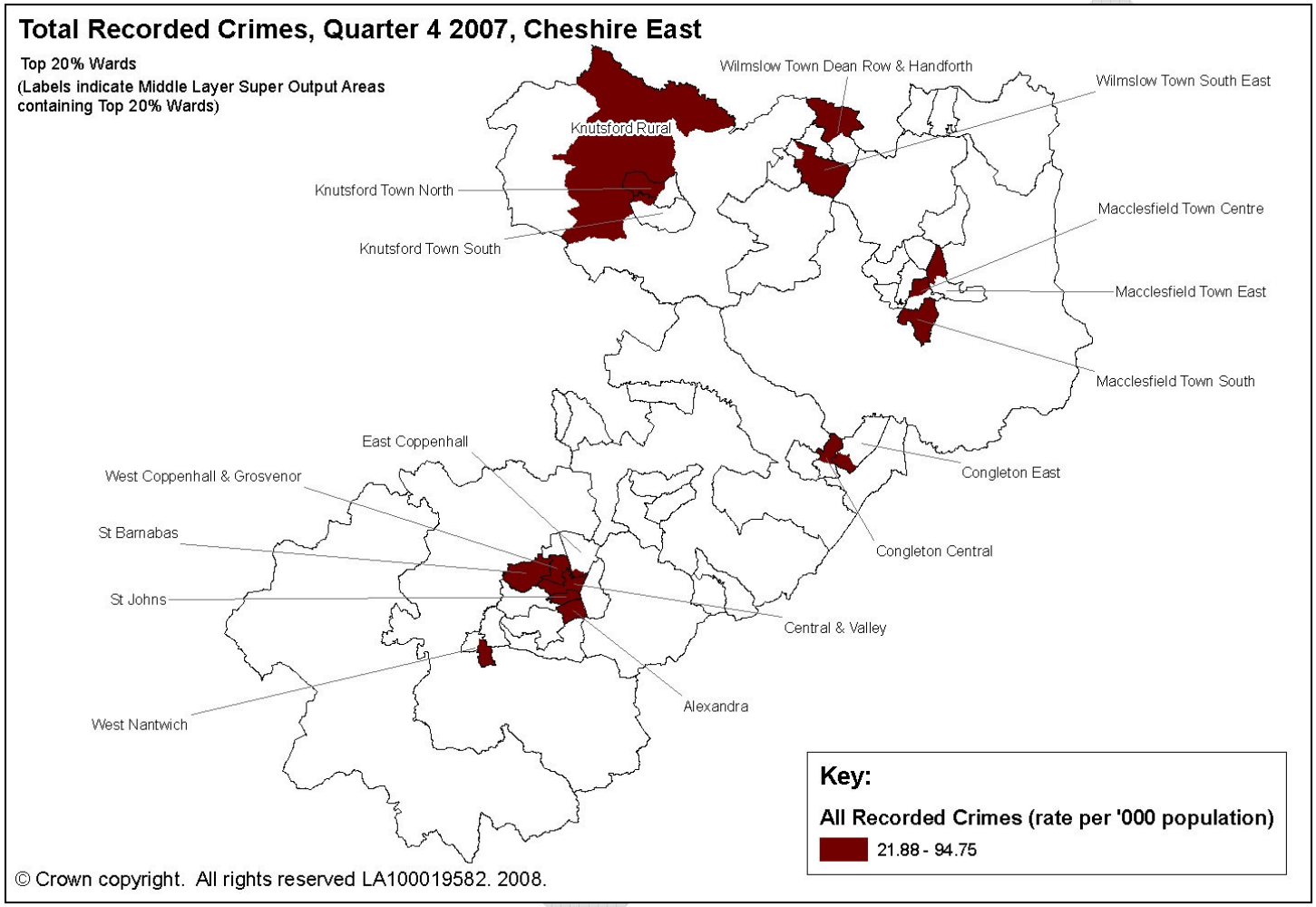
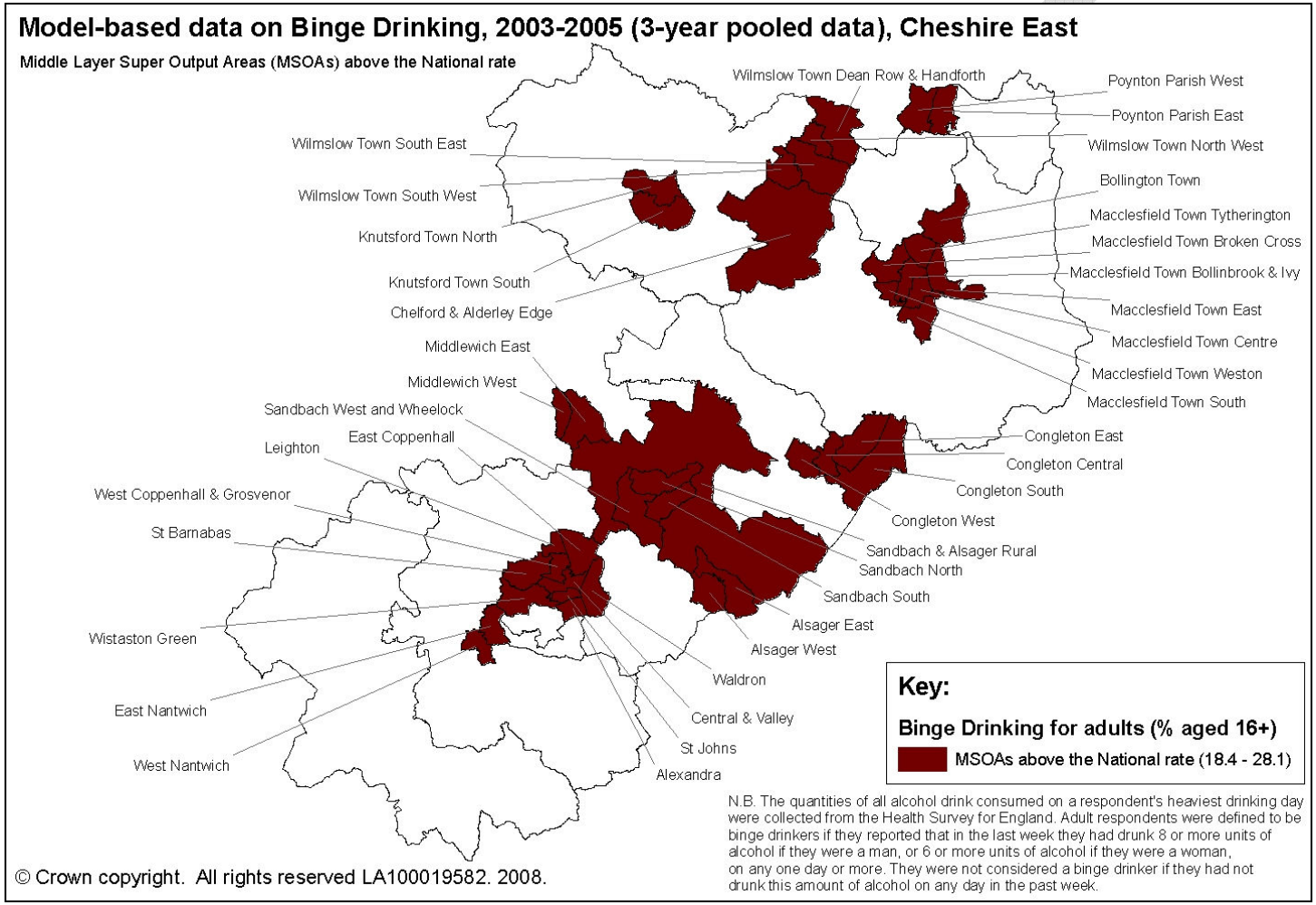
Map A1: Average income Data



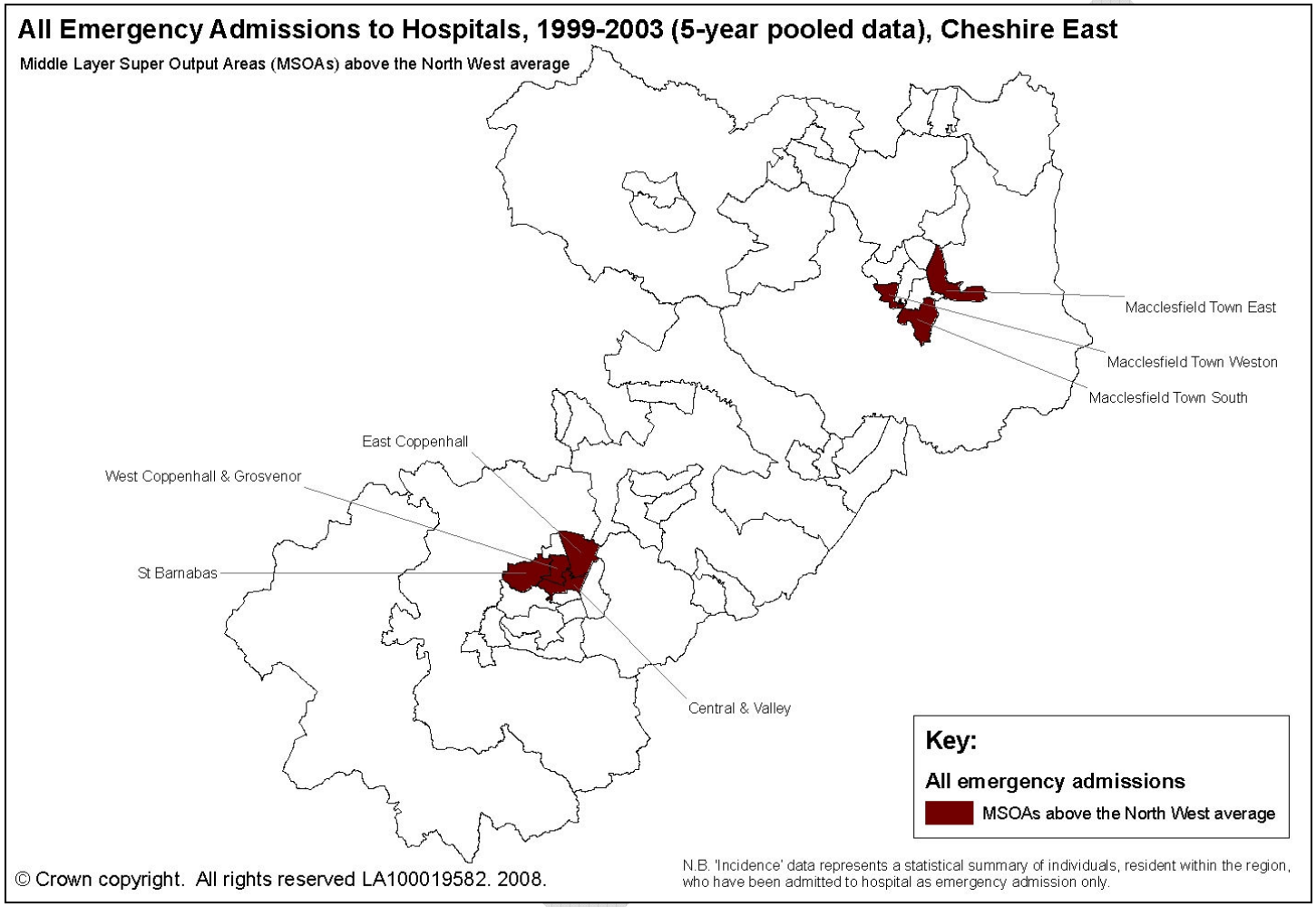
Map A2: Total Recorded Crimes



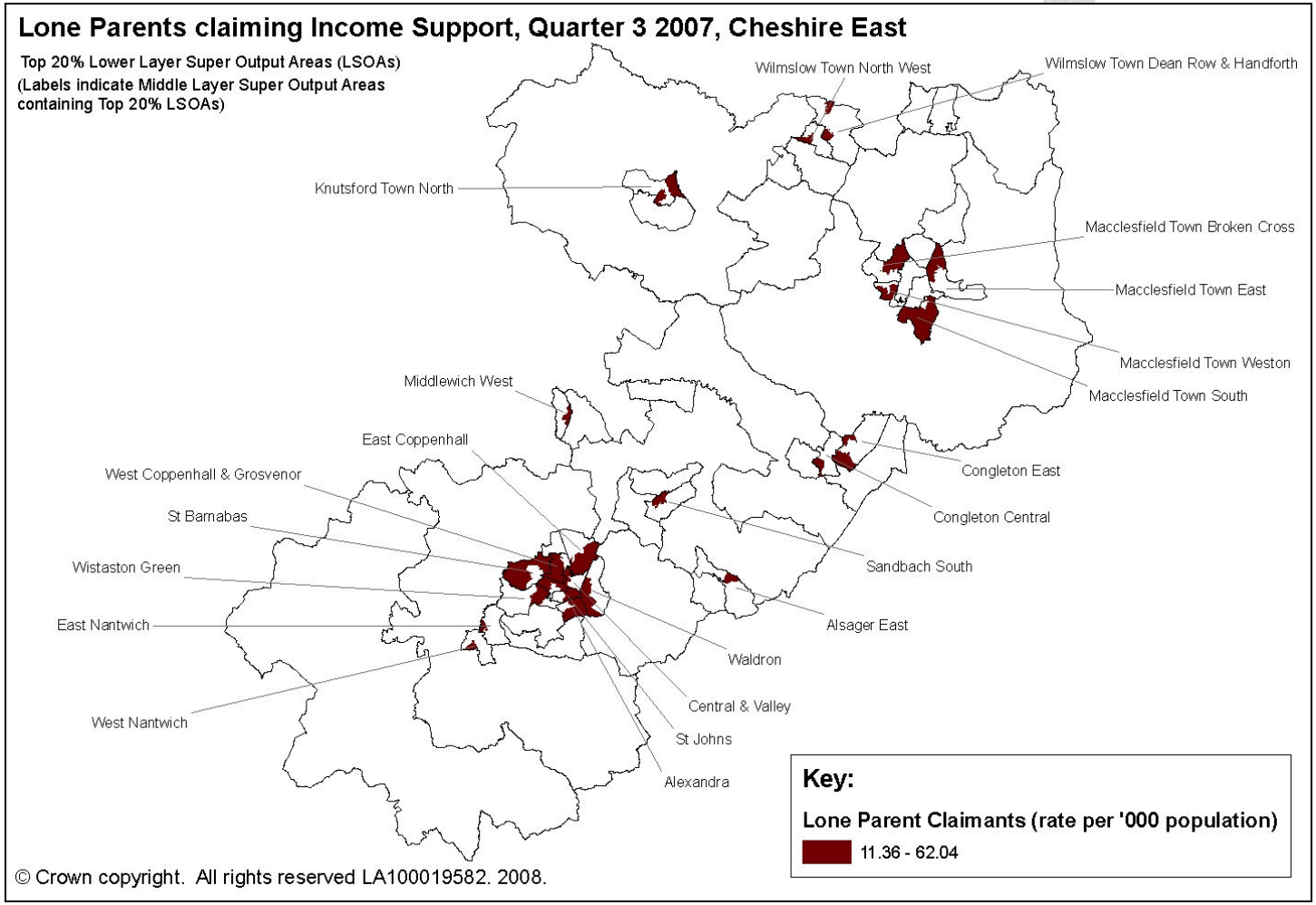
Map A3: Model-based data on Binge Drinking



