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Cabinet

Agenda

Date:	**Tuesday, 3rd March, 2009**
Time:	**2.00 pm**
Venue:	**The Capesthorne Room - Town Hall, Macclesfield SK10 1DX**

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

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

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

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

   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 of Previous meeting** (Pages 1 - 6)

   To approve the minutes of the meeting held on 17 February 2009.

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

5. **Aiming High for Disabled Children and their Families** (Pages 7 - 10)

To recommend to Cabinet that Members be made aware of their duties under the DCSF Transformation of Services – 'Aiming High for Disabled Children and their Families', and endorse the proposals being put in place to take this forward.

6. **Local Education Authority (Post Compulsory Education Awards) Regulations 1999 – Annual Determination** (Pages 11 - 12)

To consider whether the Council should make an annual determination in respect of its powers to make awards to students.

7. **The Development of an ICT Strategy** (Pages 13 - 44)

To consider the draft ICT Strategy for Cheshire East.

8. **Appointments to Category 1 Schedule of Outside Organisations** (Pages 45 - 52)

To outline arrangements for making appointments to the Category 1 list of outside organisations, appointments to take effect from 1st April 2009.

9. **Progress Report**

Item to follow

10. **Section 24 Applications for Consent** (Pages 53 - 54)

To receive a report on a S24 Specific Consent issued under delegated powers since the last Cabinet meeting in respect of Brine Leas.

Agenda Item 4

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 17th February, 2009 at The Capesthorne Room - Town Hall, Macclesfield SK10 1DX

PRESENT

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

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

154 **APOLOGIES FOR ABSENCE**

There were no apologies for absence

155 **DECLARATIONS OF INTEREST**

Members gave a general declaration of personal interest in respect of items on the agenda where an individual Member was a Member of the County Council, one of the Borough Councils or Parish Councils.

Councillor D Brown declared a personal interest in minute number 161 – Key Decision CE58 and CE59, Development of Partnership Arrangements in Cheshire East due to being the Chairman of the LSP for Congleton.

Councillors D Brown and R Domleo declared a personal interest in minute number 170 – Key decision CE61 Waste Treatment PFI Contact due to being shareholders of one of the companies.

In accordance with the code of conduct they remained in the meeting during consideration of these items.

156 **PUBLIC SPEAKING TIME/OPEN SESSION**

There were no questions from Members of the public

157 **MINUTES OF PREVIOUS MEETING**

RESOLVED

The minutes of the meeting held on 3 February 2009 were approved as a correct record

158 **KEY DECISIONS CE45 AND CE46 BUDGET 2009 - 2010**

Consideration was given to a report demonstrating the fact that Cheshire East Council had set a balanced budget for 2009/10 in

line with its corporate priorities, provided a summary view of the Medium Term Financial Strategy in light of the Budget Setting proposals and informed Members of future financial pressures and risks.

RESOLVED
For the reasons set out in the report:-

1. That the 2009/10 Budget as detailed in the report be recommended to Council for approval
2. That the draft three-year Capital Programme for 2009/10 to 2011/12 be recommended to Council for approval
3. That a Band D Council Tax of £1,196.01 (1.14% increase, based on Crewe & Nantwich Band D for 2008/09 of £1,182.56) be recommended to Council for approval.
4. That the view of the Borough Treasurer and Head of Assets (Chief Finance Officer), regarding the level of reserves held by the Council based on this budget, be noted
5. That the Reserves Policy & Strategy be recommended to Council for approval.
6. That the fees and charges be recommended to Council for approval with the exception of those prices for services and facilities where the setting of fees and charges is already delegated to other Committees, Panels or individuals, as indicated.
7. That the 2009/10 Specific Grants (excluding DSG be agreed.
8. That Portfolio Holders be authorised to agree any necessary amendment to particular grants within their area of responsibility in the light of further information received from Government Departments or other funding bodies.
9. That the 2009/10 Dedicated Schools Grant (DSG) of £194.101m (including central expenditure of £26.179m) and incorporating the policy proposals be agreed.
10. That the Children and Family Service Portfolio Holder be authorised to agree any necessary amendment to the DSG position in the light of further information received from DCSF and the actual balance brought forward from 2008/09.
11. That the results of the Budget Consultation exercises undertaken by the Council be noted.
12. That the Prudential Indicators for capital financing as detailed in Section 14 of the report be recommended to Council for approval.
13. That the risk assessment be noted.

159 **KEY DECISION CE48 TRANSITIONAL COSTS UPDATE**

Consideration was given to the outcome of the three quarter year review of Transitional Costs and an update on the review of Transitional Costs, spending levels and the various sources of funding.

RESOLVED

For the reasons set out in the report:-

That the outcome of the three quarter year review be noted

160 **KEY DECISION CE49 CHESHIRE EAST COUNCIL CORPORATE PLAN**

Consideration was given to the Council's draft Corporate Plan

RESOLVED
For the reasons set out in the report:-

That Council be recommend to approve the Corporate Plan substantially in the form submitted.

161 **KEY DECISIONS CE58 AND CE59 DEVELOPMENT OF PARTNERSHIP ARRANGEMENTS IN CHESHIRE EAST**

Consideration was given to a report on the work that had been done on the development of partnership arrangements in Cheshire East and, in particular, the establishment of a Local Strategic Partnership (LSP) Executive Board and the agreement of boundaries for the Local Area Partnerships.

RESOLVED
For the reasons set out in the report:-

1. That the establishment of an LSP Executive Board for Cheshire East comprising key statutory agencies and service providers be noted.
2. That Council be represented on the Executive Board by the Chief Executive with the Leader acting as Chairman of the Board and Portfolio Holder acting as observer.
3. That the position regarding the establishment of a thematic partnership structure supporting the Executive Board be noted.
4. That the establishment of seven Local Area Partnerships based on the boundaries shown in the Appendix attached to the report be noted.
5. That development of implementation arrangements for each Partnership to include terms of reference, membership etc be endorsed
6. That the development of neighbourhood projects which will form the subject of a further report to Cabinet be noted.

162 **TREASURY MANAGEMENT STRATEGY 2009 - 2010**

Consideration was given to the Treasury Management Strategy for 2009/10 to 2011/12 including the prudential indicators and limits required under Part 1 of the Local Government Act 2003 and the Annual Investment Strategy 2009/10 and

Annual Policy Statement on Minimum Revenue Provision (MRP) for the redemption of debt 2009/10.

RESOLVED
For the reasons set out in the report:-

That Council be recommended to approve the Treasury Management Strategy and the MRP Statement for 2009/2010.

163 **CHESHIRE COUNTY COUNCIL FOSTERING SERVICE RECRUITMENT AND RETENTION OF FOSTER CARERS**

Consideration was given to a report seeking agreement to increase fostering allowances.

RESOLVED
For the reasons set out in the report:-

That the Fostering Allowances be increased to the Fostering Network recommended rate.

164 **SCHOOL FUNDING 2009 - 2010 TO 2010 - 2011**

Consideration was given to a report seeking approval to the school funding formula to be used in setting school budgets and the Scheme for Financing Schools for 2009/10

RESOLVED
For the reasons set out in the report:-

That the Cheshire County Council's school funding formula and Scheme for Financing Schools for 2009/10 be approved for use in Cheshire East

165 **TRANSFORMING LEARNING COMMUNITIES: LOCALITY REVIEW FOR ALSAGER, CONGLETON, SANDBACH AND HOLMES CHAPEL**

Consideration was given to the report informing Members of the outcome of the formal consultations held on options identified by the Locality Review, and the subsequent recommendations which were being made to the County Council and the Children's Services Executive of the County Council.

RESOLVED
For the reasons set out in the report:-

That Cabinet notes the proposed actions by the County Council in respect of the Alsager, Congleton, Sandbach and Holmes Chapel TLC Review, following the recommendations made by Cheshire County Council's School Planning Select Panel on the 26 January 2009, which were that:

- the Council on 12 February support, and that the Children's Services Executive on 17 February authorise the publication of statutory notices proposing the closure of Church Lawton Primary School in Summer 2009, subject to any further developments concerning the school's recovery plan;

and that the Children's Services Executive authorise

- the changes proposed in the net capacities of Sandbach Community Primary School (from 210 to 105) and of Offley Primary School (from 420 to 315) from September 2010, and;
- the change proposed in the net capacity of Cranberry Primary School (from 315 to 210) from September 2010 and;
- the change proposed in the net capacity of Daven Primary School (from 420 to 210) from September 2009.

166 **CHESHIRE EAST LOCAL DEVELOPMENT SCHEME**

Consideration was given to a report recommending that the Cheshire East Local Development Scheme be brought into effect, within the inclusion of a caveat recommended by the Government Office for the North West.

RESOLVED
For the reasons set out in the report:-

1. That a caveat be included within the Local Development Scheme alongside the table and profile of the Minerals DPD highlighting that the timetable/DPD could be changed should it be decided in future that joint working with Cheshire West and Chester would be more appropriate on this matter.
2. That the Cheshire East Local Development Scheme come into effect from 18th February 2009 in accordance with Regulation 11(2)(a) of the Town and Country Planning (Local Development) (England)(Amendment) Regulations 2008.

167 **MODEL PUBLICATION SCHEME**

Consideration was given to a report recommending Members to adopt a new model publication scheme for principal councils issued by the Information Commissioners Office (ICO)

RESOLVED
For the reasons set out in the report:-

That the model publication scheme for public authorities set out by the Information Commissioners Office in June 2008 be approved.

168 **SECTION 24 SCHEDULE OF CONSENTS**

Cabinet were informed that no delegated decisions had been made since the last meeting of the Cabinet.