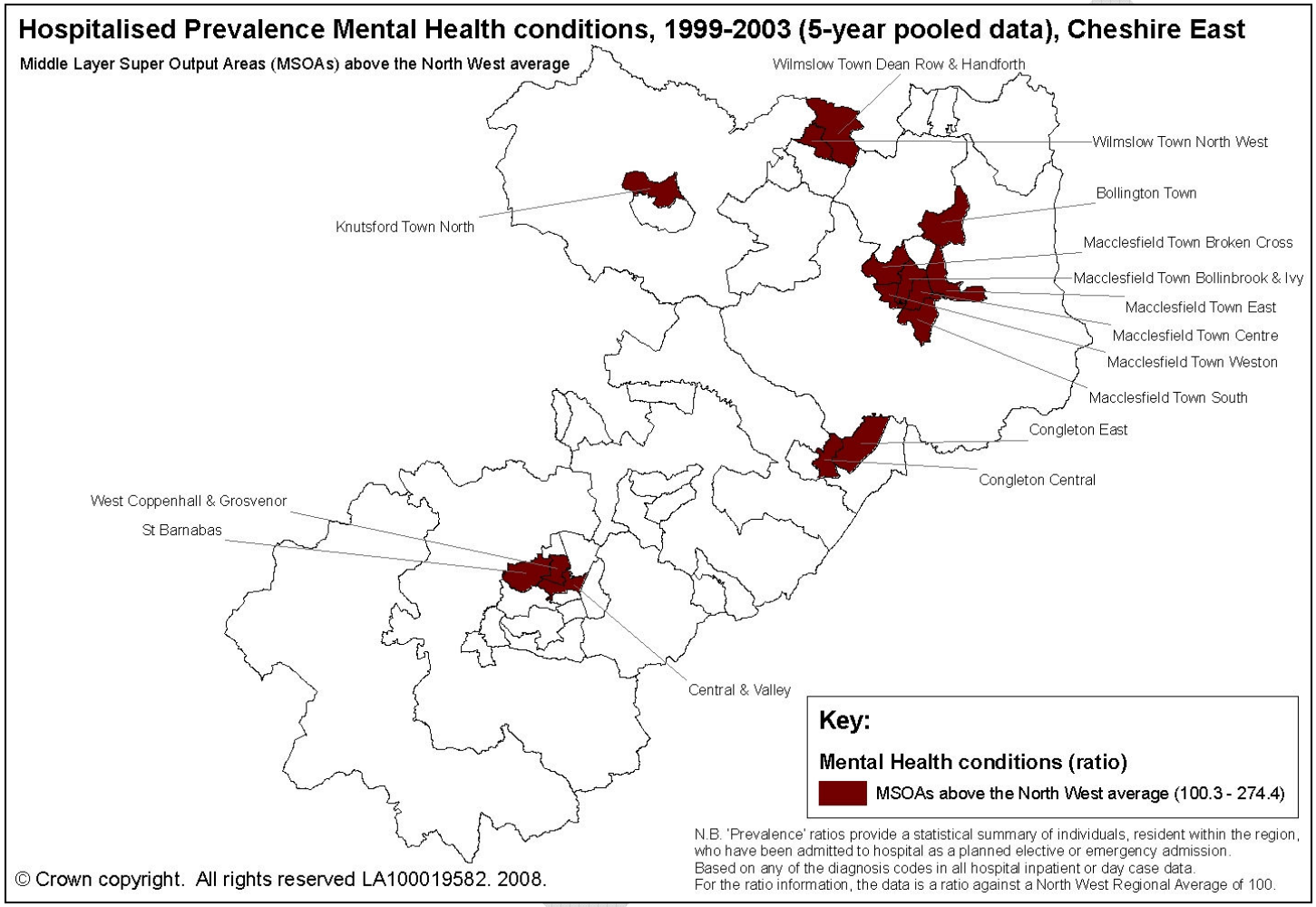
Map A4: All Emergency Admissions to Hospitals



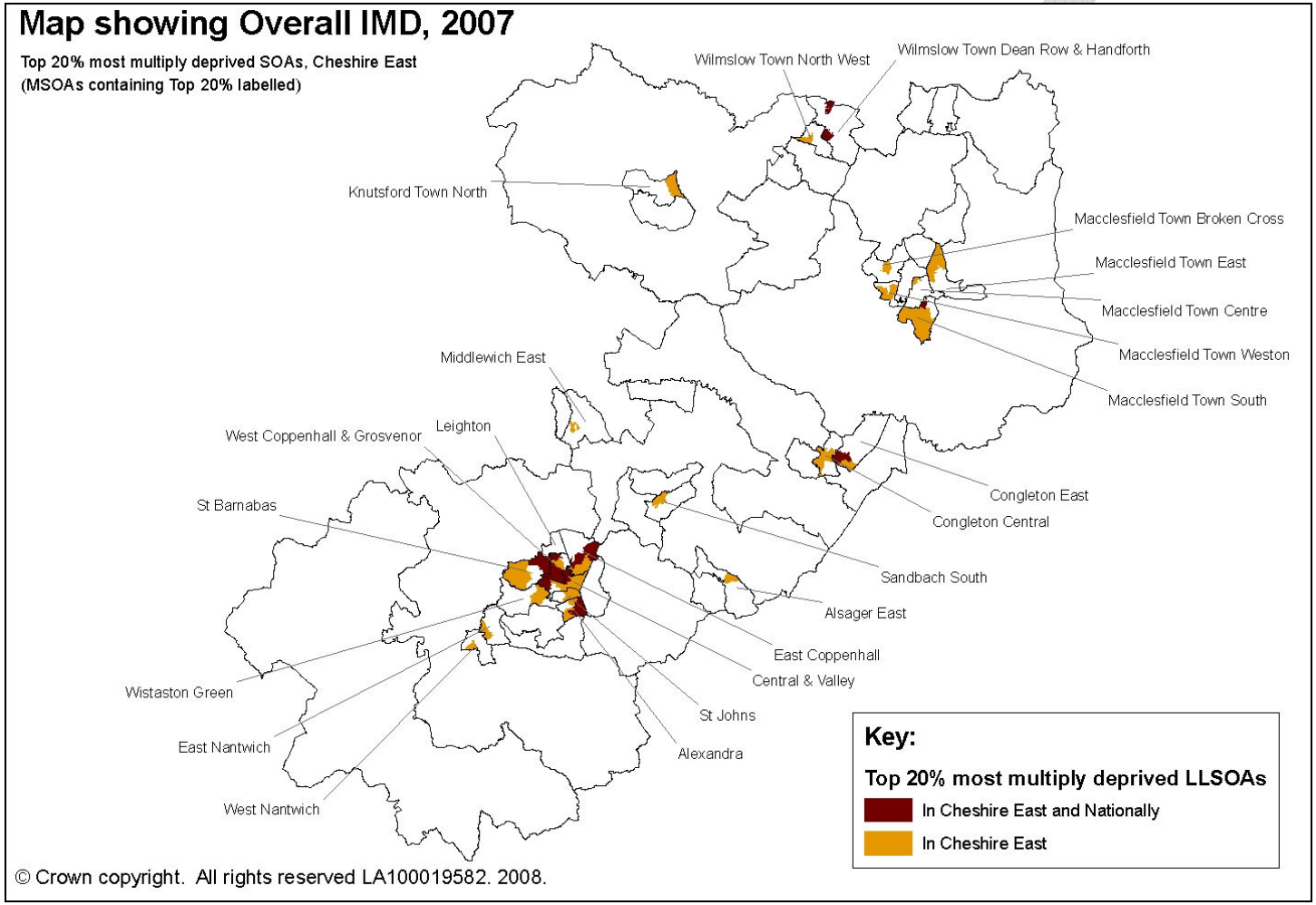
Map A5: Lone Parents claiming Income Support



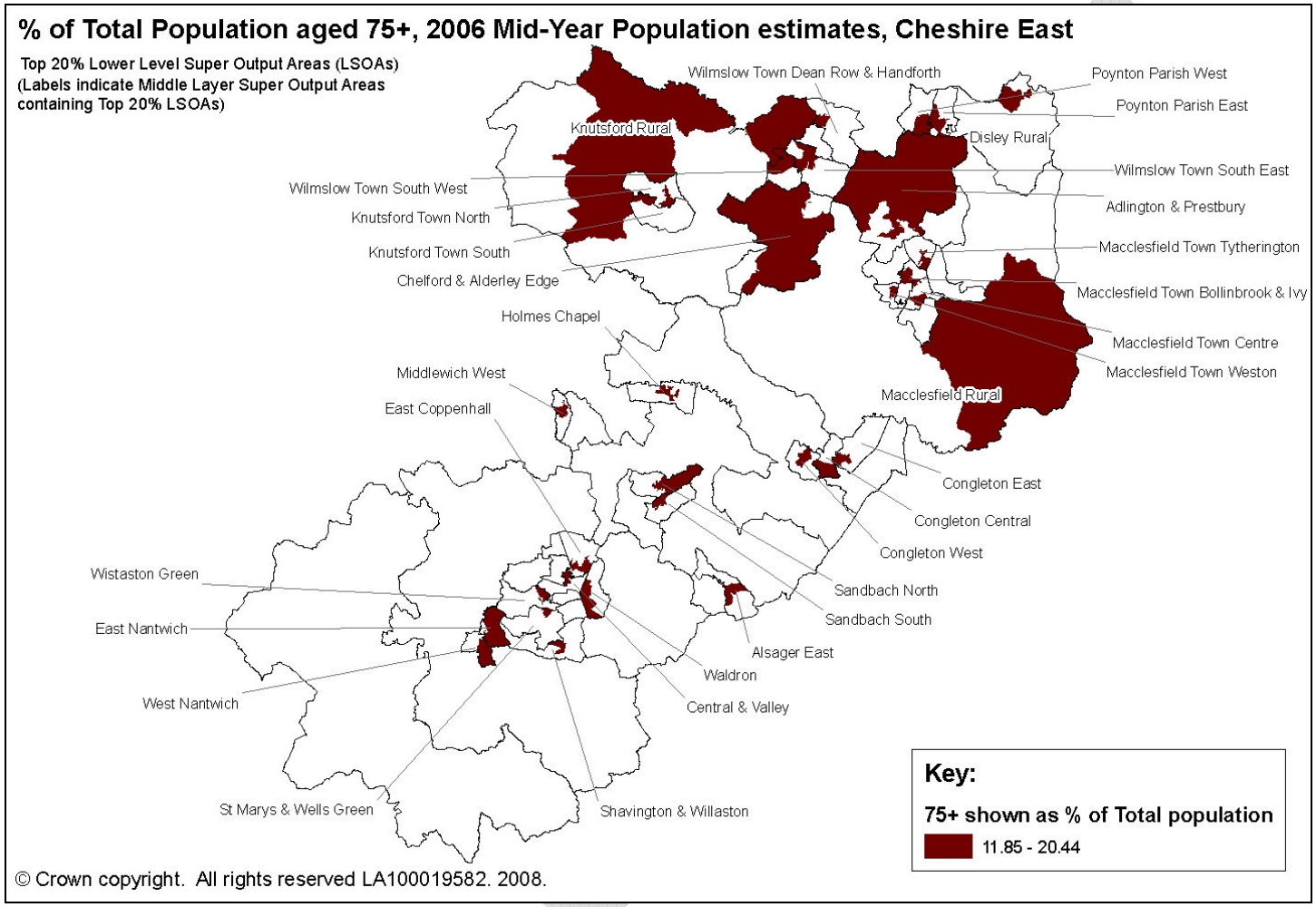
Map A6: Mental Health conditions



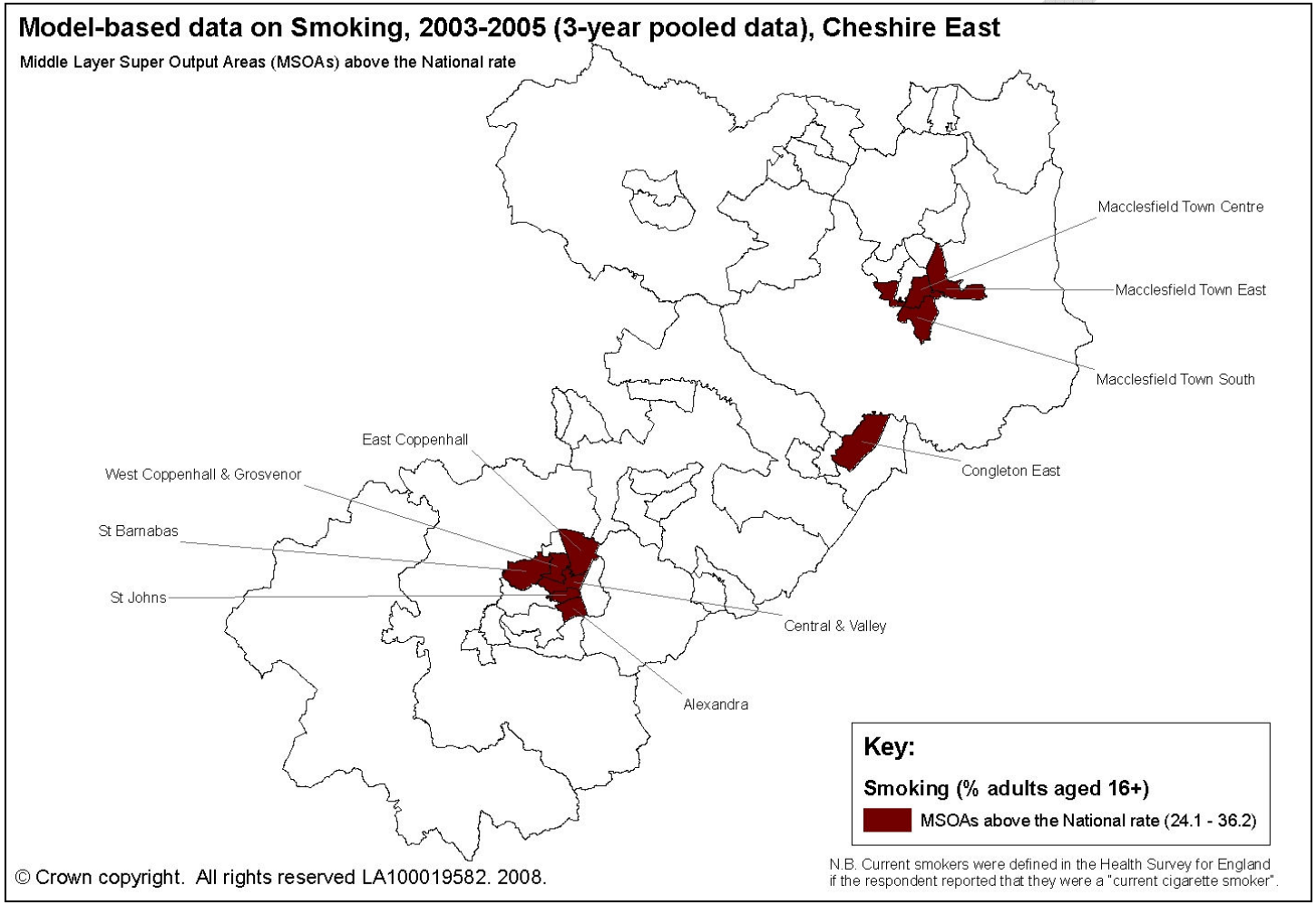
Map A7: Overall IMD



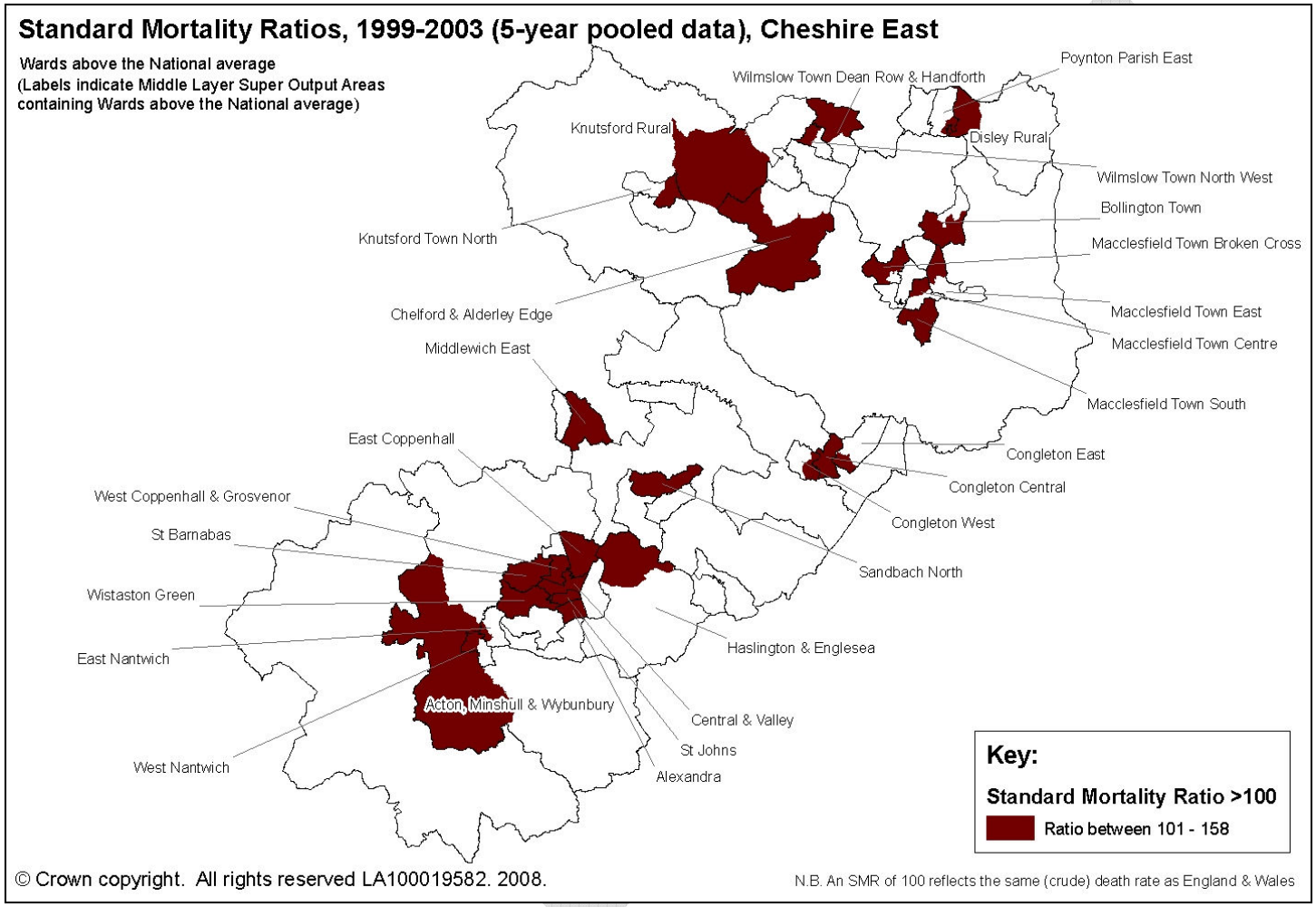
Map A8: Population aged 75+



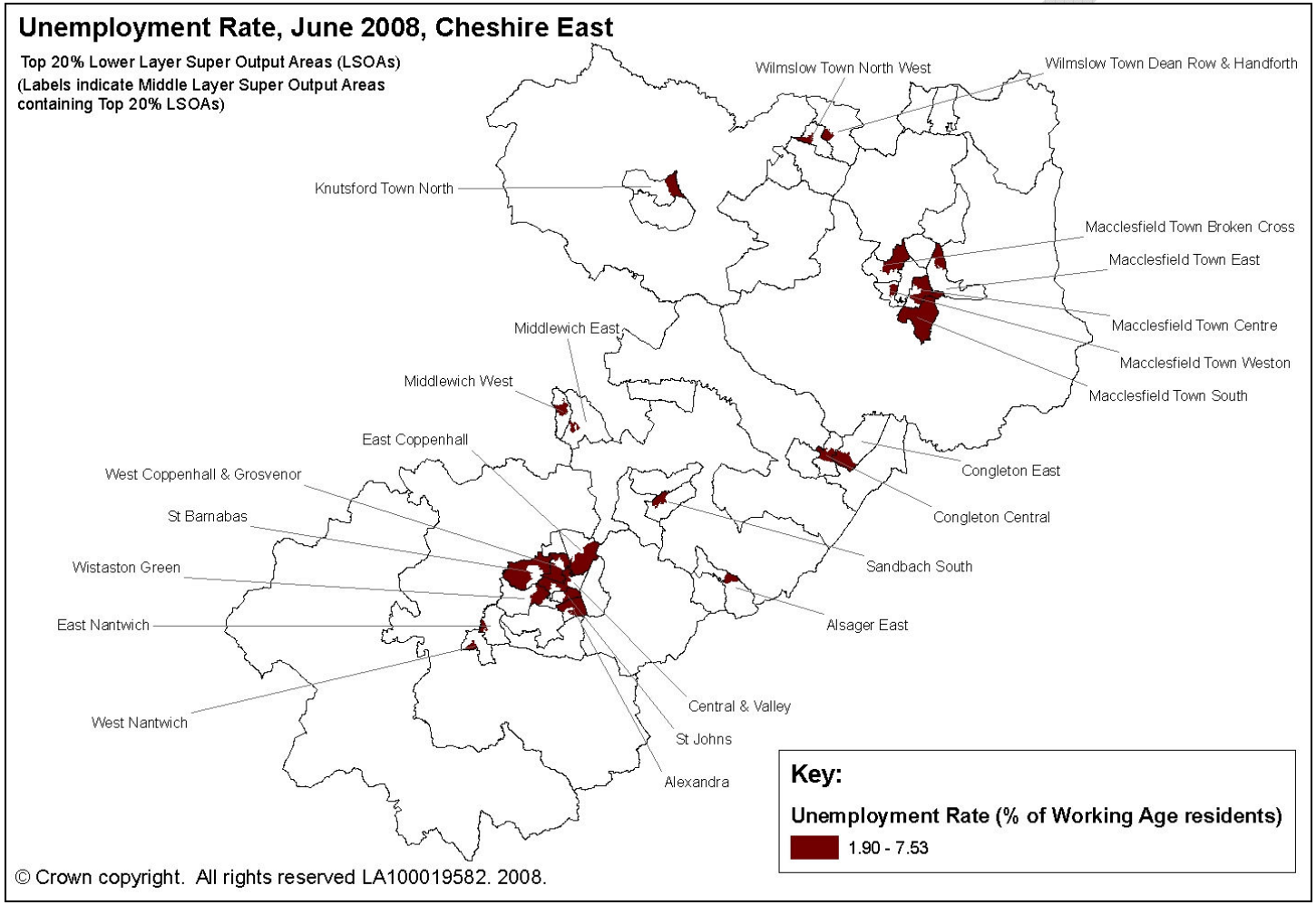
Map A9: Model-based Data on Smoking



Map A10: Standardised Mortality Ratios



Map A11: Unemployment Rate



Map A12: Small Deliberate Fires

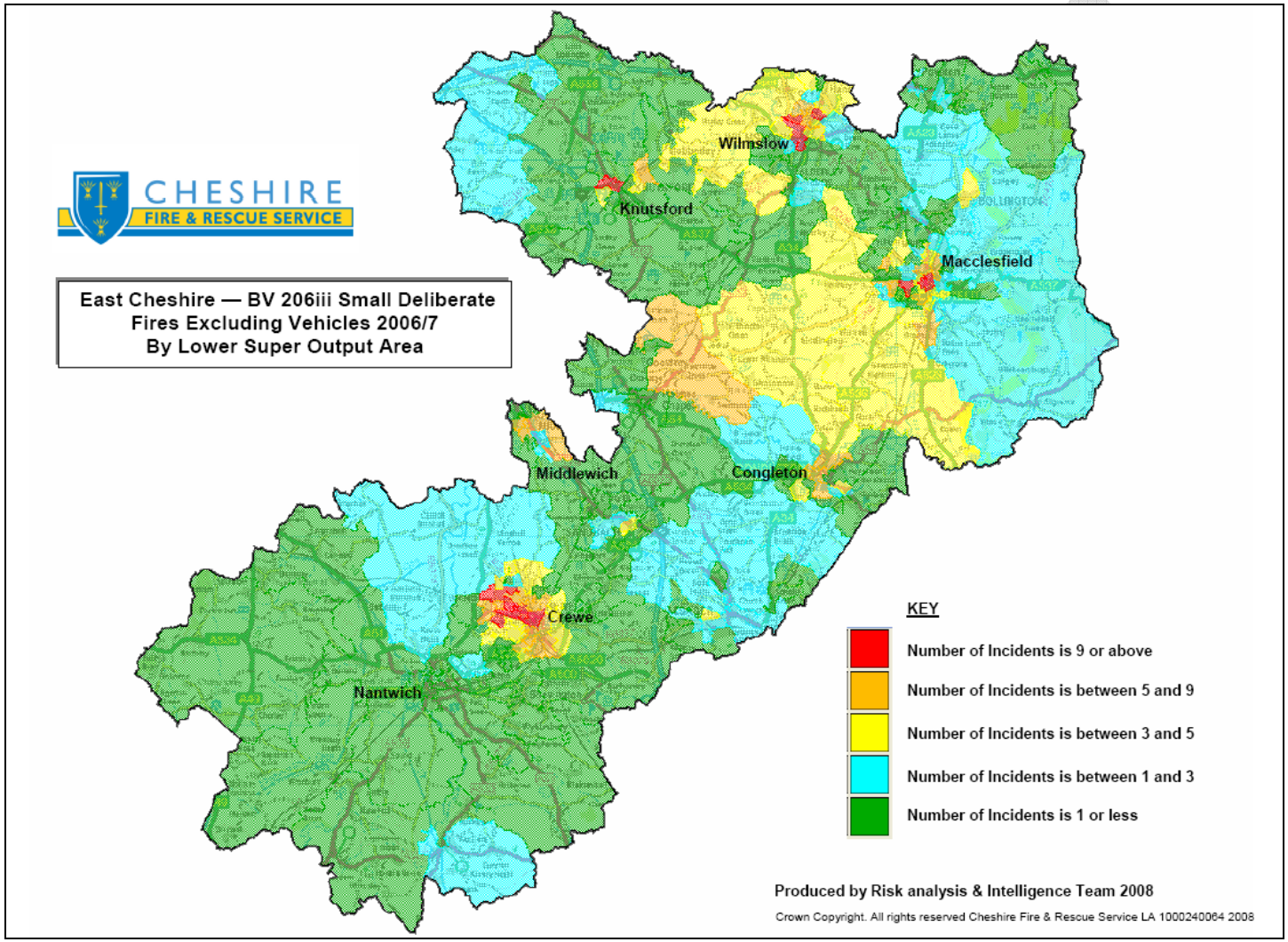


Figure A1: Forecast Population of 75+ and 85+ Age Groups

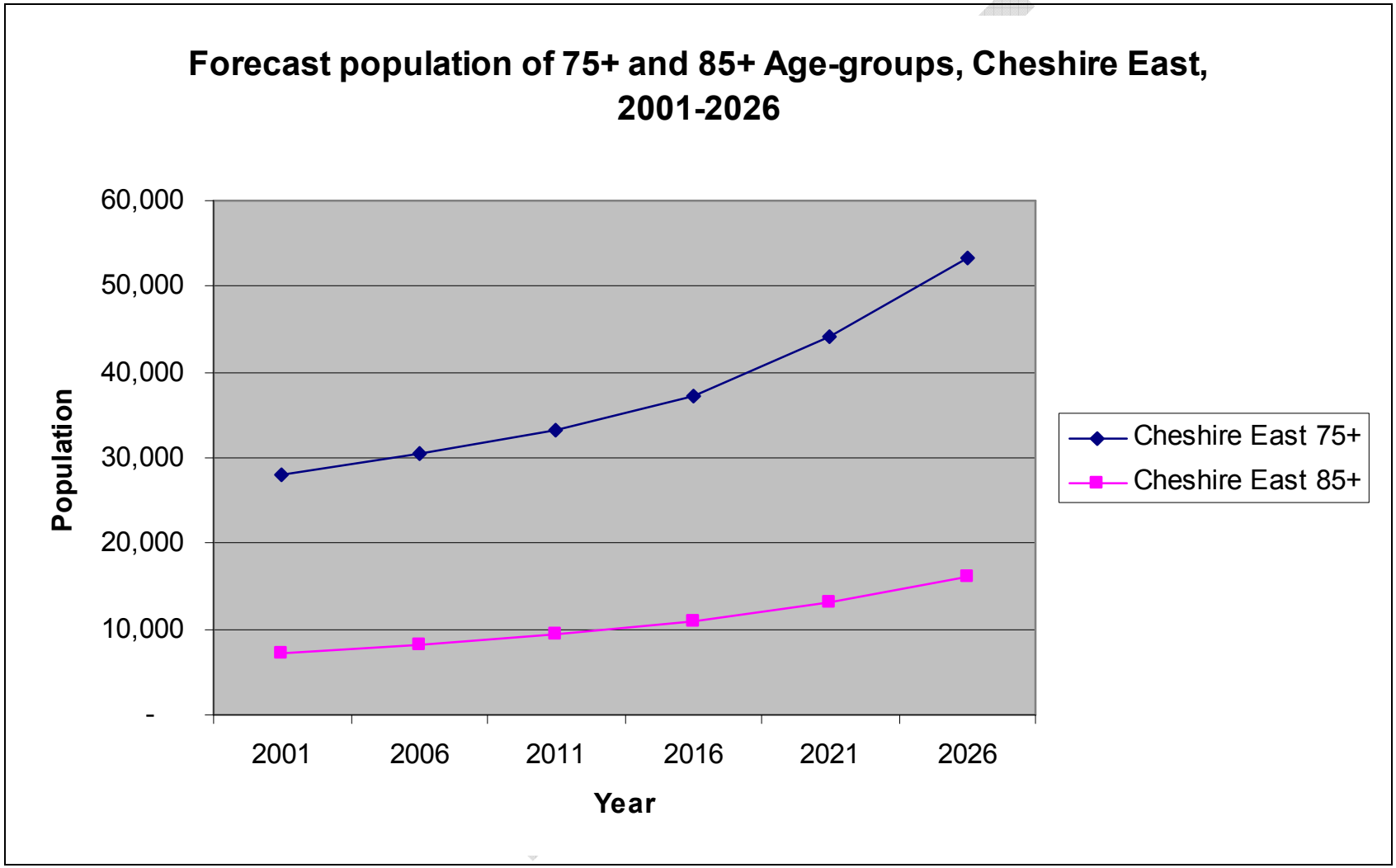


Figure A2 Importance for Providing a Good Quality of Life

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Figure A3 Issues to Improve Quality of Life