RESOLVED

That it be noted that no delegated decisions had been made since the last meeting of the Cabinet

169 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED

That in accordance with Section 100(A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item on the grounds that it may involve the likely disclosure of exempt information as defined in paragraph Part 1 of Schedule 12A of the Act and the public interest in maintaining the exemption outweighs the public interest in disclosing it.

170 **KEY DECISION CE61 WASTE TREATMENT PFI CONTRACT - FURTHER DESELECTION OF PARTICIPANTS**

Consideration was given to the report as submitted.

RESOLVED
For the reasons set out in the report:-

That Cheshire County Council be advised that Cheshire East Council supports the recommendations for deselection of solutions and Participants in the Waste Treatment PFI Contract as set out in Paragraph 7.18 of the report

The meeting commenced at 2.00 pm and concluded at 3.25 pm

W Fitzgerald (Chairman)

Agenda Item 5

CHESHIRE EAST COUNCIL

CABINET

Date of meeting: 3 March 2009
Report of: Director for People
Title: Aiming High for Disabled Children and their Families

1.0 Purpose of Report

1.1 The purpose of this report is to recommend to Cabinet that Members be made aware of their duties under the DCSF Transformation of Services – 'Aiming High for Disabled Children and their Families', and endorse the proposals being put in place to take this forward.

2.0 Decision Required

2.1 To note the duties of the Local Authority in relation to services for disabled children and their families.
2.2 To agree the governance and reporting arrangements in relation to the Children's Trust.
2.3 To ensure that the strategic responsibility and implementation of the Aiming High for Disabled Children Vision and Strategy are considered within new structures for Services for Children and Families.
2.4 To endorse all further work in progress
2.5 To note the requirements for meeting the readiness criteria for Short break provision and endorse the approaches being taken to meet them
2.6 To note the process currently being undertaken to arrive at detailed proposals for the enhancement of short breaks within the budget available for 2009- 2011

3.0 Financial Implications for Transition Costs

3.1 Subject to the designation of responsibilities within the new structure for Services for Children and Families there is likely to be a need to fund a two year post to ensure management of the implementation. It is legitimate to use the grant for this purpose.

4.0 Financial Implications 2009/10 and beyond

4.1 The Authority will receive £347,812 as a new ring-fenced grant in 2009-10 to deliver enhanced quality and quantity of short-break provision. In 2010-11 this grant will be around £1.1Million. There will also be a small amount of capital funding (£167K in 2009-10 and £391K in 2010-11) to enable minor-refurbishment of establishments to support further short break opportunities. In

future years it anticipated that funding will be forthcoming for childcare and transition. Revenue Grant can not be rolled-over.

5.0 Legal Implications

5.1 That the Local Authority assumes the responsibilities to be placed upon it by 2011

6.0 Risk Assessment

6.1 This is a high profile national initiative and the main risks will be in not delivering the enhanced quality and quantity of provision having engaged stakeholders and raised expectations. A new National Indicator (NI54) will be established, based on satisfaction surveys of service users, and the Authority will be judged on the extent to which opportunities and provision are perceived to have improved. The requirements of receiving the grant include evidence that the spending plans secure additional services beyond those already funded by the Authority. There will be implications for all services and many partners and agencies (especially Health), both in developing universal services to enable greater opportunity for children with disabilities and in working within a more integrated framework.

7.0 Background and Options

7.1 **Aiming High for Disabled Children (AHDC)** is the Government's transformation programme for disabled children's services. The vision behind AHDC is for all families with disabled children to have the support they need to live ordinary lives as a matter of course. The programme is led jointly by the Department for Children Schools and Families (DCSF) and the Department of Health.

7.2 Cheshire East currently supports short breaks for children with disabilities through activities provided by family workers (60 children) and through Direct Payments to carers for them to make their own arrangements. In 2008-9 the families of 171 children received Direct Payments at an annual cost of £716,000. Overnight and weekend stays for Cheshire East children are provided in short-break homes such as the Langley unit at Priors Hill, Macclesfield and at Pinewood in Winsford. £389,000 is available to cover the annual costs of short breaks at Pinewood for some 20 children. Another 20 children receive overnight short breaks at Langley.

7.3 From 2011 there will be a new duty on Local Authorities to

'provide services designed to assist individuals who care for disabled children to continue to do so more effectively by giving them breaks from caring'.

The new funding for short breaks from 2009-11 is intended to add to the quantity and quality of that is already provided. It is envisaged that Authorities will both review existing arrangements as well as developing a wider menu of more family-based short break opportunities.

7.4 Apart from when a child becomes looked after, where a means test can be carried out to assess parental contribution, access to Local Authority disability services is not via a means test. The intention is that the new funding will enable Authorities to widen the group of children who in future will be able to access short break opportunities. Initial estimates suggest that for Cheshire East this could extend to around 700 children in total. To arrive at the extended group Authorities are being encouraged to develop a 'matrix of need' which assesses the impact on the family against the level of the child's individual need.

7.5 Three priority areas have been identified:

- Access and empowerment – children and young people will be actively involved in the planning and delivery of services in their local area.
- Responsive services and timely support – all professionals responsible for planning services for children will focus on the services disabled children and young people need, particularly at key life stages.
- Improving quality and capacity – significant new funding has been allocated to the services families want and need, in particular short break services which families have described as their key priority.

7.6 The Departments will ensure that measures are put in place to ensure that services for disabled children and young people become a national and local priority:

- A new national indicator on services for disabled children will be used to measure the experience of families – National Indicator 54
- A Core Offer – a national set of expectations around information, transparency, participation, assessment and feedback will be established, helping to shape local services.

The quality and quantity of information held locally and centrally on disabled children and their families will need to be improve

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

8.1 By Day one all nine readiness criteria have to be met. Beyond day 1 and up to 2011, in order to ensure that AHDC is delivered within Cheshire East there are a number of steps:

- Ensure that an AHDC Vision and Strategy is in place and agreed upon by all stakeholders
- Ensure that AHCD aims run throughout the Children and Young People's Plan
- Ensure that a strategic model for the development of vision, strategy and implementation is in place
- Ensure that the Joint Commissioning Framework incorporates the AHDC agenda
- Ensure that all Children's Services strategic plans link with the AHDC strategy

9.0 Reasons for Recommendation

9.1 To take forward this new responsibility from 1 April 2009 and implement the strategy to ensure improvements in service delivery.

For further information:

Portfolio Holder: Councillor Findlow
Officer: Fintan Bradley
Tel No:01244 606932
Email:Fintan.bradley@cheshire.gov.uk

Background Documents:

Documents are available for inspection at:

CHESHIRE EAST

CABINET

Date of meeting:	3 March 2009
Report of:	John Weeks – Strategic Director - People
Title:	**Local Education Authority (Post Compulsory Education Awards) Regulations 1999 – Annual Determination**

1.0 Purpose of Report

1.1 The Local Education Authority (Post-Compulsory Education Awards) Regulations 1999 (S.I. 1999/229) require LEAs to make an annual determination in respect of their powers to make awards to students. The determination must be made before the start of the following financial year. The requirement to make an annual determination applies regardless of whether an LA has previously determined that it will not exercise its power to offer awards.

2.0 Decision Required

2.1 The Cabinet is asked to approve that the Council does not take up the power to grant discretionary awards for the 2009/10 academic year.

3.0 Financial Implications for Transition Costs

3.1 Cheshire County Council has already determined not to exercise the power to offer discretionary awards for the 2008/9 academic year.

4.0 Financial Implications 2009/10 and beyond

4.1 No financial provision has been made to make discretionary awards in the 2009/10 academic year either for a specific category or on appeal.

5.0 Legal Implications

5.1 The Local Education Authority (Post Compulsory Education Awards) Regulations 1999 conferred revised powers on LEAs, should they wish to use it, to make discretionary awards to new FE and HE students. The LEA is required to determine each year by 31 March whether the power is to apply to them or not in the following academic year. If it does accept the powers it must then determine whether to exercise that power generally or only for certain groups or categories of students. If it determines not to accept the power, no provision for consideration of applications need be made.

6.0 Risk Assessment

6.1 If no annual determination is made, the authority is open to legal challenge.

7.0 Background and Options

7.1 The effect on applicants remains unchanged since 2000/01 when it was first decided not to take up the discretionary powers and no new awards have been made since then. During this time, national schemes have developed to provide funding to various categories of post 16 students who would previously have looked to the local authority for support. No discretionary awards have been made since the academic year 2003/4 when existing students already in receipt of an award were funded from a residual fund to allow them to complete their course.

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

8.1 If no annual determination is made by 31 March 2009, the authority is open to legal challenge. An annual determination will be required in subsequent years.

9.0 Reasons for Recommendation

9.1 No financial provision has been made to make discretionary awards in the 2009/10 academic year for a specific category or on appeal.

For further information:

Portfolio Holder: Councillor Paul Findlow
Officer:Michelle Boden, Student Finance Manager
Tel No:01244 972300
Email:Michelle.Boden@cheshire.gov.uk

Background Documents:

Documents are available for inspection at: Student Finance, Goldsmith House, Chester CH1 1SE

CHESHIRE EAST COUNCIL

CABINET

Date of meeting: 3 March 2009
Report of: Performance and Capacity
Title: **The Development of an ICT Strategy**

1.0 Purpose of Report

1.1 In February Cabinet agreed a general approach and timetable for the production of an ICT Strategy. The purpose of this report is to consider the draft ICT Strategy. Publication of the strategy will not of itself have any immediate financial implications, although obviously it will result ultimately in opportunities for investment and savings.

2.0 Decision Required

2.1 Endorse the ICT strategy, as drafted, to enable it to progress to publication.

3.0 The ICT Strategy Outline

3.1 Business Context

Cheshire East has the opportunity to break new ground in using Information & Communications Technology to improve processes. More importantly, it can bring about improvements for citizens in their daily lives. It used to be said that ICT is a key enabler of local authority services. Now it is more than that – it is at the heart of everything the council does. The strategy has been drafted to set out this agenda for members, staff, partners and the general public. The local agenda is a key component.

3.2 The nature and shape of the Strategy

The Strategy follows the outline agreed by Cabinet which is based on recommendations by the Gartner Group - specialist ICT analysts.

3.3 Technical Strategies

It was noted at Cabinet in February that an ICT Strategy is a high level document which is supported by a range of technical strategies. At the Cabinet meeting in February a template for the Strategy was agreed. The Strategy has now been drafted accordingly. Four of the technical documents have also been produced and appear as appendices to the main Strategy.

- Applications – Appendix A
- Infrastructure – Appendix B
- Finance – Appendix C
- Information Management – Appendix D

The Security Policy has also already been drafted and is the subject of separate consideration. Other technical strategy documents in the course of production are:

- Electronic Desktop Roadmap
- Flexible & Mobile Working Strategy
- Data Centre Services
- Digital connectivity – including a policy on the enablement of local communities

3.4 Principal milestones for development of the strategy

March 2009	draft Strategy to cabinet to agree content
March 2009	add graphics and illustrations; publish on website
March 2009	first technical strategies available
April 2009	produce printed version
April 2009	engagement of partners
July 2009	completion of high priority technical strategies
March 2010	review of Strategy and achievements; update

4.0 Reasons for Recommendation

An ICT strategy document is a key success factor for a modern organisation. It should summarise how the ICT organisation and its services will contribute to the success of the organisation.

For further information:

Portfolio Holder: Councillor Keegan
Officer: John Barrett
Tel No: 01244 972520
Email: John.Barrett@cheshire.gov.uk

ICT Strategy Draft

1. Summary

An ICT strategy is a key success factor for a modern organisation. This strategy summarises how the ICT organisation and its services will contribute to the success of Cheshire East. The strategy is based on three key principles:

- To transform services through prudent investment in technology
- To drive costs down
- To work with partners in ways which maintain Cheshire East's freedom to innovate and act, while at the same time achieving the benefits of economies of scale and understanding of industry good practice that come from sharing services

An ICT Strategy ensures that everyone who needs to be is aware of the vital importance of ICT to the achievement of business objectives. At the end of the strategy there is a glossary which explains acronyms and technical terms.

2. Business context

Cheshire East, as a new local authority, has the opportunity to break new ground in using Information & Communications Technology to improve processes. Much more importantly, it can bring about improvements for citizens in their daily lives. It used to be said that ICT is a key enabler of local authority services. Now it is more than that – it is at the heart of everything the council does.

The core values of the Council will be embedded in our approach to delivery of ICT services. For example, we will:

- Take **action,** by implementing new technology to support new, lean business processes
- **Support** clear and effective communication with service users using the internet and phones
- Put **people** at the heart of what we do by engaging directly with citizens and providing ICT services to the community
- Demonstrate **integrity** in our dealings with our staff, as we rationalise arrangements for the delivery of ICT
- **Recognise** the contribution that investment in ICT makes to the achievement of corporate objectives
- Draw on industry best practise to deliver **excellent** ICT solutions in response to customer requirements.

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Every service Cheshire East provides will benefit from the innovative approach to ICT to which Cheshire East is committed. This includes the development of partnerships with other organisations ranging from our immediate geographical neighbours such as Cheshire West and Chester, through partners in service delivery such as the NHS, Police and Fire, through to partnerships with the voluntary and private sectors.

Cheshire East has adopted a corporate plan which is embedded within a strategic planning framework for the whole community. This framework envisages strengthening communities through devolving service provision while at the same time reducing the inequalities between different geographical areas of Cheshire East.

The local agenda

Localism values the unique local features which give strength to a community. This ranges from local culture to local enterprises, especially in the agricultural and food industries. Cheshire East is an area of contrasts, from remote sparsely populated areas, to major townships. The local agenda is a concept with a long provenance that has received broad support over many years from a wide variety of political opinion. However, too often in the past the financial argument of economies of scale has meant that the specific needs of local communities have not been reflected in local, national and regional policies.

Digital communications, which can reach and empower local communities, is a technology which can change that. For the first time we can reflect local needs and drive costs down.

Cheshire East will work with partners in all sectors of the economy to bring affordable high capacity digital communications to all the citizens of Cheshire East. This will embrace not only existing technologies using fibre optic cable, copper telephone line and wireless, it will explore new technologies to increase the capacity and coverage to citizens and businesses. Furthering the local agenda achieves some of the other objectives set by Cheshire East, for example the economic development of local businesses in rural areas by affordable digital communications.

We will think big, but start with specific initiatives to demonstrate that we can move things forward.

1. ICT Contribution to Business Success

Appropriate and cost-effective use of Information and Communications technology is essential to the success of any local authority. Effectively without this the Council does not exist as far as a majority of citizens are concerned.

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There are many services which become dramatically better and cheaper as well from the effective application of technology. These range from registering a birth, through to arranging a funeral and encompass a huge range of other services which impact on the daily lives of citizens.

The Cheshire East website must be developed as one of the main foundations of the Council's strategy to communicate with citizens.

Cheshire East is committed to prudent and cost effective financial management and the only way that this can be achieved is through investment in technology. Cheshire East will, at the same time, be proactive in seeking out investments in technology that will benefit the citizen.

National strategies and initiatives which will be driven by technology include:

- The Digital Britain Report
- Our health, our care, our say: a new direction for community services (white paper)
- Children Act 2004
- Every Child Matters
- Transformational Government Enabled by Technology
- Service transformation: A better service for citizens and businesses, a better deal for the taxpayer electronic data sharing between professions, citizen access to electronic records, modern methods of accessing services/choice of channels, access to broadband for citizens and businesses.

Of crucial importance is the Council's belief in electronically enabling every citizen through broadband technologies. These will include the more familiar means of communication such as DSL technology, but will embrace new technologies such as Ethernet over powerlines which uses the existing electricity distribution infrastructure to bring high capacity broadband into all homes with mains electricity.

So vital is digital communications that a new emphasis will be placed on business continuity through the development of innovative ways of providing data centre services which locate processing and data storage simultaneously in more than one geographical location to safeguard against service outage.

To contain the cost within what can be afforded; this will be done through partnerships with other organisations. Potential partners will be chosen from the public, private and voluntary sectors.

2. ICT Principles

- We will align ICT services with the organisational development and business transformation agenda
- Deliver value for money by sharing services and costs with partners
- Our contribution to business change initiatives will be achieved through alignment with the corporate project management methodology

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- We will provide a single point of contact and service desk
- ICT services will be Integrated with mobile/flexible working initiatives
- Service delivery will be client-focused, offering local training and support
- We will provide a timely response to problems
- Service metrics will be integrated with corporate performance management processes
- Technology will be used to enable the corporate policy to centralise common business processes
- Technology will be used to standardise, streamline, automate and optimise business processes across organisation units
- We will design systems and processes to that data entered once is applied many times thereby significantly reducing manual handling
- We will consolidate and optimise the underlying infrastructure, supporting ICT and delivery business processes to achieve efficiency savings
- We will identify best practice in the marketplace and strive to optimise to best of breed performance standards
- We will create capacity to develop and expand service to include additional partners and customers

3. ICT Governance

Cheshire East is committed to the concept of shared ICT services across and beyond the public sector. Schools are already an important component of this shared service.

A shared ICT service is being developed with Cheshire West and Chester. The aspiration is that this shared service will in time encompass other part among. The governance of the shared ICT service is documented by a governance model and the various aspects of it will be covered by agreements and statement about service levels. The diagram illustrates the principles underpinning the governance of the shared service.

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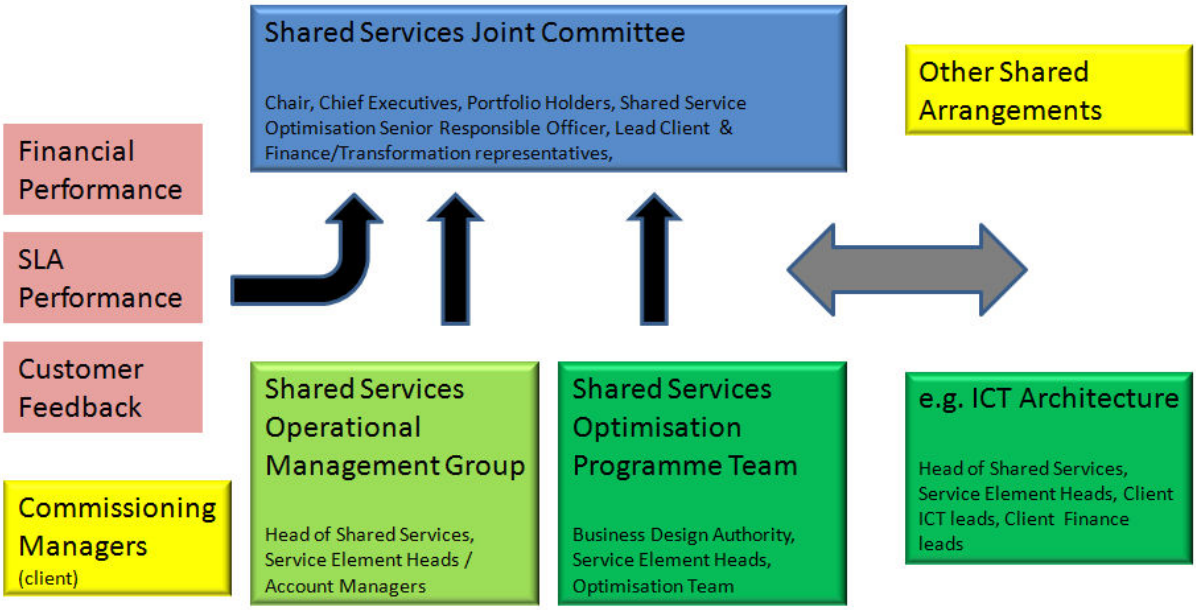
Governance Model Summary



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4. ICT Financial Management

In most cases, the adoption of a sound financial model for ICT services is as important as choice of the right technology.