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Source: Cheshire Community Survey 2008, CCC Research and Intelligence Unit

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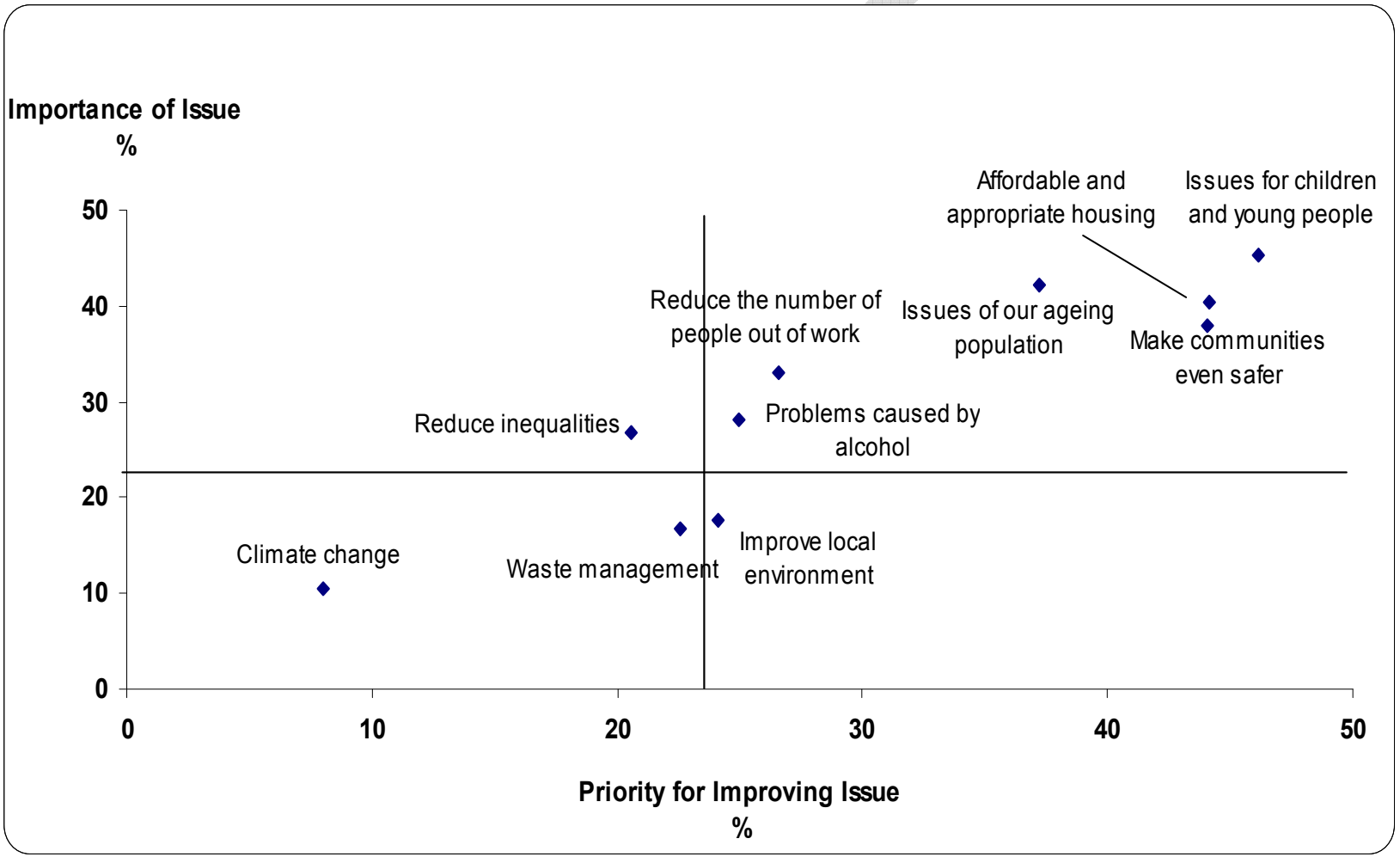
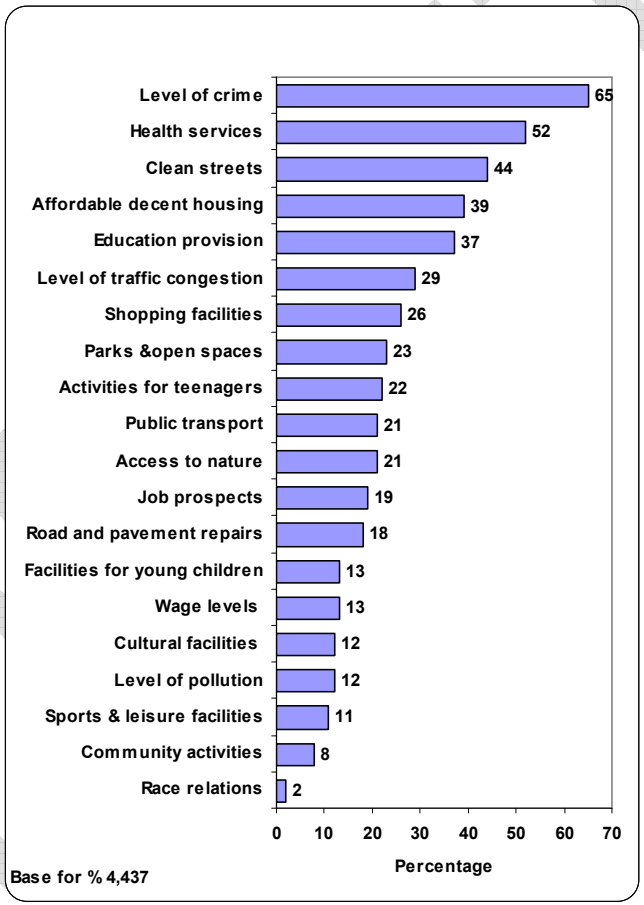
Source: Cheshire Community Survey 2008, CCC Research and Intelligence Unit

Figure A4 Quality of Life Issues – Importance and Priorities for Improving their Local Area East Cheshire



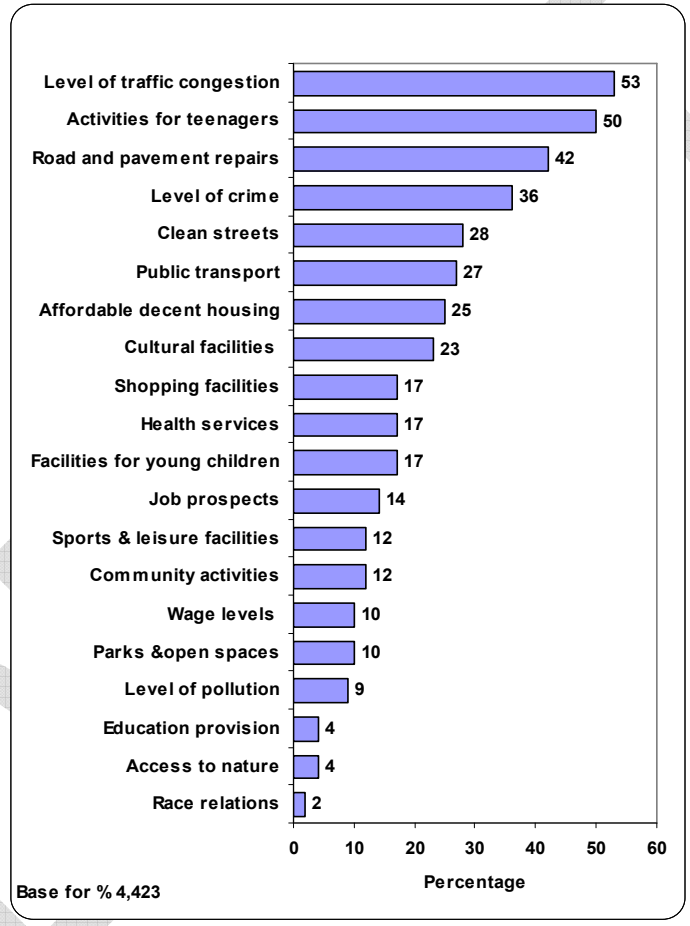
Source: Cheshire Community Survey 2008, CCC Research and Intelligence Unit

Figure A5: Overall Importance in making somewhere a good place to live (% in top 5 priorities



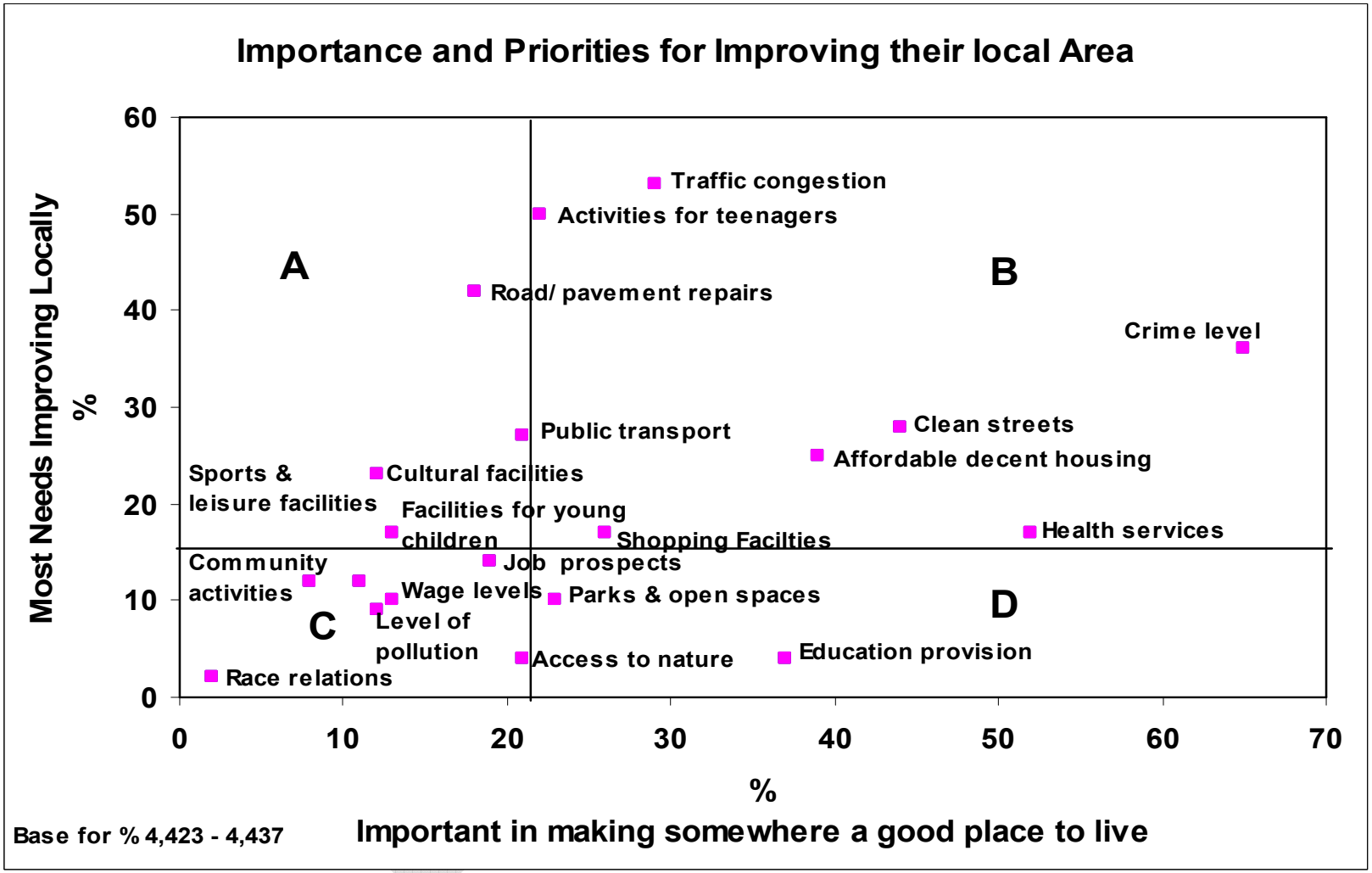
Source: Best Value User Satisfaction 2006, CCC Research and Intelligence Unit (data from CCC and 6 district surveys)

Figure A6: Overall Priorities for Improving Quality of Life (% in top 5 priorities)



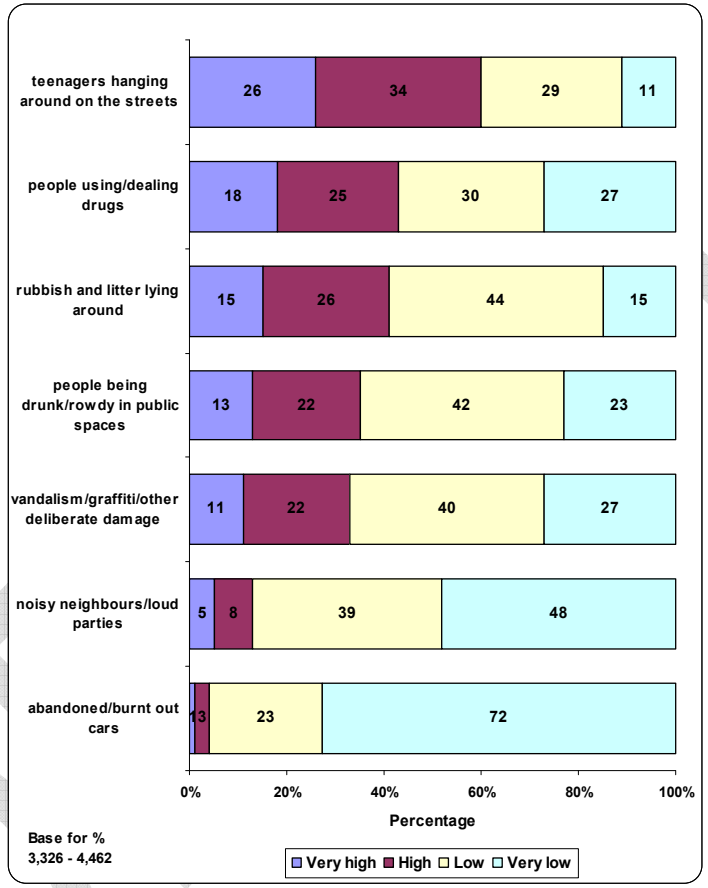
Source: Best Value User Satisfaction 2006, CCC Research and Intelligence Unit (data from CCC and 6 district surveys)

Figure A7: Importance and Priorities for Improving their Local Area



Source: Best Value User Satisfaction 2006, CCC Research and Intelligence Unit
(data from CCC and 6 district surveys)

Figure A8 Perceived Level of Anti-Social Behaviour by behaviour problems



Source: Best Value User Satisfaction 2006, CCC Research and Intelligence Unit (data from CCC and 6 district surveys)

CHESHIRE EAST COUNCIL

CABINET

Date of meeting: Monday 8th September 2008
Report of: Cheshire East Climate Change Group

Title: **CLIMATE CHANGE IN CHESHIRE EAST**

1.0 Purpose of Report

1.1 To build upon recommendations arising from the Members induction day in June 2008 on how Cheshire East can start to take forward Climate Change.