Cheshire East inherits a financial scenario from the four previous authorities which is complex. A key objective over the 2009/10 financial year is to simplify this picture and streamline the financial management of ICT.

The ICT service currently relies on revenue and capital from a number of different sources in order to run services and deliver its programme of work. The sections below set out the risks and issues for each of these funding sources.

The permanent revenue resources for the central ICT services are funded by:

- Base budget
- Charges to schools
- Staff recharges to capital
- Other recharges to services

Two thirds of revenue is spent on staffing costs. Not all permanent employees are funded from revenue. Instead, they are recharged to the capital programme. An annual capital programme of approximately £900k is required to provide sufficient funding for all these staff.

Capital costs are funded by capital reserves, unsupported prudential borrowings and grants. The use of the capital reserve to fund significant new ICT investment is probably not sustainable over the medium term. As a result, the use of unsupported borrowings is likely to increase. This has a revenue impact.

In addition to the central ICT service, many individual services also hold significant budgets covering licences, maintenance contracts and staffing. We will exploit opportunities for consolidating these budgets.

Appendix C contains further details in relation to financial management.

5. ICT Architecture

The technical strategy for Information Technology should meet the following principles

- Cost effective and value for money (including total cost of ownership)
- Manageable
- Scalable
- Sustainable
- Secure
- Interoperability including standardisation
- Maximise use of resources

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Generally the new Authority will try to select the most suitable, widespread and / or the de-facto industry standard products. Standards from the existing councils will be harmonised to ensure that there is common functionality to maximise continuity, good practice and lower support costs.

There is a “position statement” document which details the considerations for application assessment. See Appendix B - strategic direction for IT Infrastructure

6. ICT Services and Processes

Cheshire East, in conjunction with partners, will adopt a flexible approach to the use of international standards and methodologies. We will avoid a bureaucratic approach and will use simple processes and produce clear documentation. Where it is beneficial we will obtain accreditation for our processes.

Cheshire East will adopt national best practice in project and programme management, using PRINCE2 to manage projects and MSP to manage programmes. ITIL will be used to support the management of ICT services. A Technical Design Authority will be operated to ensure that new systems can interoperate with existing technology and that they conform to the Council’s standards.

An internal Quality Management System will be operated and will be accredited through ISO.

Subscriptions to representative bodies will be maintained where these give good value. These will be limited in number to ensure focus on benefits. They will include SOCITM, and international consultancies such as the Corporate IT Forum (tif) and the Gartner Group.

7. IT Application Portfolio

Business applications are integrated into the front-line business processes and are essential for everything the Council does. The current application infrastructure encompasses shared systems, support tools and common technical services of the four predecessor authorities.

The application portfolio has evolved through the implementation of bespoke systems, packages and self service applications. These have different life spans, support requirements and business continuity capabilities.

With the merging of four councils and the development of the shared service with Cheshire West and Chester, there are significant opportunities for the consolidation and convergence of systems. We will exploit these to drive out economies of scale and improve operation and support. Partnerships with

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other agencies will also be explored to strengthen delivery and maximise agility and flexibility.

We will develop roadmaps for business application, designed to support the business processes of the new authority. These plans will be aligned with the IT architecture principles described in section 5. They will also address:

- business application harmonisation requirements
- business continuity requirements
- the demands of a mobile workforce
- growing data volumes within a national data sharing context
- the need for flexibility to support an agile business

See Appendix A for detailed information on the strategic direction for key applications.

8. ICT Infrastructure

The existing ICT infrastructure consists of the following.

A Wide Area Network exists which has capacity to meet the needs of Cheshire East, its present partner Cheshire West and Chester, and other potential partners such as the Fire Service, for some years to come. It will require ongoing investment, but as a consolidated and converged network it represents a major strategic asset comparable with international best practice.

Cheshire East inherits three data centres which are wholly owned and used exclusively by Cheshire East (Macclesfield Town hall, Sandbach Westfields and Crewe). It also shares the use of other data centres with Cheshire West and Chester (County Hall, Backford Hall, Minerva Avenue and Chester Town Hall). This mixed estate of data centres presents a clear opportunity to reduce ongoing costs and to improve resilience through rationalisation and harmonisation.

Cheshire East inherits an estate of servers and storage which is mixed but comprises for the most part Oracle on an AIX Unix platform and Microsoft SQL. Significant virtualisation has already taken place. With about 60% of servers virtualised this represents industry best practice, already but even greater benefit can be achieved from further virtualisation and harmonisation.

Opportunities will be taken to reduce cost and reduce the impact on the environment through adopting best practice in energy management. This will be synchronised with the harmonisation of business applications.

Underlying infrastructure software such as geographical information systems will be developed and maintained in partnership.

Cheshire East inherits an estate of some 5000 desktop computers and laptops from the previous councils. A desktop strategy is required to achieve rigorous standardisation to drive down running and support costs and to improve the overall experience of the user.

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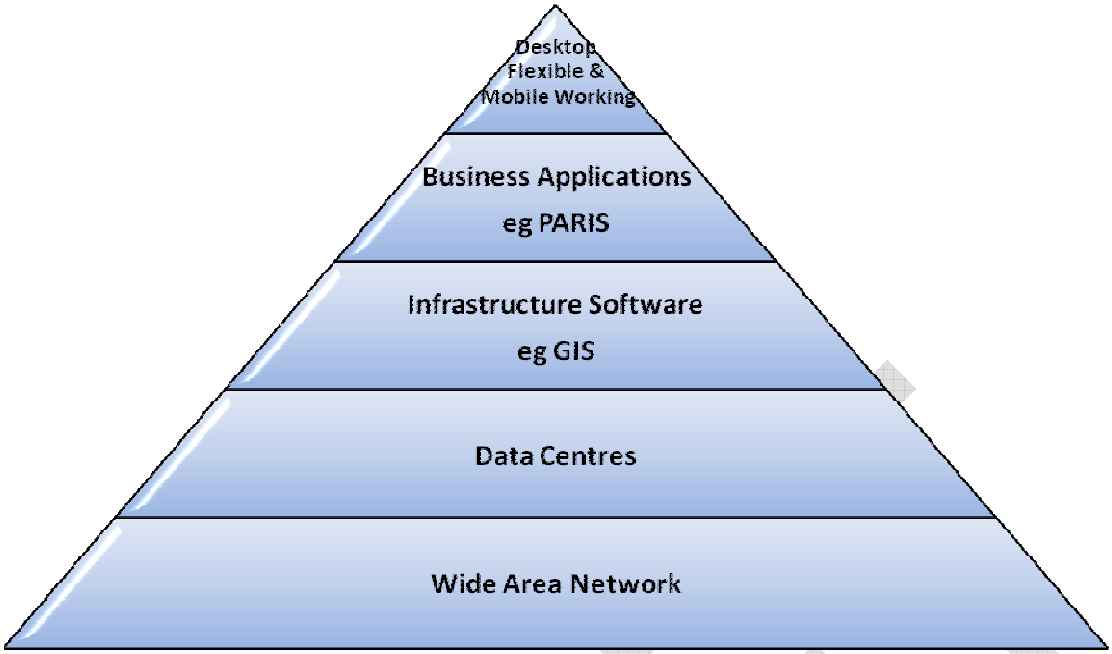

9. Information Management

The scope and portfolio for Information Management covers the following broad areas;

- Governance
- Security
- Data Quality
- Records Management
- Compliance

IM considers information in any format – paper and electronic documents, email, photographs, maps, throughout its lifecycle from when it is received, created or captured until it is archived or destroyed.

Through a programme of work we will provide a set of corporate tools, standards, and protocols to enable this to be done in the most efficient and effective way to support the business and ensure that the authority's legal and statutory obligations are observed. This will ensure that the right people have the right information at the right time to do their jobs.

There will be long term strategy to ensure that the majority of information being created and retained by the authority is electronic. This will enable flexible and mobile working initiatives are supported as well as reducing the pressures upon the authority's estate. Appendix D describes the Information Management Strategy in more detail.

10. Structure, Staffing and Sourcing

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The strategy will be delivered via a shared service with Cheshire West and Chester. The organisation and governance of the shared service is critical to the cost effective delivery of ICT services to the community, council staff and partners of Cheshire East.

The skills and resources available within the shared IT function are supplemented by the use of contractor, consultants, temporary staff including student placements and implementation partners. In addition, some work is commissioned externally. ICT managers use their knowledge of IT trends and corporate plans to consider the immediate and long term resource requirement of the department before deciding how to fill vacancies.

In principle, project work is financed by Capital funding, and the ongoing work is funded from Revenue. However, this will be together with our approach to financial management. The work programme changes in magnitude each year. There is active management of the proportion of contract staff and directly employed staff employed to deliver the work programme.

The IT service has skills in the following: project management, business analysis, IT technical architecture, IT solution architecture, Microsoft development, web developments, SQL database administration, PARIS development, Oracle eBusiness suite functionality and development, Oracle database administration, desktop hardware and software, flexible and mobile working solutions, networks, telephony, servers, geographical information systems, Business Objects reporting, service management and data centre operations**.**

Staff potential is maximised through formal training, coaching and providing role based developmental opportunities. The cost of training to developing new technical skill sets is built in to the capital cost of programmes.