2.0 Decisions Required

2.1 To sign the Nottingham Declaration on Climate Change

2.2 To introduce Climate Change implications onto board reports

3.0 Financial Implications for Transition Costs

3.1 There are no direct financial implications. However, by signing the Nottingham Declaration, Cheshire East is committing to ensuring that tackling climate change is a cornerstone of any council strategy. Therefore there will be a need to dedicate officer/ staff time and resources in taking forward Climate Change in Cheshire East, as well as training/ support to report authors to ensure Climate Change implications are fully highlighted.

4.0 Financial Implications 2009/10 and beyond

4.1 There are no direct financial implications to the recommendations. However tackling climate change is a long term programme, will involve many sections of the Council and will need dedicated officer time and resources over many years. However, by addressing the effects of climate change, Cheshire East could also bring social, environmental and financial benefits for the local authority and its community. By not addressing Climate Change through direct action as well as partnership action, there are potentially huge negative financial implications.

5.0 Legal Implications

5.1 The declaration is designed to be signed by the Leader and Chief Executive (or their equivalents) of the council.

6.0 Risk Assessment

6.1 There are no risks associated with these recommendations, but there are greater risks to Cheshire East and its community if climate change is not addressed through both mitigation and adaptation work.

7.0 Background

7.1 At the Places Induction Day on 12th June 2008, there was consensus that the new Council should provide leadership on Climate Change and take positive action to take on board the implications of our changing climate.

7.2 Work is already underway through the Places work stream programme to identify how Climate Change could be taken forward. However, as major decisions are now being made, Members from the induction day suggested that the new Council needs take on board any Climate Change implications arising from such decisions, through the introduction of Climate Change Implications statements on every Board report as soon as possible. Guidance is sought from Members on how quickly Climate Change Implications should be introduced onto Board reports.

7.3 If Climate Change Implications are introduced onto reports, awareness raising and training in this matter will need to be considered for Members and Officers taking account of the implications. The Cheshire East Climate Change Group is already developing guidance in this area, possibly through a 'checklist', building upon ideas and best practice from other Local Authorities.

7.4 The Nottingham Declaration is a voluntary pledge to address the issues of climate change. It represents a high-level, broad statement of commitment that any council can make to its own community. The declaration is designed to be signed by the Leader and Chief Executive of the council. In doing so, they are committing to ensuring that tackling climate change will be a cornerstone of the council's overall strategy.

7.5 The present District Councils have previously signed the Declaration. By signing the Declaration, Cheshire East would continue the present commitment of the local authorities.

- Congleton September 2007
- Crewe and Nantwich April 2007
- Macclesfield May 2006
- Cheshire County Council January 2006 (Northwest Climate Change Charter Signatory which is similar to The Nottingham Declaration)

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

8.1 Short term: over the next few months
Development of guidance on Climate Change implications
Training for report authors
Recognition for Cheshire East by signing the Nottingham Declaration

Medium / long term: over the next few years
Resources to tackle Climate Change

9.0 Reasons for Recommendation

9.1 Cheshire East has the opportunity to demonstrate its early commitment to tackling climate change by the actions outlined above. Over the next few months, substantial work will be carried out to identify in detail how Climate Change in Cheshire East could be taken forward.

For further information:
Portfolio Holder: Councillor Brickhill
Officer: Paul Ancell/ David Marren/ Peter Bulmer
Tel No: 01244 973032
Email: Peter.Bulmer@cheshire.gov.uk
Background Documents:
http://www.energysavingtrust.org.uk/housingbuildings/localauthorities/NottinghamDeclaration/?role=manage

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CHESHIRE EAST

CABINET REPORT

Date of meeting:	8th September 2008
Report of:	Communications & Marketing Group
Title:	Corporate Identity/Branding Development

1.0 Purpose of Report

1.1 This paper updates Members on the outcome of the public and staff feedback to the shortlist of 3 designs for the new brand for Cheshire East Council.

2.0 Decision Required

2.1 Members are invited to make a selection as to which option they would like to be implemented as the brand for the new Council. See 7.4 for the 3 options.

The recommendation of the Marketing & Communications Group is to select option 3, a refinement of the original Wheatsheaf design into a 2 colour format for ease of implementation.

3.0 Financial Implications for Transition Costs

3.1 The public feedback process has cost approximately £4,000 pounds as per the budget. The cost of implementing the new brand will be significant and work is ongoing on estimating the likely cost and optimum implementation process.

4.0 Financial Implications 2009/10 and beyond

4.1 The implementation of the brand will be a considerable undertaking irrespective of which brand option is selected. A report will be produced in order to provide a clearer idea of the scope of this undertaking.

5.0 Legal Implications

5.1 Once a brand is selected it would be prudent to apply for Trade Mark registration to ensure we can gain formal design protection for the brand.

6.0 Risk Assessment

6.1 Should the selected brand inadvertently contravene any existing brand owners' designs it may need to be modified.

7.0 Background and Options

7.1 At the Cabinet meeting on 17th July 2008, Members selected a shortlist of 3 options – Hills & Water, Wheatsheaf and Rising Sun to be subject to staff and public feedback in order to recommend a favoured option.

7.2 Shortlisted logos:

Logo A - "Hills & Water"	Logo B – "Wheatsheaf"	Logo C – "Rising Sun"

7.3 The County Council's Research & Intelligence Unit managed the project which involved facilitated focus groups held in each of the 3 current districts with a wide range of age groups including teenagers and an online questionnaire which received over 2,100 responses. The local media extensively featured the shortlist following a press launch by the portfolio holder on 18th July. The full report is available in Appendix 1. A summary of the findings are as follows:

- The online questionnaire responses favoured the Wheatsheaf design (54%) against 35% for Hills & Water and 11% for Rising Sun
- The majority of the focus groups also favoured the Wheatsheaf design
- The Rising Sun design was the least favoured by all respondents
- Extract from the report summary – "*Participants had varying views about the three logos but overall the Logo B, the Wheatsheaf, was the most preferred. Generally they thought it was clear what the symbol was, a modern interpretation of a traditional icon, and was easy to recognise. For many it was a clear winner and the logo that most represented the place of Cheshire East. "*
- Some of the participants' responses in relation to the Wheatsheaf included – 'representative of Cheshire'; 'it is approachable and relevant to the people of East Cheshire' and that it is 'professional, clean and smart'.

Although the Wheatsheaf design was the favoured option it did receive some negative comments:

- It looks too rural or a cereals company
- The proposed van livery looks like a bakery
- A four colour logo would be more costly to implement
- Would it look better with the Wheatsheaf to the left?
- Is it relevant to urban communities?

7.4 In view of these responses the logo designers have developed 2 alternative refinements to the original Wheatsheaf design for consideration:

- **Option 1 – original Wheatsheaf design**

- **Option 2 – amended design with Wheatsheaf to the left**

- **Option 3 – original Wheatsheaf layout amended into a 2 colour format**

N.B. Larger versions of these 3 options, with more accurate colour reproduction, can be provided for Members to view at the meeting.

8.0 Reasons for Recommendation

8.1 Option 3 above provides a simpler refinement of the original design and would enable applications such as stationery printing, vehicle liveries and signage to be produced using only two colours as opposed to 4 in the original, thus reducing the costs substantially. Also by converting one of the wheatsheafs to a green tint, it should reduce the perception of being linked to a cereal producer or food/bakery manufacturer.

Option 2 creates a more unbalanced design, and could be more difficult when applied to stationery as logos generally look better on the right-hand side of the page.

9.0 Next Steps

9.1 Should Members make a decision on a choice of brand, the key subsequent task will be to develop a Brand Manual. This will be a comprehensive document that sets out the scope and procedures that will govern how the brand will be implemented. Everything form stationery templates, uniforms, vehicle liveries and publicity material will need to be branded in a consistent and managed process. The Brand Manual will be the principal method of ensuring the new brand is effectively managed and controlled throughout the Council.

The Marketing & Communications Group propose to follow a similar process as was used to create the brand shortlist, by utilising the in-house resources of the Graphic Design staff of the existing Councils to develop the Brand Manual.

9.2 For specific civic and ceremonial activities only a Borough coat of arms or crest logo will be developed with reference to the heritage of East Cheshire. This will be progressed with the relevant authorities for approving issuing such designs.

9.3 Members will also wish to consider how the new brand is launched to the public and media. A launch in the coming weeks will enable the development of initial Council publications such as a customer newspaper and Shadow Authority material incorporating the new brand.

9.4 A process for managing the implementation of the new brand will also be developed for Member approval. This would encompass the scope of which items should be branded before vesting day and how a programme of rolling implementation would be managed thereafter. As the financial implications will be uppermost in how this process can be achieved, we therefore propose to produce a report for Members outlining the options and likely costs in the coming months.

For further information:

Portfolio Holder: Councillor D. Brown
Officer: Andrew Arditti
Tel No: 01244 972441
Email: andrew.arditti@cheshire.gov.uk

Cheshire East Shadow Authority

Choosing a logo for Cheshire East

Project managed by:

Research & Intelligence Unit
People and Partnerships Department
Cheshire County Council
www.cheshire.gov.uk/randi

Project involved officers from all Local Authorities within the Cheshire East area.

August 2008

This report is printed in mainly Arial, font size 12. If you require a copy in larger print or a different language please contact:

Heather Quayle by ringing (01244) 972437.

Choosing a logo for Cheshire East

Key Points

- Discussions were held with teenagers and adults living in rural and urban areas of the three districts covered by Cheshire East about 3 shortlisted logos for the new unitary authority. The logos discussed were:

Logo A

Logo B

Logo C

- Participants had varying views about the three logos but overall Logo B, the Wheatsheaf, was the most preferred. Generally they thought it was clear what the symbol was, a modern interpretation of a traditional icon, and was easy to recognise. For many it was a clear winner and the logo that most represented the place of Cheshire East.
- Logo A (excluding the web address and strap-line), Hills and Water, was generally ranked second with participants. Participants felt that they wanted a recognisable logo that clearly represented the area and most felt that the Wheatsheaf logo did this better. However, some participants had strong feelings that the Wheatsheaf was very old fashioned and that wheat was not a crop seen much in Cheshire East. So they tended to choose Logo A, as did those who wanted a simpler and more modern logo.
- The least preferred was Logo C, the Rising Sun, as participants did not see Cheshire East as an area that basked in the sun.
- Overall they wanted 'council' in the logo but not the web address as no-one would remember it and would just 'Google' it. They also did not want the strap-line.
- Participants were keen that the chosen logo should not be too costly to implement and that its colours should stay crisp and sharp for a long time, in all weathers.
- Overall they didn't think any of the logo symbols were suitable for using alone (without the text) because of their commercial connotations e.g. Logo A – water company, Logo B – bakers, Logo C – travel company.
- Participants thought it would be useful to have contact details e.g. telephone number and web address on van (but not as part of the logo). They said it was very important to include a telephone contact as well as the web address which they felt could confuse many older people.
- Most participants preferred the format and design of the example letterheads for Logos B and C to Logo A. Although some of the younger participants liked the colourful and modern design of the Logo A letterhead.
- In conclusion, if the Wheatsheaf design is chosen, care must be taken to overcome its bakery connotations and to address those critics who see it as old-fashioned and not representative of farming in Cheshire East or urban communities. While a few wondered whether it was too like Cheshire County Council's logo, others liked the fact that it provided continuity with a modern interpretation of a traditional symbol. Some of the other detailed comments about some minor adjustments might improve it.

1 Background

1.1.1 In April 2009 the new unitary authority Cheshire East will be created and start to deliver services. The new council needs a brand and so the Cheshire East communication group commissioned possible logos, from in-house designers, that could be developed as a brand. A shortlist of six logos was reduced to three by Councillors from the Cheshire East Shadow Cabinet.

1.1.2 Cheshire County Council's Research and Intelligence Unit (R&I) was asked by the Cheshire East Communication Group to research people's views of the three shortlisted logos.

1.1.3 There were two aspects to this research which were designed to complement each other:

- an on-line survey that staff and residents could take part in and which was publicised by the local media (this is reported on separately)
- discussion groups with local residents (reported here).

1.1.4 This report outlines the results of the discussion groups and will be used to inform a report to the Cheshire East Shadow Cabinet so that they can make a decision as to which logo should be implemented.

2 Aims and Objectives of the Discussion

2.1.1 The aims and objectives of the focus groups were not to produce statistical evidence about the preferred logo but to understand the reasons behind residents' views of them. The ranking questions at the end of the discussion cannot be generalised for residents as a whole, but give some indication of what views might be and the reasons behind those views.

2.1.2 Specifically, the aims and objectives were to:

- Explore views of council logos in general
- Explore first impressions of each of the shortlisted logos
- Explore perceptions about the extent to which the logos met the brief given to the designers
- Explore views about how the logos worked in various contexts
- Explore views about why some logos were preferred over others.

3 Participants' Recruitment and Background

3.1.1 To ensure a broad range of views, residents came from all three districts within the new unitary authority area, represented urban and rural areas, and covered a broad age range.

3.1.2 Adult residents were recruited from Cheshire County Council's citizens' panel, 'Cheshire's Voice', and teenagers were recruited from Tytherington High School. The groups were held in July 2008 and details include:

- 32 adults attended evening meetings in Congleton, Crewe and Macclesfield.
- 17 teenagers aged 11-15 from Tytherington High School Council were divided by age into two discussion groups which were held at the school.

4 Findings from the discussion

4.1 Outline of discussion topics

4.1.1 Each of the discussions followed the same outline:

- Background given about the new unitary authority of Cheshire East
- Icebreaker and discussion about company and council logos in general
- Information given about the brief the designers were working to
- Identifying participants' prior knowledge and opinion of the shortlisted logos e.g. in local newspaper articles
- Discussion about each of the shortlisted logos in turn, looking at the following aspects:
  - First impressions
  - What does it convey about the council?
  - Is it distinctive, does it stand out?
  - Does it represent the place of Cheshire East
  - Does it portray the qualities expected of the new council and which were part of the designers' brief, i.e. modern, forward-looking, dynamic, approachable and professional and which represents a prosperous area?
  - Their thoughts about the designer's explanation of the logo
  - How the logo worked in various settings e.g. single colour, mocked up versions of signage, letterheads, and how it might look on a white van
- Comparison of all logos
- Which were preferred and why.

4.2 Views on logos in general

Company logos

4.2.1 Participants identified a variety of company logos, with younger participants tending to recognise more than older ones. The main comments about why some logos were more memorable than others were:

- It clearly symbolises what it represents e.g. Cadbury's chocolate, Channel 4
- It makes an immediate impact and stands out
- It is simple and/or colourful
- Familiarity with it from seeing it on products, on TV, etc, e.g. Coke and Nike.

Council logos in general

4.2.2 Participants were shown some examples of other council logos. Most, across all ages, were particularly impressed with Blackpool's as it cleverly incorporates

people in the shape of Blackpool Tower that all instantly associated with Blackpool.

4.2.3 Another that caught their eye because it represented the place so well was Cumbria.

4.2.4 Cornwall's logo was liked by some of the younger people as it cleverly portrayed scenes of Cornwall within shapes of people. However older people tended to think it was too busy and confusing.

4.2.5 Although a variety of views were expressed, generally participants of all ages **did not like**:

- logos that they saw as being traditional and old-fashioned (reminded them of badges or football clubs) although a few felt they depicted a place of substance and history
- logos that they talked about as being *'just graphics'*, like London
- logos that they felt didn't represent anything, like Warrington and Stoke on Trent
- logos that did not include the word Council, like London and Bury, as people wouldn't immediately know what it represented. Bury was also disliked as it looked too dated.

4.3 Discussions about each of the shortlisted logos

Background

4.3.1 The participants were given some information about the area covered by Cheshire East and told that the designers were asked to produce a logo that:

- conveyed the qualities of the new council which will be a forward-looking and dynamic organisation that is approachable, professional, friendly and modern
- should be distinctive and stand out from other council logos.

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Views of the shortlisted logos

4.3.2 The logos were launched to the media while the discussion groups were taking place but only some participants from the final adult group which met in Crewe had seen newspaper articles about the logos before the discussion. Those participants did not remember much detail about them and, possibly because of the layout of the article, had not immediately noticed the first logo (hills and water).

4.3.3 Participants were shown the three shortlisted logos in the order in the following table and asked the same series of questions about each one. Individual results are shown in the table.

4.3.4 The vast majority did not want the web address as part of the logo nor a strap-line included in it.

4.3.5 The vast majority did want the word 'council' including and didn't think any of the logo symbols were suitable for using alone (without the text) because of their commercial connotations.

4.3.6 The vast majority wanted a symbol that instantly depicted the area but found it difficult to decide what that was. Some of the suggestions were:

- Cheshire Cat (despite origins in Daresbury)
- Jodrell Bank (an outstanding (but possibly not permanent) feature that everyone knows and is central within Cheshire East)
- Gawsworth Hall
- Tatton Park
- Mow Cop castle
- Congleton Bear
- Bosley Cloud
- Countryside/rurality
- Wheatsheaf
- Farming/Cows
- Silk
- Salt.

4.3.7 Participants were concerned about the cost of implementation. They did not want a logo to be chosen that would cost significantly more to implement than others and they wanted the new logo rolled out over time.

4.3.8 Participants said that the logo chosen should weather well and that its colours should keep crisp and sharp for a long time.

Logo A	Logo B	Logo C
Participants had mixed views but some first impressions of each logo were:		
• Too long, too much writing, too wordy • What is it supposed to represent? • It's meaningless, like Warrington's • Too abstract – not immediately obvious what symbol depicts • When pushed a small number of participants suggested lakes, water and hills • A couple said the split in the shape might represent the splitting of the county • Not very exciting – too bland • Many adults not keen on colours (too wishy-washy) but teenagers liked them • Text is too close together which makes it difficult to read for people with visual problems or who are dyslexic • Concern that green may look strange to colour-blind people	• Generally more positive first impressions than for other logos for people of all ages • Symbol clear – not abstract • This one makes sense and is familiar • Traditional in that wheat-sheaves have a long association with Cheshire *"I just always have done (associated wheatsheaf with Cheshire); our school had a wheatsheaf as part of it. The Council logo now does, it's what I've come to know." (Crewe)* • Represents Cheshire, its agriculture and rural background although others said that Cheshire East was predominantly grassland not cereal crops • Traditional yet modern *"It's a modern interpretation of the old." (Crewe)*	• Mostly negative first impressions although the younger teenage group liked it • Awful – what is it? *"Haven't seen anything as bad as that all evening." (Macclesfield)* • Welcome to the Costa Del Sol! • Many people took the symbol to be a sun which they thought was totally inappropriate for Cheshire • Symbol more appropriate for a travel agency or travel company • Other guesses for symbol were: - An abstract Cheshire Cat - Eye - Sand pit - Sail - Orange (fruit) - Fish skeleton

Logo A	Logo B	Logo C
• Participants wanted a space between the words Cheshire and East • Don't like inclusion of web address • Don't like strap-line.	• Nice, eye-catching, striking • Good colours for symbol • It was hard to see if the font colour was black or a dark green. A coloured font might improve it, either a dark green or the current Cheshire blue was suggested - perhaps something to link with the coloured strand • Simple logo which is good • Liked the emphasis on Cheshire East text but still wanted 'council' including • A few questioned whether logo would be better if symbol could be moved to the left hand side of the text, either making it the 'C' of Cheshire or encircling the start of the word 'Cheshire' • One adult group thought it was very old-fashioned and dated and a group of young teenagers thought it looked a bit cheap and tacky.	- Similar to AMTV logo - An abstract Jodrell Bank - Sydney opera house • It's too bold and brash • Participants thought logo looked incomplete and as though the text was on a label which had been stuck onto symbol • Participants wanted to include the word 'council' but disliked emphasis on it. Most wanted the words 'Cheshire East' to be more dominant • Young teenage group suggested changing colours to blue would make it represent water ripples.

Logo A	Logo B	Logo C
There were mixed views about what the logo conveyed about the council, the main ones being:		
• Many of the participants thought it was a logo more suitable for commercial or industrial organisations e.g. water board • Modern – some adults and teenagers thought it was a modern logo because of the abstract symbol and the inclusion of the web address. They did not necessarily see this as a good thing. • Forward looking – possibly because of modern symbol • Dynamic – no it's too simple • Approachable – not really. Some teenagers thought the logo conveyed a relaxed feeling suggesting a nice friendly place but adults said that inclusion of the web address suggested that the organisation was encouraging an impersonal, virtual approach rather than more personal forms of communication	• Many of the participants felt it conveyed old core values being updated in a modern setting although a minority thought it was unimaginative and old-fashioned • Modern – many thought it was a modern take on a traditional symbol, reflecting change. Some thought font was modern. • Forward looking – possibly because of modern take on a traditional symbol • Dynamic – no not really. But do we want a council that's dynamic, we want one we can rely on *"They (the public) want a Council that they can rely on, not interested in dynamic or forward looking or professional, as long as it does the job they're happy." (Macclesfield)* • Approachable – more friendly and welcoming than the first logo as the	• Many participants felt that people would be confused by it • Modern – mixed views, but many of those who said yes said not in a good way • Forward looking – most said no but a small number who had thought it might be the rising sun said yes • Dynamic – generally no, but some of the younger teenagers said yes • Approachable – generally no, but some thought the colours were warm and friendly • Professional – generally no, not enough thought put into it. Many of the younger teenage group said yes • Prosperous –generally no although 1 adult group thought the rising sun may suggest growth and the colours may depict gold. Many of the younger

Logo A	Logo B	Logo C
• Professional – some said yes as it reminded people of commercial organisations that they perceived to be professional • Prosperous – no – it would need smarter colours such as deeper tones of the blue and green.	symbol is recognisable. Conveys a sense of innocence and of days gone by • Professional – some said yes as its clear, clean cut and smart. Others thought it was a bit non-descript • Prosperous – no – but why do we want to convey this?	teenage group said yes.

Should logo include a strapline?

- No. Most couldn't see the point of one. Also most didn't like the content of the strap-line although some of the teenagers thought it made it more friendly.

  "Every Council's local, so why should that say your local Council, it's no different to any other." (Macclesfield)
  "I think that the people who need the strapline would be people who won't know it and it won't be their local Council" (Tytherington – younger teenager)
- One group suggested that if it was decided to adopt a strap-line, it should be separate from the logo, but could feature as a footer on letters and on the side of vans. It also needed to be snappy.

Logo A	Logo B	Logo C

Should logo include the web address?

- No. It makes it too long and too confusing, particularly for older people. People of all ages said they would not remember it and they would just put Cheshire East Council into a search engine. "I'd Google it''

Should logo include the word 'council'?

Yes. Otherwise people won't know what the logo is for. However, participants did not want it emboldened as in Logo C.

Does it represent the place?

• No. Generally people didn't recognise the symbolism of hills and water until told about the designer's description. This also applied to the one group where some participants had seen some newspaper articles about them which had talked about the hills and water theme! • Teenagers who thought the logo was modern said that Macclesfield wasn't a modern place and so didn't feel it represented them	• Many said yes. Wheatsheaf has long association with Cheshire. • Represents Cheshire, its agriculture and rural background although others said that Cheshire East was predominantly grassland and dairy farming not cereal crops • Some, of all ages, questioned whether the many people living in urban areas would identify with this logo.	• A strong no. Most people thought it was a sun which they didn't relate to Cheshire weather • Some felt that if it was changed to look more like a cat then it would have some meaning.

Logo A	Logo B	Logo C
• Many people questioned what hills or water had to do with their area, when they lived in areas that had just one or the other or neither *"You don't think of Cheshire as hills and canals, it's just not and certainly not this part of Cheshire. It's the Cheshire plain." (Crewe)* • However some of the group who thought the colours were similar to the Conservative party's colours said in that way it did represent the political make-up of the county.		
Is it distinctive – does it stand out?		
• No – there is nothing obvious in it related to Cheshire East Council and nothing that makes it memorable • Hills and water were not things that immediately came to mind when thinking of Cheshire East	• Yes – but it reminded people of Bakers, Kellogg's, Weetabix • Others commented that they associated it with Cheshire County Council *"But I do recognise it from Cheshire County Council…" (Congleton)*	• Yes but not in a good way • It reminded people of a travel company.

Logo A	Logo B	Logo C
• It reminded some of water board logos, Warrington's logo, M&S and the Conservative logo (similar colours).		
Reaction to designer's brief and description of logo		
• Generally participants felt that designer was trying all ways to justify the logo • Didn't think colours were fresh • Some questioned what hills and water had to do with their area • Agreement that logo has failed if it is not obvious without a description *"I thought that if you saw a logo you wouldn't really spend a lot of time thinking about it on the street, if you know what I mean." (Tytherington – older teenager).*	• Didn't change participants' views about logo • All agree that description made sense and most of it was immediately obvious, unlike that for Logo A	• Generally participants felt that the designer's comments were over complicated • Generally participants did not like the concept of the 4 councils coming together • The group where some had already suggested it might be a rising sun were more favourable to the designer's description.

Logo A	Logo B	Logo C
Black and white version		
• Some thought it stood out more than the colour version • Others said it was too dark and boring and looked as though it had been designed in 10 seconds using clip-art • Teenagers were generally negative towards this version, saying that it loses its friendliness and looked tacky • One thought the symbol reminded him of a moustache in black and white.	• Generally thought black and white version worked well enough • The adult group who weren't keen on the coloured version thought this version was better as the shades of grey made it more modern • The young teenage group thought this was worse than the colour version.	• Worse than colour version as it loses the warmth of the colours and any of its positive attributes *"Once you take the colour away it immediately loses the essence of the sunrise." (Congleton)* • Doesn't work as it looks like a wishy washy grey • Symbol appears much too big and dominates text.
In the different settings of signage, van and letterheads		
• Participants' views improved when they saw this logo in context • The majority liked the fact the notice-board was without the web address and strap-line but most wanted the word 'council' adding so people were clear what the organisation was	• Generally thought that logo worked well in various contexts • Some liked the 'welcome to…' on the sign • Some comments that if symbol was shown without the text on a van, that people would think it was a bakery van	• Participants thought it would look out of place in front of some of Cheshire's more traditional buildings • Even the adult group that was more favourable towards it thought it was the least impressive on a notice-board • Adult participants generally liked the

Logo A	Logo B	Logo C
• Participants did not want the web address as part of the logo but thought it would be useful to have contact details e.g. telephone number and web address on the van. They said it was very important to include a telephone contact as well as the web address which they felt could confuse many older people • Some really liked the blue 'stripe' on the van and thought it made the vehicles more memorable but others were concerned about how costly this would be to implement • Teenagers commented that if the logo was too long on the van, people wouldn't catch it all as it was moving along • A minority really liked the colourful letterhead and thought it was very modern and stylish. • Many weren't so keen, thought the	• Some thought that if the symbol was reversed, like a 'C' it would be better • Some thought text on van was too small and that symbol was too big • Participants thought it would be useful to have contact details e.g. telephone number and web address on van. They said it was very important to include a telephone contact as well as the web address which they felt could confuse many older people • Most participants preferred the style and format of this mock letterhead to the first one. They thought it was more business like, they expect to see contact details on the top right-hand side. It was less busy than the Logo A letterhead and was more environmentally friendly as there was more room on the page for the content of the letter. Some participants also thought it would be less costly to	positioning of the logo on the van but said that people would think it belonged to a travel organisation. None of the young teenage group, who held favourable views about the logo, liked it on the van • Symbol would look incomplete if used on its own • Participants thought it would be useful to have contact details e.g. telephone number and web address on van. They said it was very important to include a telephone contact as well as the web address which they felt could confuse many older people • Most participants preferred the format of this letter to that of Logo A, but they still did not like the logo. They thought people would think it was letter from a travel company.

Logo A	Logo B	Logo C
design was too busy and didn't think it looked very businesslike. There was concern that the amount of space taken up by the design meant that there was not much room for content and so it was not very environmentally friendly • They wanted the web address and strap-line removed from the logo although they agreed that all types of contact details should be included somewhere within the letter.	produce • However, one of the adult groups thought letter head was too formal and boring and preferred the more modern design of the Logo A letterhead.	
What are your views now you can compare them all?		
• Almost all said that if this logo was chosen it needed to exclude the web address and strap line. • Some who had been quite critical of this one to start with said their view had improved of it.	• Most said it confirmed their initial positive views of this logo. • Of the three logos it better represented the place of Cheshire East.	• Most felt this logo was fairly meaningless in the context of Cheshire East and it looked unfinished, like a label had been stuck on the symbol • Some felt that if it was changed to look more like a cat then it would have some meaning. A few said that as it stands it would attract graffiti artists to add details of a cat.