11. ICT Risk Management

Risks are managed at project, programme service and departmental levels. IT risk management approaches will be aligned with corporate procedures are they develop.

Rapid change increases risk. Disaster Recovery arrangements are in place for key applications.

With the development of technical strategies which cover topics such as data centre services and infrastructure, decisions will need to be made by Cheshire East about what levels of business continuity can or should be funded. Resilience comes at a cost and a balance needs to be struck between the cost of engineering away a risk, and the likelihood and consequences of it happening.

12. Risks and Issues

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The Business Continuity Plan is being updated and published to accompany this strategy.

13. Supporting Technical Strategy Documents

Technical strategy documents support the overall strategy:

- Applications – Appendix A
- Infrastructure – Appendix B
- Finance – Appendix C
- Information Management – Appendix D

Other technical strategy documents which will be produced include:

- Electronic Desktop Roadmap
- Flexible & Mobile Working Strategy
- Data Centre Services
- Security Policies and Standards, including Acceptable Use Policy
- Digital connectivity – including a policy on the enablement of local communities

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Appendix A – strategic drivers and the direction for key applications

Strategic drivers:

Business Continuity

- Implementation of pragmatic technical solutions to ensure that systems are accessible and business processes continue as new structures are put in place.
- Includes some disaggregation, consolidation and replication work.

Harmonisation

- Consolidation and convergence of systems and technologies from the predecessor authorities to drive out economies of scale and improve operation and support.
- Replacement and migration of systems that fail to meet the needs of the new authority

Development

- Improvement or replacement of applications supporting the business to
  - ensure manageable, scalable, sustainable, secure and cost effective systems
  - provide flexible solutions to support new ways of working, greater work force mobility, increased collaboration and partnership working
  - strengthen transactional websites and other access channels to improve the interaction experience for our citizens
- Improvement or replacement of productivity tools and technical services to
  - provide flexible tools for developing new ways of working
  - support self service application synthesis within a context of sustainability and support

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Appendix A – continued

Service Application Area	Current Applications	Strategic Direction	Drivers
Business	General Ledger & HR – Oracle e-business suite, Agresso, Resourcelink, Great Plains, Millenium	Consolidate onto single platform with CWAC – Oracle e-business suite	H
	Cash Receipting – Icon, Spectrum, Paris	Consolidate onto single platform for CEC, aligned with CWAC solution	H
	Revenues & Benefits – Academy, Open Revenues, Pericles	Manage 3 applications in the short term, consolidate onto single solution for CEC by 2010	H
Council Government & Democracy	Register of Electors - Strand, Idessa	Harmonise to single provider (aligned with CWAC solution), 3 separate instances within CEC.	B, H
	Modern Government Committee Management – NTE Modern Gov, AKS E-Genda	Consolidate onto single platform for CEC, aligned with CWAC solution	H
Education & Learning	Children and Young Persons Database (CYPD)	Continue with current pan-Cheshire system until disaggregation protocols can be agreed	B
	E-Learning Platform – Uniservity	Continue with current externally hosted application. Re-branding for CEC and CWAC linked to 09/10 academic year	B
Environment	Highways Management – SBS Confirm	Continue with current pan-Cheshire system until detailed review can be undertaken	B
	Waste Management - Waste Information System	Continue with current pan-Cheshire system until detailed review can be undertaken	B
Health & Social Care	Social Care Management – In4tek PARIS	Multi-organisational facilities are available. Single instance to be shared by CEC and CWAC with data and team structures disaggregated.	H
	Home Care Provision – Homecare Roster and Real Time Monitoring	Single instance to be shared by CEC and CWAC with data and team structures	H

DRAFT

		disaggregated.	
Housing, Property & Infrastructure	Asset Management – Atrium	Disaggregate to 2 separate instances for CEC and CWAC.	B
	Terrier Information – Landmaster, Northgate	Consolidate onto single platform for CEC - Atrium, not aligned with CWAC solution	B
	Local Land & Property Gazetteer	Consolidate onto single platform for CEC, aligned with CWAC solution	H
Leisure, Culture, Community & Living	Library Management – DS Galaxy	Upgrade pan-Cheshire platform to multi-organisational implementation to permit CWAC and CEC data to be managed separately.	H
	Record Office archive management – DS CALM	Continue with current pan-Cheshire system	B
Policing & Public Safety	CWHIC partnership - Co-Star	Continue with current partnership system	B
Transport & Streets	Transport – Routewise	Continue with current pan-Cheshire system until detailed review can be undertaken	B

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Appendix B - strategic direction for IT Architecture

Technical element	Current	Strategic Direction
Servers - Hardware	Typically rack-mounted Intel servers. Mixture of Dell PowerEdge, HP and other. Escalas from Bull for AIX applications. Sun Solaris for other Unix.	Harmonisation of procurement. Regular review of models and provider as part of EDS / MDS contract and through other existing procurement routes in the meantime. Continue to utilise Bull (or equivalent) for largest AIX applications
Servers – Operating System	Windows 2003 as standard, unless derogation approved for application's requirements AIX for largest enterprise Oracle applications Solaris for Unix Small number of Linux for specialist technical applications	Windows 2008 as standard. Regular review of new releases from Microsoft. Latest versions of AIX and Unix to be reviewed
Servers – Virtualisation	Utilisation of VMware ESX 3 to replace physical servers for low usage and other suitable purposes.	VMware for the foreseeable future, but keep a watch on other virtualisation technologies. Further exploit virtualisation capabilities for greater business continuity
Domain	Number of separate AD domains operating with trusts. On-going activities to improve user experience. Work on end to end connectivity assurance for Day1 applications. Very high level new AD design being produced.	New AD structure on Windows 2008
Servers – Storage	Local or attached disks for Intel solutions Shared storage (SAN) for largest applications and for clustered services. EMC CX600, Equallogic, NetApp, HP SAN and direct attached storage	Phase out EMC CC600 Consider exploitation of filer services eg. on NetApp storage, to replace file servers. Consider site to site replication of all storage devices for greater business continuity.

DRAFT

	Data Domain for selected disk to disk backup.	
Servers - Backing	NetBackup or BackUp Exec for intel estate. Mix of standalone or centralised backing for smaller servers, dedicated backing for larger servers TSM and snapshots used for AIX environment.	Harmonise as opportunities arise
Applications -	There are a series of applications (such as IBS, E-mail, Web and Intranet, mapping) which have been selected to provide functionality for the entire community. There are also applications that provide required functionality for specific departments (such as Paris, Confirm, Pupil database, Revenues and Benefits)	Continue to provide both corporate shared and department applications. Try to provide applications with synergy and links to other systems by using other core shared applications such as workflow, scanning and adaptors with Biztalk.
Application – packages	Packages are mainly used, balanced with some in-house development to meet client requirements.	Packages will continue to be purchased but with increasing requirements to meet Cheshire East, government and Microsoft standards. In house packages will continue to be written to strict standards.
IBS (CSBS)	Key application for the both new authorities, and provides a range of essential business functions (e.g. payroll, payments, ordering)	Review of ongoing suitability following vesting day
Applications - topology	Typically n-tier solutions with presentation, business logic and database tiers.	N-tier seems to be ideal model for the foreseeable future, but will be reviewed regularly.
Applications - instances	If possible and cost-effective, instances are allocated for test, development and production.	Improving options for further testing and resilience
Applications – remotely provided	Internet connectivity to external providers (e.g. SAP, student awards)	Continued assessment of solutions according to technical criteria and cost effectiveness. Web browser strategy and standards to be

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		reviewed
Applications - servers	Co-existence on shared Intel hardware, if possible. Dedicated Intel servers for larger and non shareable applications. Virtualisation to reduce physical hardware, and increase resilience	Continue virtualisation to reduce physical hardware and preference for applications that conform to Microsoft technologies and government data sharing standards
Desktop – hardware	Range of models from Dell, HP and other suppliers with 5 year lifetime	Harmonisation of purchasing strategies. Regular review of models and provider as part of EDS / MDS contract and through other existing purchasing routes.
Desktop – operating system	Windows 2000 now on majority of PCs.	Migration to Vista, and later versions to be considered
Desktop - applications	Office XP now on majority of PCs	Harmonisation of desktop images, in line with new AD design
Databases	Microsoft SQL 2000 and SQL 2005 for Intel servers. SQL 2000 now out of support. SQL 2005 migration and consolidation strategy being implemented. Oracle for largest databases	Review SQL strategy across the new Cheshire East. Harmonise with partners, for delivery. Oracle may be reviewed if and when alternative IBS and PARIS systems are implemented.
Citrix	Citrix farms for non web-enabled applications and remote access Mix of approaches between authorities. Citrix PS4.0 in the main.	Harmonise Citrix strategies and implement a consolidation programme. Align with strategy for remote access gateways.
Printing	Shared system printers, where possible Mix of suppliers	Review printing strategy to achieve economies in toner costs and TCO in general. Implement follow me printing to support a mobile workforce.
Mobility devices	Mix of approaches Support only for authority supplied products e.g. Blackberry, PDA in some existing authorities, and	Strategy and projects to support an increasingly mobile workforce through and beyond Vesting Day

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	support for personal products in other	
Communications – Wide area	Network of fibre and radio links with TCP/IP protocol. Converged IPtelephony and data.	Regular review
Communications – local area	A mix of provision. County currently provides Gigabit backbone with up to 100mb to desktop	Programme of improvement to ensure adequate bandwidth, performance and resilience for the new authority
Communications - remote	A mix of approaches. Citrix Secure Gateway CRAG secure gateway and dial-in facilities	Align harmonisation strategy with provision of consolidated internet access. Reduce usage of traditional dial-in and increased usage of flexible solutions
Telephony	A mix of approaches using IP telephony Avaya IP telephony solution and others	Strategy to harmonise delivery to drive down costs, increase efficiency and support an increasingly mobile workforce.
Internet connectivity	Local 2Mb or other links in existing Districts. Two Districts with 10 Mb links from Chester County Hall. A 300Mb dual active passive link from Chester County Hall to the Thus service provider and North West Learning grid which is shared with schools	Programme of consolidation of existing separate links. Look for opportunities to link to alternative providers such as Education and Government in order to drive down costs and increase resilience and bandwidth. A fully resilient second internet link is a priority.
Security	Mix of approaches including MessageLabs external virus scanning and a tiered range of products with Ironport or MXtreme edge protection and McAfee anti-virus solution suite as core. Regular Microsoft and AIX patching	Exploit opportunities for costs savings through harmonisation of approaches. Ongoing regular evaluation of risks, and current security products
Data Centre	Data centres at Macclesfield Town Hall, Crewe Delamere House, Congleton, Chester County Hall and Backford Hall.	Migration to the new primary data centre. Provision of secondary data centre for business continuity options.