Logo A	Logo B	Logo C

Please note that the rankings below are based on a very small number of people and were asked to stimulate conversation. More reliable results will be obtained from the online survey that is also taking place and will be reported on separately.

How well does the logo portray a professional organisation? (Overall place in brackets)

Came second with both adults and teenagers, but it was close second for the adults with one group of adults putting it first (2nd)	Came top with both adults and teenagers but one group of adults put it last (1st)	Came bottom with both adults and teenagers (3rd)

How well does the logo portray an approachable council? (Overall place in brackets)

Came second with the adults but equal top with the teenagers (2nd)	Came top with adults and equal top with teenagers (1st)	Came bottom with both adults and teenagers (3rd)

How well does the logo represent the place of Cheshire East? (Overall place in brackets)

Came second with both adults and teenagers (2nd)	Came a very clear top with both adults and teenagers (1st)	Came bottom with both adults and teenagers (3rd)

Logo A	Logo B	Logo C
Please rank the logos in order of preference? (Overall place in brackets)		
Came second overall and with both adults and teenagers. But one group of adults placed it first (2nd)	Came top overall and with adults and the older group of teenagers. But one group of adults placed it last as did the group of young teenagers (1st)	Came bottom overall, but one group of adults placed it second and the group of young teenagers placed it first (3rd)
Reasons given for overall ranking		
Participants did not want the logo to include the web address or a strap-line. Even without these this was second choice for most participants because they did not like it as much as logo B but thought it better than logo C. *"On the van and the sign I don't think the sun looks good but that one kind of looks good with the blues down the van." (Tytherington – younger teenager)* For those who placed it first, they thought it looked better in the context of signage, vans and letterheads than the others. They felt it was the most simple and	Participants put it first because the wheatsheaf is representative of Cheshire. It was clear, traditional but modern, and easy to recognise. For many it was a clear winner. Those who didn't like it, across all age groups, thought it was old fashioned and horribly dated.	This came third for most participants as it didn't mean anything in the context of Cheshire. *"It doesn't stand for anything, it could be any Council, anywhere, and …there isn't a connection… you don't feel that this is Cheshire East Council." (Tytherington - older teenager)* Some said it would be better as a Cheshire Cat. It looked unfinished and the text was as though a label had been stuck onto the symbol – the symbol would not be able to

Logo A	Logo B	Logo C
modern of the three but wanted more of a grassy green colour and the blue to be more like the current Cheshire blue.		be used alone. The group of young teenagers who placed it first thought it was distinctive and modern but thought the text would look better in green.

5 Summary and Conclusions

5.1.1 Participants had varying views about the three logos but overall the Logo B, the Wheatsheaf, was the most preferred. Generally they thought it was clear what the symbol was, a modern interpretation of a traditional icon, and was easy to recognise. For many it was a clear winner and the logo that most represented the place of Cheshire East.

5.1.2 Logo A (excluding the web address and strap-line), Hills and Water, was generally ranked second with participants. Participants felt that they wanted a recognisable logo that clearly represented the area and most felt that the Wheatsheaf logo did this better. However, some participants had strong feelings that the Wheatsheaf was very old fashioned and that wheat was not a crop seen much in Cheshire East. So they tended to choose Logo A, as did those who wanted a simpler and more modern logo.

5.1.3 The least preferred was Logo C, the Rising Sun, as participants did not see Cheshire East as an area that basked in the sun.

5.1.4 Although the ranking questions cannot be generalised for all residents because of the small numbers consulted, they do provide valuable information, particularly as to why participants preferred some to others.

5.1.5 Overall they did not want the web address as part of the logo as no-one would remember it and would just 'Google' it.

5.1.6 Overall they did not want a strap-line included in the logo. They didn't see the need for one and certainly did not like the proposed 'your local council' as some did not consider it to be very local and it definitely wouldn't apply if seen outside of Cheshire East borders.

5.1.7 The vast majority did want the word 'council' including so that it was immediately obvious what organisation the logo related to.

5.1.8 Participants were keen that the chosen logo should not be too costly to implement and that its colours should stay crisp and sharp for a long time, even when exposed to all weathers.

5.1.9 Overall they didn't think any of the logo symbols were suitable for using alone (without the text) because of their commercial connotations e.g. Logo A – water company, Logo B – bakers, Logo C – travel company.

5.1.10 Participants thought it would be useful to have contact details e.g. telephone number and web address on van (but not as part of the logo). They said it was very important to include a telephone contact as well as the web address which they felt could confuse many older people

5.1.11 Most participants preferred the format and design of the example letterheads for Logos B and C to Logo A. Although some of the younger participants liked the colourful and modern design of the Logo A letterhead.

5.1.12 In conclusion, if the Wheatsheaf design is chosen, care must be taken to overcome its bakery connotations and to address those critics who see it as old-fashioned and not representative of farming in Cheshire East or urban communities. While a few wondered whether it was too like Cheshire County Council's logo, others liked the fact that it provided continuity with a modern interpretation of a traditional symbol. Some of the other detailed comments about some minor adjustments might improve it.

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6.1.3 The project was managed by Judy Parry from Cheshire County Council's Research and Intelligence Unit, who was helped by her colleague, Susan Vinnicombe, to facilitate the groups.

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Results from Online Survey about Cheshire East Brand Identity

During July & August 2008 the Cheshire public and staff from the four councils currently providing services in Cheshire East, were invited to give their views on 3 short-listed logos for Cheshire East Council. These are the interim results based on approximately 2,100 responses. This survey was conducted in addition to a number of discussion groups held across the three districts which will form the new Cheshire East Council.

The 3 logos being consulted on were:

Logo A - "Hills & Water"	**Logo B – "Wheatsheaf"**	**Logo C – "Rising Sun"**

Question	***Comments***
1. The design is…	<u>Distinctive</u> About 6 in 10 respondents thought that Logo B was distinctive, whilst about 30% thought the same for both Logo A and Logo C. There was no signification variation in results between categories of respondents (i.e. age groups, council and non-council workers, and those who lived or did not live within Cheshire East's boundaries) for any of the logos. <u>Too similar to other logos</u> Just less than half of respondents thought that Logo A was too similar to other logos. Nearly 30% thought the same for Logo C and less than 20% thought the same for Logo B. Nearly 30% thought that none of the logos were too similar to others. There was no significant variation between categories of respondent for any of the logos. <u>Relevant to the people of Cheshire East</u> Well over 50% of respondents thought that Logo B was relevant to the people of Cheshire East, whilst a quarter thought the same for Logo A and less than 10% thought the same for Logo C. A quarter of respondents thought none of the logos were relevant to the people of Cheshire East. There was no significant variation between categories of respondent for any of the logos. <u>Representative of Cheshire East</u> Over half of respondents thought that Logo B was representative of Cheshire

	East, whilst a quarter thought the same for Logo A. 10% thought that Logo C was representative of Cheshire East. A quarter of respondents thought none of the logos were representative of Cheshire East. There was no significant variation between categories of respondent for any of the logos. <u>Unappealing</u> Nearly two thirds of respondents thought that Logo C was unappealing. Just over 40% thought that Logo A was unappealing, whilst 20% thought the same for Logo B. There was no significant variation between categories of respondent for any of the logos. Almost all of the people who completed the survey answered this question.
2. The design represents an organisation that is…	<u>Modern</u> About half thought that Logo A represented an organisation that was modern, whilst about a third thought that Logo B and Logo C did. A larger proportion of younger respondents (under 45 years) thought that Logo A represented a modern organisation than older respondents. There was no significant variation between any other categories of respondent for the other logos. <u>Professional</u> Half of all respondents thought that Logo A represented an organisation that was professional, compared to just under half for Logo B and 18% for Logo C. Again, a larger proportion of younger respondents thought that Logo A represented a professional organisation compared to older respondents. There was no significant variation between any other categories of respondent for the other logos. <u>Old fashioned</u> Over a third of all respondents thought that Logo B and C represented an old fashioned organisation that was old fashioned, compared to a quarter for Logo C. Nearly a quarter of respondents thought none of the logos represented an organisation that was old fashioned. Far more younger respondents thought that Logo C represented an old fashioned organisation, compared to older respondents. Similarly, slightly more younger respondents thought Logo B represented an old fashioned organisation. There was no significant variation between any other categories of respondent for the other logos. <u>Forward-thinking</u> About a third of respondents thought that Logo A represented a forward-thinking organisation, compared to a quarter for Logo B and less than 20% for Logo C. A third of respondents thought none of the logos were representative of a forward-thinking organisation. There was no significant variation between categories of respondent for any of the logos.

	Approachable Over a half of respondents thought that Logo B represented an approachable organisation, compared to a third for Logo A and less than 15% for Logo C. 20% of respondents thought none of the logos were representative of an approachable organisation. There was no significant variation between categories of respondent for any of the logos. Dynamic Just less than 30% thought that Logo A and Logo B represented a dynamic organisation, whilst 20% thought the same for Logo C. Just over a third of respondents thought that none of the logos were representative of a dynamic organisation. A larger proportion of younger respondents thought that both Logo A and Logo B represented a dynamic organisation compared to older respondents. There was general agreement about Logo C. There was no significant variation between any other categories of respondent for the logos. Almost all of the people who completed the survey answered this question.
3. Do you think the logos should include the word 'council'?	**The vast majority of respondents (about 80%) thought that the logo should include the word 'Council'** A larger majority of respondents in the age group 25-64 thought that the logo should include the word 'Council'. There was no significant variation in results between council and non-council workers, and those who lived or did not live within Cheshire East's boundaries. Almost all of the people who completed the survey answered this question.
4. As councils are increasingly offering services and information on their websites, do you think the logos should include the web address as in logo A?	**Just less than 50% thought that the logo should NOT include the web address, and about 41% thought that it should**. Comments left later in the survey suggest that respondents would prefer the website address to be *in addition to* a logo, rather than part of it. Comments from the discussion groups suggested that many people would find it too confusing to incorporate it in the logo itself. A slightly higher proportion of respondents (aged 18-44) thought that the web address should **NOT** be included. There was no significant variation in results between council and non-council workers, and those who lived or did not live within Cheshire East's boundaries. Almost all of the people who completed the survey answered this question.
5. Do you think the logo should include a strapline e.g. logo A's 'your local council'?	**60% of respondents thought that a logo should NOT include a strapline.** There was no signification variation in results between age groups, council and non-council workers, and those who lived or did not live within Cheshire East's boundaries. Almost all of the people who completed the survey answered this question.

6. Are there any further comments you would like to add about your **first impressions** of the logos?	**Logo B received the most responses**, with 88% percent of people who answered this question adding a comment on this particular logo. This question was answered by just less than 60% of those who completed the survey. The following comments were notable from those received: Logo A • *"Somehow this logo looks eco friendly...the colours. We must think about this for the future"* • *"Reminds me very much of the Conservative Party logo"* • *"Too similar to Water Boards but quite appealing"* Logo B • *"Too old fashioned and too agricultural - there is more to Cheshire East than agriculture"* • *"Nice, bright and friendly colours, friendly font, very bold and eye catching"* • *"Too much like the present CCC logo"* • *"Looks like a logo for a bakery"* Logo C • *"I've just seen the image as a cat lying down…!"* • *"…When DOES the sun shine in Cheshire???"* • *"It is in no way synonymous with either the people or places of Cheshire East"*
7. Having read the description of the logo given by the designers, how much do you agree or disagree with the following statements: LOGO A	**Just less than 40% of respondents thought that the designer's description improved their view of the Logo A**, however just over 30% did not think it improved their view. Over half of the respondents did not think it was clear what the logo symbolised without the description. Almost all of the people who completed the survey answered this question.
8. LOGO B	**About 45% of respondents thought that the designer's description improved their view of Logo B**, 22% disagreed and about half thought that it was clear what the logo symbolised without the description. Almost all of the people who completed the survey answered this question.
9. LOGO C	**30% thought that the designer's description improved their view of Logo C**. Nearly 70% of respondents did not think it was clear what the logo symbolised without the description. Almost all of the people who completed the survey answered this question.
10. Do you think that the logo works well in black and white?	**Just over 70% of respondents thought that Logo B worked well in black and white.** In contrast, less than half said Logo A worked well in black and white, and 20% said the same for Logo C. Well over 90% of people who completed the survey answered this question, and just under two thirds added additional comments to support their answers. Out of all questions with open answer boxes for comments, this had the largest proportion of respondents: • *"Very few logos work in black and white as the symbolism is too easily*

	lost when the colour is removed. The only logo that works OK is B as you do not need colour to identify the wheat sheaf" The general consensus of the comments was that the logos (in particular Logo A and Logo C) looked too indistinct when in black and white. Several noted the loss of meaning in the logos when colours were not present. A large portion of respondents suggested the **use of greyscale** to maximise the contrast in colours and move away from the 'block' colour of black.
11. Do you feel that this logo looks appropriate in these contexts? LOGO A	**About 70% of respondents thought Logo A looked appropriate on the signage and the van, and 45% said it looked appropriate on the letterhead**. A third of respondents added further comments to support their answers: • *"The signage would benefit from the word 'Council' on it"* • *"…No to letterhead…not due to the design of the logo but because I think the letterhead would look better without the blue design stretching across the page… bottom of the page looks good"* • *"Van looks like a waterboard service vehicle"* • *"…Examples show a lack of consistency in how the logo will be used"* Almost all of the people who completed the survey answered this question
12. LOGO B	**Between 60-80% of all respondents said that they thought Logo B looked appropriate in all three contexts**. A third of respondents added further comments to support their answers: • *"Nice to have the word 'welcome' on the signage"* • *"Letterhead - placing the logo above the address uses a lot of vertical space"* • *"Why isn't Cheshire East Council written with the logo on the van? Looks…better curled about the name"* • *"The van image makes me think of a bread company"* Almost all the people who completed the survey answered this question
13. LOGO C	**About 50% of respondents said that they did <u>NOT</u> think Logo C looked appropriate in all three contexts**. Just under a third of respondents added further comments to support their answers. • *"Only good on letter for positioning i.e. picture on the right. Looks cheap on everything else"* • *"The letterhead again looks under-developed, compared to the thought that has been put into option A"* • *"Concerned about fading of colour when exposed to years of sunlight"* • *"…Looks like a utilities van"* Almost all the people who completed the survey answered this question.
14. General comments and changes LOGO A	About 30% of respondents added their own comments about this logo. **The comments were a mixture of positive and negative opinions**: • *"'Your local council' is, I feel, a nonsensical term, does not say anything of any relevance"* • *"…I do feel that it punches home to the public that the council is here for them…Well rounded logo, will appeal to the younger/middle members of*

	the community" Some of the changes suggested in the comments included: • *"Removal of website address - a council's name should not be reduced to this as it is much more far reaching into a local community than just a website…remove strapline…It would not be clear to anyone who does not live in the area what 'Cheshire East' is without the word Council"* • *"The reasoning behind this design is fine…the 'hat' motif could be changed subtly to represent hills more clearly. The coloured text works well, as does the choice of colours. Omit the email address"* • *"If the green is supposed to represent spring and the hills, it needs to be a slightly less "dirty" green colour"*
15. General comments and changes LOGO B	About 30% of respondents added their own comments about this logo. **The majority of comments about the logo were positive**: • *"I like this - simple, straight forward and easily understandable. It may be seen as a little 'old school', but with the traditions of Cheshire as an entity under threat I think that is a good thing"* • *"Distinctive, but not over complicated"* Some of the changes suggested in the comments included: • *"Change of font - simple italic is not very forward thinking or attractive"* • *"A nice logo but the colour scheme should be more like the first logo… Blues and greens are far more appealing and in keeping with modern trends towards environmentalism"* • *"The wheatsheaf should be on the left and pointing to the right - at least this would give the impression of forward movement"*
16. General comments and changes LOGO C	Again, about 30% of respondents added their own comments about this logo. **The majority of comments about the logo were negative**: • *"Colours wrong I don't want anything that represents the rising sun (Japanese) Logo top heavy"* • *"The logo is too brash and does not reflect any of the nuances of Cheshire East"* Some of the changes suggested in the comments included: • *"Make Cheshire East bold and not Council - Cheshire East is the most important part"* • *"Change in font, something less rigid, the council bit shouldn't be emboldened, artwork less dominant"* • *"The 3 arcs could be a different colour representing the 3 Councils i.e. shade of blue"* • *"Make the colour change graduation from light to dark (moving outwards) more prominent and stark - all the colours seem to blend too much"*
17. Please choose the one logo that you most prefer	**Just over half of respondents (54%) stated that they most preferred Logo B.** Logo A followed with 35%, and Logo C attracted the least amount, with 11% favouring it. Two thirds of people who answered this question added further comments on why they selected a particular logo.