DRAFT

	New shared East and West data centre build in progress	Tactical use of existing District data centres in the meantime.
Partnerships	Mix of approaches.	Partnership working and shared approaches for economies of scale with Cheshire West and Chester. Explore further opportunities for partnership working
Information Management	Linked but separate Microsoft Exchange (E-mail) systems	Migrate to consolidated Exchange
	Symantec Enterprise Vault and Mimecast for email archiving.	Review strategy and policies for email archiving and compliance. Identify and implement a single solution.
	Mix of document management and scanning solutions; Anite@Work, Sharepoint, Hummingbird, Kofax scanning.	Review document management, workflow and scanning solutions to identify opportunities for harmonisation and cost savings.
	Extensive use of fileshares	Review fileshare strategy with regard to consolidation and potential use of filer capabilities provided by storage platforms. All of these products Further harmonisation of other products.
	Web and Intranet content management Immediacy selected for new authority external web hosting. Programme of work for Vesting Day and beyond	Further exploitation of products to extend use and support transactional websites. Try to support similar content and response through all citizen access channels
Information Management (cont)	Microsoft CMS and Immediacy used separately in house for Intranet.	Programme of harmonisation

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	Collaboration No overall approach. Sharepoint and Moss 2007 pilot rollouts. Data matching Multivue for Children's Services, but scalable beyond.	Review strategy to provide further access Review outcomes and assess suitability for further exploitation.

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Appendix C – Financial Management Details

Revenue

The permanent revenue resources for the central ICT services are:

EXPENDITURE	**%**
Staffing costs	66
Non-staffing costs	34
TOTAL EXPENDITURE	**100**
FUNDED BY	
Charges to schools	13
Staff recharges to capital	To be determined
Other recharges to services	9
Base budget	78
TOTAL FUNDING	**100**

Schools:

Each year schools are give the option to purchase a range of services from ICT. These services include connectivity, Internet services including content filtration, telephony, service desk and support for the software used for school administration. Schools have freedom not to purchase these services, or to purchase from an external supplier.

Schools are charged for these services on a full-cost recovery basis. The economies of scale achieved avoid unnecessary spend.

The role of technology is learning is expanding rapidly and the participation of Cheshire East in the wider learning community, from pre-school to higher education is important to the effective delivery of lifelong learning in Cheshire East.

Staff recharges to capital:

A number of permanent employees are funded by recharges to the capital programme. An annual capital programme of approximately £900k is required to provide sufficient funding for all these staff.

In most years in-house resources will not be sufficient to deliver the Council's work programme. When this happens, external contractors on short term premium rate contracts are used to provide additional resources. The cost of these contractors are "pooled" with the cost of internal development staff and charged to projects at an average weighted cost. The cost of external contractors is on average around £13 per hour more than a comparable in-house member of staff.

DRAFT

Assumptions about the proportion of external contractors used are reviewed annually. This will affect the average pooled rate charged to projects.

Recharges to other services:

This covers a range of other rechargeable services including IP Telephony, support to PARIS and the Peoples Network and staff funded by grants.

Capital

The table below sets out a summary of the funding for the current ICT capital programme:

FUNDED BY	**%**
Unsupported prudential borrowings	30
Capital reserve	43
Grant	27
TOTAL FUNDING	**100**

The use of the capital reserve to fund significant new ICT investment is probably not sustainable over the medium term. Reduction in the use of the capital reserve will probably have to be met by an increase in the use of unsupported borrowings. The revenue impact of borrowing is 22.5% pa for an asset with a 5 year life and 12.5% pa for an asset with a 10 year life.

Interim financial issues

The current ICT service does not yet include all ICT activity across the authority. The sections below set out the current estimates of provision currently sitting outside the corporate ICT service. Decisions as to whether these ICT activities will be consolidated are still outstanding.

Departmental ICT provision.

In addition to the central ICT service, most individual services also hold significant budgets covering licences, maintenance contracts and staffing (mainly for ex-County Services). Final decisions have not yet been made about which of these budgets should be consolidated into the new central ICT service. In terms of the ex-County services there are potentially up to 30 FTE and £1.5m of budgets that could be consolidated.

Purchase of computer equipment such as PC's, laptops and printers:

Cheshire East inherits an estate of around 5,000 desktop computers and laptops. In general, purchase of this type of equipment is made from a central contract using budgets held mainly in individual services. Estimated spend on

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these items for Cheshire East is approximately £1.0m. No decision has yet been made about consolidating these budgets.

Schools.

There are approximately 9,500 administration and curriculum PC's in schools, of which approximately 3,300 are directly supported by the Schools ICT service, and the rest by the schools themselves through other arrangements. Most school IT spend is funded from either the Dedicated Schools Grant (DSG) or the Harnessing Technology Grant (HTG).

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Appendix D – Information Management

The Information Management Service will enable and support the authority to realise the council's vision is to Work with Partners to deliver excellent services to improve Community life in Cheshire East.

The service will support the following priorities during **transition** and;

- **Put customers First.** Protect the integrity and the identity of customers by ensuring that personal and sensitive information is created, held, and disposed of in accordance with records management standards (retention periods) and statutory guidelines such as the Data Protection Act.

- **Provide Value for Money.** Improve efficiency and reduce the TCO in maintaining duplicate Line of Business (LOB) systems with Enterprise Content Management (ECM) capability by carrying out a systems appraisal across new and legacy organisations.

- **Enhance Partnership working.** Provide a toolkit and policy framework to enable information to be shared between internal, external and legacy organisation. This will include the use of encrypted channels whilst observing data quality standards and Data Sharing Protocols.

- **Develop our workforce.** Present self serve intelligence and reporting capability through the desktop which empower officers and services to make informed decisions and take personal accountability for the quality and integrity of data.

- **Be locally Responsive.** Present timely and consistent data through a number of channels to support neighbourhood working, customer access and flexible and mobile working initiatives. This will consider technical solutions for searching, integration presentation and collaboration of information and data sets.

The service will support the following priorities for **transformation** and;

- **Put customers First.** Information will be created or captured only once, but used many times in an electronic format. Using data matching facilities to view and present customer and property information held across systems and trusted data sources will enable the creation of a Single customer and property record to support initiatives such as 'Tell Us Once' and 'Right First Time'

- **Provide Value for Money.** Rationalise and decommission the number of local systems, files and databases using data cleansing and matching tools to ensure that data is "clean" and accurate. This will enable data from disparate sources to be combined and merged as well as identifying and removing duplicated data to establish a single definitive record. Information will be managed using corporate and

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enterprise tools and architecture rather than being service-specific, utilising ECM components such as e-Forms, scanning and workflow to improve process efficiency and reduce the total cost of ownership to the authority.

- **Enhance Partnership working.** There will be a single route (portal) for personalised access to relevant electronic information and services for staff and partners, and for those citizens able and willing to use online services. Bringing together information from different systems and databases will allow the generation of powerful reports. Presenting information through collaborative portals that incorporate, dashboards, business intelligence reports and Geographical Information Systems (GIS) will require additional efforts to ensure that data will be shared with partners in accordance with established protocols. Security measures are in place to protect confidentiality. `There will be a clear audit trail for all records to ensure authenticity.

- **Develop our workforce.** Work with corporate HR to ensure that the internal knowledgebase / toolkit is supported with corporate training and induction programmes to improve the IM capability of the organisation. Furthermore, on leaving the organisation explicit and tacit knowledge held by officers will be captured through collaboration technologies and archiving solutions.

- **Be locally Responsive.** Integrate systems and data based upon trusted data sources and data warehousing technologies to enable the delivery of responsive, customer focussed services. In particular Geographical Information Systems (GIS) will be deployed to enable geographically referenced data (e.g. addresses, postcodes, service points, catchment areas, information about roads) to be captured, analysed and presented more effectively. By linking locational information with textual information GIS provides additional insights into the relationships between different features, identifying patterns that may not otherwise be apparent and providing key information for performance management and service planning.

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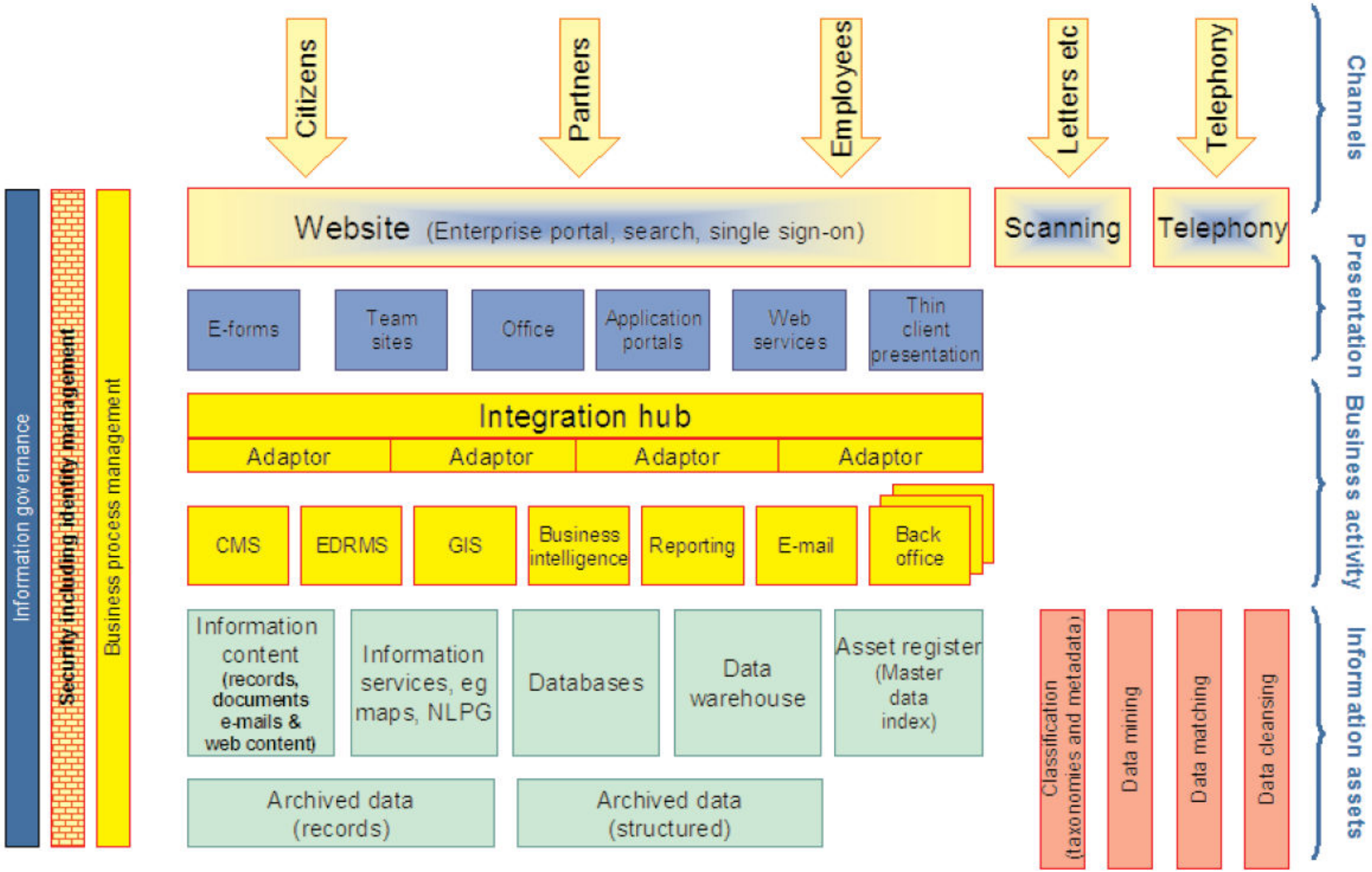
Appendix D - Information Management Architecture



Glossary

Active Directory (AD)	A Microsoft technology used to provide central management of information about an organisation's users, systems access and IT resources.
Avaya call management	Telephone communications software used to route calls through the network, and administer features such as hunt groups and call queues.
Business Objects	Software used to develop and present reports and analysis of electronic data held throughout the organisation
CAS	Customer Access System
Citrix	Remote access software used to deliver applications over a network
Connectivity	The use of computer networks to link computers to one another, and provide information resources between computer systems and their final users
ContactPoint directory	A national database that will hold information on children. It has been developed to improve child protection by improving the way information about children is shared between services.
CYPD	Children and Young Persons Database, focused on managing data relating to education
Data Centre	A facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls (air conditioning, fire suppression, etc.), and special security devices.
Data Cleansing	The act of detecting and correcting (or removing) corrupt or inaccurate records from a record set
Data Matching	The process of comparing like records, eliminating duplicates, and combining them into the best version of a record,
Data Sharing Protocols	A formal agreement between organisations that are sharing personal data. It explains why data is being shared and sets out the principles and commitments organisations will adopt when they collect, store and disclose personal information about members of the public.
Data Warehousing technologies	A repository of an organization's electronically stored data. Data warehouses are designed to facilitate reporting and analysis
Desktop	Desktop computer and associated software
DPA	Data Protection Act
DSL	Technology that provides digital data transmission over the wires of a local telephone network.
e-Forms	Software that creates forms on the Internet that allow people to send us particular information or make specific requests e.g. for a school bus pass
ECM	Enterprise Content Management: tools and strategies allow the management of an organization's

DRAFT

	unstructured information such as documents, wherever that information exists
Ethernet	A computer networking technology used in most local area networks
Exchange E-mail	A Microsoft application which provides electronic mail, calendaring, contacts and task management
Flexible & Mobile Working	Technology and policies to enable employees to cut down on travel time, improve productivity and performance
Gartner Group	Global ICT research analysts. Provide analysis of and reports on enterprise technologies.
GIS	Geographic Information System - a system for capturing, storing, analyzing and managing data and associated attributes which are spatially referenced to the Earth
HR	Human Resources
ICT	Information Communication Technology
ICT Infrastructure	The information communication and technology (equipment and software) that is involved in providing ICT services to customers.
IM	Information Management - considers information in any format throughout its lifecycle from when it is received, created or captured until it is archived or destroyed.
In-house resources	Employees on the councils payroll
IPT	Internet Protocol Telephony **-** Is the routing of voice conversations over the Internet or through any other IP-based network.
ISO	International Organization for Standardization
ITIL	Information Technology Infrastructure Library - A set of concepts and techniques for managing information technology (IT) infrastructure, development, and operations
IT solution architecture	Defines information technology solutions that can be implemented to meet business requirements whilst ensuring alignment with the Enterprise Architecture.
LOB	Line of Business systems – a set of critical computer applications that are vital to running an organisation.
Metrics	A system of parameters or ways of quantitative and periodic assessment of a process that is to be measured, along with the procedures to carry out such measurement and the procedures for the interpretation of the assessment in the light of previous or comparable assessments. McAfee Antivirus,
Microsoft office	Word processor and Excel spreadsheet
MSP	Managing Successful Programmes - a structured yet flexible framework designed to manage and control all the activities involved in managing a programme through providing advice on organisation,

DRAFT

	processes, communication and ways of thinking. There is a close link between MSP and PRINCE2
MSProject,	Microsoft application used to develop and monitor project plans.
Oracle database	A relational database management system produced and marketed by Oracle Corporation
Oracle e-business suite -	Financial and HR/Payroll systems
PARIS -	Social care system, allowing several hundred users to manage social care information, payments to foster carers and payments to care leavers across Cheshire. This has centralised records, streamlined processes and reduced multiple versions of paperwork.
Peoples Network	High speed access to the internet available to the public, delivered by England's public libraries, and supported by lottery funding.
PRINCE2	An internationally recognised standard methodology for managing projects
Quality Management System	A set of policies, processes and procedures required for planning and execution of developments and services in the core business area of the organisation.
SBS Confirm	A software package that supports highways functions
Scanning	Electronic scanning on paper documents.
Sharepoint,	Microsoft software which provides a single, integrated location where employees can efficiently collaborate with team members, find organisational resources, search for experts and corporate information, manage information and workflow.
SIMs	Schools Information Management software
SOCITM	Society of Information Technology Management. Has a Local Government focus, provides information on best practise and benchmarking services
SQL database	A relational database management system produced by Microsoft
Technical Design Authority	A governance group that provides quality assurance for the design of ICT solutions developed in response to business requirements
TCO	Total Cost of Ownership – a method of cost analysis
Tif	Technology Infrastructure Forum: aims to improve practical knowledge and understanding of IT by stimulating sharing of experience between organisations.
Wide Area Network	Wide Area Networks (WANs) are computer network that covers a broad area. They connect LANs together so that users and computers in one location can communicate with users and computers in other locations.
Workflow	A term used to describe the tasks, procedural steps, people, input and output information, and tools needed for each step in a business process

References

Documents to which reference is made will be acknowledged.

DRAFT

Acknowledgement

Gartner Group provided the template which forms the structure of this strategy.

DRAFT

CHESHIRE EAST

CABINET

Date of meeting:	3 March 2009
Report of:	Governance Lead Officer (Appointments to Outside Organisations)
Title:	**Appointments to Category 1 Schedule of Outside Organisations**

1.0 Purpose of Report

1.1 To outline arrangements for making appointments to the Category 1 list of outside organisations; appointments to take effect from 1st April 2009.

1.2 The organisations listed on Category 1 are those which have been determined as top level, regional or national which are of strategic importance and it is appropriate for the Cabinet to make the appointments.

2.0 Decision Required

2.1 That appointments be made to the Category 1 schedule of outside organisations, as detailed on the appendix attached to the report, together with any amendments made at the meeting;

2.2 That the appointments commence 1st April 2009; and

2.3 That all appointments be made for a 2-year term of office, terminating in May 2011.

3.0 Background

3.1 At its meeting held on 14th July 2008, the Governance and Constitution Committee set up a Task Group "*To devise a work programme and develop recommendations to deal with appointments and implement best practice."*

3.2 The Task Group, comprising Councillors R Cartlidge, S Jones, A Ranfield, P Whiteley and R Walker has now completed its work and has formulated a procedure for making appointments to outside organisations. Its final report will be submitted to the Governance and Constitution Committee meeting to be held on 9th March 2009.