	For those aged 18-44, Logo A was a closer second preference to Logo B than for others. There was no significant variation in results between council and non-council workers, and those who lived or did not live within Cheshire East's boundaries. Of the comments that the respondents were asked to give, the following selection provide the best summary as to why the majority chose Logo B as the most preferable: • *"I think this is quickly identifiable as a Cheshire brand, the other 2 could have any council name inserted next to the image. Sense of rural community, reaping benefits of the future etc etc."* • *"The italic font in logo B is pleasing and the circles of the wheatsheaf look good in the different colours"* • *"I like the idea of the farming tradition being represented as well as incorporating the 5 strands of the areas merging"* Other comments suggest that this particular logo is the most appealing simply because it is most representative of Cheshire as a county, but still comes across as modern and distinctive for the new Cheshire East council. Suggestions for improvements were for changes to the colours, and merging the wheatsheaf idea with the hills & water concept in Logo A.
18. Please select one logo which you least prefer	**About 60% stated that they least preferred Logo C**. 21% said they least preferred Logo A, and 12% said they least preferred Logo B. Two thirds of people who answered this question added further comments on why they selected a particular logo. A larger majority of respondents in the age groups 18-44 disliked Logo C, compared to respondents in the older age groups. There was no significant variation in results between council and non-council workers, and those who lived or did not live within Cheshire East's boundaries. Out of the comments that the respondents were asked to give, the following selection provide the best summary as to why the majority chose Logo C as the least preferable: • *"Looks very 1970s, colours are unappealing, doesn't seem balanced or representative of Cheshire"* • *"Blocks of colour are too bold and 'in your face' and looks ridiculous in black and white"* • *"…Colours not relevant to Cheshire, sun rising in east concept not really relevant to Cheshire"* Other comments suggested that respondents thought that this particular logo was quite boring, unimaginative, and uninspiring. Some suggested blending the words into the image, changing the colours, softening the image and swapping the words and image about. A couple of respondents suggested incorporating the 'radiating' image with Jodrell Bank.
19. Your age range	Age ranges were classed as below with the percentage of respondents given next to it. **The majority of respondents were in the age ranges 25 – 44 and 45 - 64**: • Under 18; 1% • 18 – 24; 9%

	• 25 – 44; 45% • 45 – 64; 42% • 65 and over; 3% Almost all the people who completed the survey answered this question.
20. Do you work for any councils covering the Cheshire East area?	**Two thirds of respondents were employed by the councils covering the Cheshire East area**. Almost all the people who completed the survey answered this question.
21. Do you work for any of the Cheshire East councils' partner organisations e.g. police, fire, town and parish councils, primary care trusts, etc?	**Over 90% of respondents did not work for any of the council's partner organisations**. Almost all the people who completed the survey answered this question.
22. Do you live in Cheshire East?	**Just over half of the respondents live within the new Unitary boundaries of Cheshire East**. Almost all the people who completed the survey answered this question.

For more information about this report please contact:

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CHESHIRE EAST

Cabinet

Date of meeting:	8 September 2008
Report of:	Leader
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 August (appendix 1);

2.2 recognise activities to be undertaken throughout September and October (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 high level Risk Matrix.

6.0 Background - Appendix 1: Progress during August

6.1 Appendix 1 sets out the key milestones, as taken from the High Level Implementation Plan, which were due for completion in August. The status of each milestone and a brief description of what has been achieved can be found here.

7.0 Options - Appendix 2: Next Steps

7.1 Appendix 2 highlights the key milestones to be achieved in September and October.

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 throughout September and October

For further information:-

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Background Documents:-
Documents are available for inspection at:
Member Support Team, Westfields, Middlewich Road, Sandbach, CW11 1HZ

APPENDIX 1

PROGRESS DURING AUGUST

Listed below are a number of key milestones that were due to be completed in August. The status of each milestone and a brief summary of what has been achieved can be found in the paragraphs following the table.

AUGUST	
People	1.1 School Admissions Forums to be created 1.2 Recommend the Shadow Authority to agree the approach being taken to redesigning Social Care
Performance & Capacity	1.3 Area & Neighbourhood Working – consultation with wider community commences
HR	1.4 Principles for aggregation / disaggregation of staff
Finance & Asset Management	1.5 Medium Term Financial Strategy Report / Update 1.6 Agreement on assets to be transferred to the successor Authorities

1.1 School Admissions Forums to be created – IN PROGRESS

On 12 August, Members of Cheshire East Cabinet approved the continuation of the existing process relating to admissions and appeals for September 2009 intake. The admissions team would then be disaggregated on a phased basis from September 2009.

Approval was also given to the County Council to commence the formulation of the September 2010 policy and the statutory consultation process, to be completed by March 2010.

The establishment of two separate Admissions Forums from Autumn 2008 was supported by Members. This would allow each Local Authority to be advised on issues and policies relating to its local area and local schools.

The County Council will begin drawing up proposals in liaison with the existing Admissions Forum for the relevant area(s), which will be subject to a 30-day consultation period prior to determination.

1.2 Recommend the Shadow Authority to agree the approach being taken to redesigning Social Care – IN PROGRESS

At the Cabinet meeting back in June, Members considered and endorsed a report by the Chairman of the Cheshire East People Workstream on the Government's plans to develop personalisation and to transform adult social care services.

Work is ongoing on the redesign of Social Care Services with the portfolio holder for this area fully engaged in the process.

1.3 Area & Neighbourhood Working – consultation with wider community commences – IN PROGRESS

Work is underway on the consultation with the community on Area & Neighbourhood working.

It is also worth noting that a draft interim Sustainable Community Strategy for Cheshire East has been produced along with a matrix of current priorities and targets as expressed within the existing four strategies across Cheshire East. The consolidated Strategy is being considered by Cabinet on 8 September for approval by Council in October following stakeholder consultation.

1.4 Principles of aggregation / disaggregation of staff - COMPLETE

At the Cabinet meeting on 12 August it was agreed that the proposed approach to aggregate and disaggregate the workforce of the existing seven authorities be supported and that consideration of any further issues be delegated to the Staffing Committee.

1.5 Medium Term Financial Strategy Report / Update – IN PROGRESS

Work is progressing with the Medium Term Financial Strategy. A Block Lead Budget session was held in August involving representatives of the Cabinet, Block Leads and Finance Leads. The outcome of the meeting was to set the content of the financial scenario as it currently stands and to agree the process and timetable for setting the budget for 2009/10.

Block Leads are now undertaking an exercise to identify priority areas for policy and budgets proposals, with a view to feeding back to Members in October.

1.6 Agreement on assets to be transferred to the successor Authorities – IN PROGRESS

Work is in progress to meet the DCLG deadline of 30 September 2008 but clarity is being sought from DCLG on their precise requirements. The final version of the regulations has recently been issued and this may allow some local discretion over the timetable.

The key areas of work are around the Balance Sheet disaggregation specifically:

- Assets (Land and Buildings)
- Loan Debt; and
- Balances and Reserves

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 September and October.

SEPTEMBER	
Overall Programme	▪ Commence recruitment process for Tier 3 Officers ▪ Recruitment of Tier 2 Strategic Directors (if internal)
People	▪ Agree approach to fair funding formula for schools (including any further delegation) ▪ School Governors reappointing ▪ Frame proposals for the structure and organisation of Older People and Adult Social Care Services (incl. front end of service)
Places	▪ LDF Local Development Scheme and Statement of Community Involvement
Performance & Capacity	▪ Area and Neighbourhood Working – consultation with the wider community commences ▪ Draft Sustainable Community Strategy
HR	▪ High level organisational structures agreed ▪ Staff retention scheme considered – this has now been removed until we understand how this needs to progress (may not be a Shadow Authority issue)
Finance & Asset Management	▪ Implement Financial Ledger for modelling

OCTOBER	
Overall Programme	▪ Chief Executive in post ▪ Recruitment of Tier 2 Strategic Directors (if external)
HR	▪ Flexible and Mobile Working - transitional approach ▪ Detriment Scheme ▪ Relocation Expenses Scheme
Finance & Asset Management	▪ Medium term Financial Strategy update

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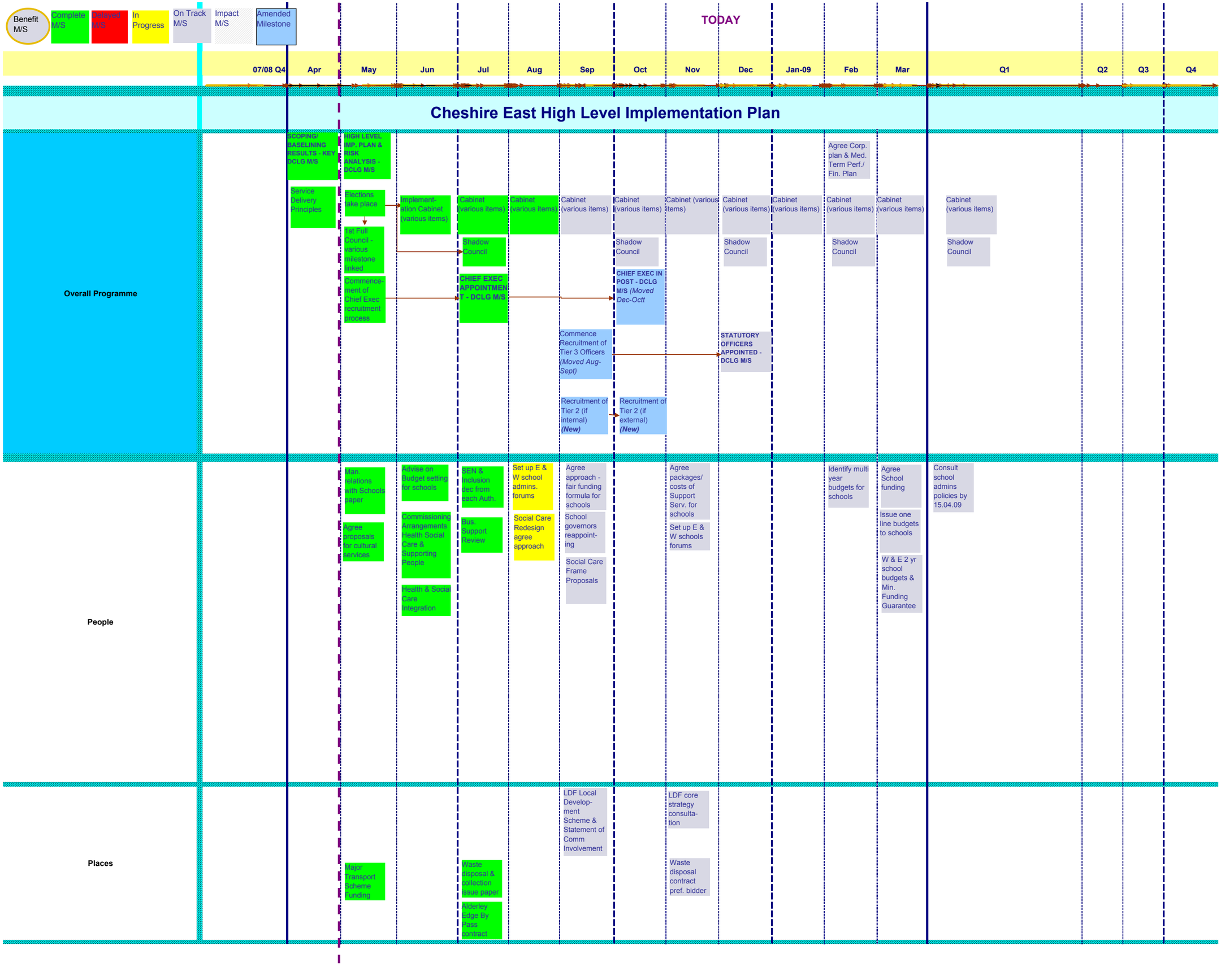
Cheshire East High Level Implementation - Milestone Plan



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Cheshire East High Level Implementation - Milestone Plan

	07/08 Q4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Q1	Q2	Q3	Q4
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		Area & Neigh Working – consultation with community commences	Draft Sustainable Community Strategy ***(New)***		Est. shadow local Strat. Partnerships					Cheshire's LAA goes live Interim Sus. Cheshire Comm. Strat goes live Perf. Man. Framework in place by 01.04.09	New Local Strat. Part. Go live 2010 Comp Area Assessment Corporate Plan goes live			
HR		Training/ dev. Priorities/ provisions for JIT		Options on office locations, headquarters & FMW	Cabinet decision on Severance *(moved from May -Jul)*	Principles for agg/dis-aggregation of staff	High level organisational structures agreed Staff retention scheme considered *(moved from Jul-Sept)*	F&MW employee principles agreed *(moved from Jul -Oct* Detriment Scheme ***(New)*** Relocation Expenses Scheme ***(New)***	IiP arrangements for new Authority *(moved from Jul-Nov)* Agree Core Values Framework for Cheshire East ***(NEW)***	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	Medium Term Financial Strategy Update	Finalise 2009/10 taxbase Medium Term Financial Strategy Update	Medium Term Financial Strategy Update	Formal budget consult-ation Planning closure 2008/09 Accounts Medium Term Financial Strategy Update	Council tax biling 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 ICT protocol													

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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