4.0 Method of Appointment

4.1 The Task Group has given consideration to criteria to be adopted for making appointments and these were agreed by the Governance and Constitution Committee at its meeting held on 6th October 2008.

4.2 As part of its work, the Task Group surveyed the majority of organisations to establish their own requirements as far as representation was concerned, and also to emphasise that from 1st April 2009 there are only 81 Councillors for the whole of the Cheshire East area, and this could result in fewer representatives being appointed to each organisation, whereas at present, they may have up to 4 representatives drawn from each of the constituent authorities.

4.3 The list of organisations from each of the constituent authorities was aggregated and then divided into the following categories –

Category 1	These are top-level strategic organisations at national, regional and local level; for example, Fire Authority, Police Authority. **The Cabinet has already decided that it will reserve to itself appointments to these organisations.**
Category 2	These are appointments which were key to the constituent authorities (Cheshire County Council, Congleton, Crewe and Nantwich, and Macclesfield Borough Councils) and were considered to be essential after 31st March 2009. These appointments are to be made by the Governance and Constitution Committee.
Category 3	These are organisations which the constituent authorities considered to be worthwhile but were not crucial. These appointments are to be made by the Governance and Constitution Committee.
Category 4	Those not falling within categories 1-3. Any appointments necessary will be made by the Governance and Constitution Committee.

4.4 Group Whips were invited to submit nominations, and these were considered by the Task Group at its meetings on 11th and 19th February 2009.

5.0 Category 1 Organisations

5.1 The nominations detailed on the attached list (Appendix) are the result of consultation with all Group Whips. For some organisations, it is appropriate for the rules of political proportionality to be applied, and nominations from opposition groups have been included where appropriate.

5.2 The Cabinet is invited to appoint the following Councillors nominated by the opposition political groups.

Ref No. 27	Local Government Association (LGA) Councillor A Arnold (LD)
Ref No. 30	Muir Group Housing Councillor M A Martin (Lab)
Ref No. 32	North West Local Authorities Employment Organisation Councillor R Fletcher (LD)
Ref No. 38	Supporting People Strategic Partnership Councillor D Flude (Lab)

5.3 Ref No 80 Peaks and Plains of Cheshire Tourism

There is one vacancy only; in addition to the Conservative Group's nomination of Councillor G Walton, the Liberal Democrats have nominated Councillor A Arnold.

The Cabinet is invited to make a decision on these nominations.

6.0 Term of Office

6.1 It is suggested that, as a general rule, the term of office should be commensurate with the requirements of the organisations to which Members are appointed. Notwithstanding this, it is suggested that for this first tranche of appointments the term of office be made for a period of 2 years, ending in May 2011, when Members' initial period of office will terminate.

7.0 Legal Implications

7.1 The appointment of representatives to outside organisations can have implications for appointees, particularly those appointed as Trustees or Company Directors. It is essential that Members are made aware of their roles, responsibilities and liabilities. The Task Group will be recommending that, in view of the special nature of such appointments, Members should be briefed in advance and that if practicable, a training day/session be held as soon after 1st April 2009 as possible.

8.0 Financial Implications

8.1 None identified.

9.0 Risk Assessment

Risk	Mitigation
Failure to appoint Members to outside organisations could have a direct or indirect impact on the organisations.	The introduction of a procedure for making timely appointments to outside organisations.
Cheshire East Council is unable to influence key stakeholders.	Introduction of a satisfactory scheme of appointment to ensure Council representation.

10.0 Reason for the Decision

10.1 It is important for Cheshire East Council to participate actively as a partner in the network of local organisations across the whole of the Cheshire East area.

10.2 The nominations are recommended following consultation and are considered to be appropriate for appointment with effect from 1st April 2009.

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Schedule of Outside Organisations (Cheshire East) – For Appointment from 1st April 2009

Category 1 Organisations

Ref No	Members 09-10	Opposition Nominations (if applicable)	Organisation	No. of Places	P/Holder
1	To be advised		Adoption Panel	1	P Findlow
2	G Walton D Stockton D Neilson (LD) O Hunter (sub)		Airport Consultative Committee – Manchester	3 + 1 Sub	J Macrae
3	P Mason		Beth Johnson Housing	1	P Mason
4	G Walton		Bridgewater Canal Trust	1	J Macrae
5	J Macrae		Business Link N-West	1	J Macrae
6	D Brown		Ches ,Warr and Halton Info Consortium (formerly Ches Info Consortium)	1	D Brown
7	J Macrae		Ches and Warrington Learning Skills Council	1	J Macrae
8	G Walton		Cheshire & Warrington Tourist Board (Formerly NW Tourist Board)	1	J Macrae
10	P Findlow R West M Simon S Furlong D Neilson (LD)		Cheshire Admissions Forum	5 (4:1)	P Findlow
11	A Knowles		Cheshire and Wirral Partnership NHS Foundation Trust (Mental Illness services)	1	A Knowles
12	M Simon J Weatherill J Crockett W Livesley D Topping G Merry C Thorley (L) R Fletcher(LD)		Cheshire Fire Authority (CFA)	8	W Fitzgerald

Organisation 9 deleted (Cheshire & Warrington Economic Alliance Steering Group)
Organisations 80 and 85 have been transferred from Cat. 2 at the request of the Cabinet. To avoid confusion, the reference numbers have been retained.

Schedule of Outside Organisations (Cheshire East) – For Appointment from 1st April 2009

Category 1 Organisations

Ref No	Members 09-10	Opposition Nominations (if applicable)	Organisation	No. of Places	P/Holder
13	R West D Thompson H Gaddam O Hunter J Narraway (LD)		Cheshire Peaks and Plains Housing Trust	5	J Macrae
14	P Findlow B Silvester A Arnold		Cheshire Police Authority	3	W Fitzgerald
15	F Keegan D Brickhill P Mason D Brown (sub)		Cheshire Waste Management Task Group	3 + 1 Sub	D Brickhill
16	A Thwaite D Beckford A Arnold (LD) Director status		CONNEXIONS Cheshire and Warrington	3	P Findlow
17	D Brown P Mason G Baxendale D Hough (LD)		Dane Housing Trust	4	J Macrae
18	B Silvester		Environment Agency (NW) Regional Flood Defence Committee (North West)	1	D Brickhill
19	D Brickhill R Menlove G Walton		Environment Agency Liaison Group	3	D Brickhill
20	F Keegan		EU STRUCTURAL FUNDS GOVERNANCE GROUP. Programme Monitoring Regional Committee	1	F Keegan
21	D Brown		European Chemicals Regions Network	1	D Brickhill
22	M A Martin (L)		Fostering Panel Cheshire East	1	P Findlow

Organisation 9 deleted (Cheshire & Warrington Economic Alliance Steering Group)
Organisations 80 and 85 have been transferred from Cat. 2 at the request of the Cabinet. To avoid confusion, the reference numbers have been retained.

Schedule of Outside Organisations (Cheshire East) – For Appointment from 1st April 2009

Category 1 Organisations

Ref No	Members 09-10	Opposition Nominations (if applicable)	Organisation	No. of Places	P/Holder
23	J Macrae B Silvester		LGA - Rural Commission	2	W Fitzgerald
24	J Macrae		LGA - Tourism Forum	1	W Fitzgerald
25	J Macrae B Silvester		LGA - Urban Commission	2	W Fitzgerald
26	J Macrae G Walton (sub)		Liverpool Airport (Consultative Committee)	1 (1 Sub)	J Macrae
27	W Fitzgerald D Brickhill J Macrae	A Arnold (LD)	LOCAL GOV ASSOCIATION (LGA) • General Assembly • Environment Board • Imp.Board	4	W Fitzgerald
28	J Macrae		Manchester Airport Strat Plann Group	1	J Macrae
29	G Walton		Mersey Basin Campaign Southern Catchment Project Group -Members Steer Comm	1	D Brickhill
30	R A Bailey	M Martin (L)	Muir Group Housing	2 + 1 Dep	J Macrae
31	W Fitzgerald		**4 NW** Formerly North West Regional Assembly	1	W Fitzgerald
32	F Keegan D Brown	R Fletcher (LD)	North West Employers Organisation	3	F Keegan
33	H Gaddam		Peak District National Park Authority (formerly Peak Park Planning Board)	1	J Macrae
34	Open to all Members		POLICE FORUM • Macclesfield • C & N • Congleton	n/a	B Silvester
35	D Brickhill J Weatherill S Wilkinson		Road Safety Partnership	3	D Brickhill

Organisation 9 deleted (Cheshire & Warrington Economic Alliance Steering Group)
Organisations 80 and 85 have been transferred from Cat. 2 at the request of the Cabinet. To avoid confusion, the reference numbers have been retained.

Schedule of Outside Organisations (Cheshire East) – For Appointment from 1st April 2009

Category 1 Organisations

Ref No	Members 09-10	Opposition Nominations (if applicable)	Organisation	No. of Places	P/Holder
36	A Ranfield L Smetham C Beard		The Silk Heritage Trust	3	A Knowles
37	F Keegan (C) M A Martin (L) S Jones (LD)		Standing Advisory Council on Religious Education (SACRE) (statutory organisation)	3	R Domleo
38	D Brickhill J Macrae	D Flude (L)	Supporting People Strategic Partnership	3	J Macrae
39	B Dykes R Westwood R Cartlidge (L)		West Coast Rail 250	3	J Macrae
40	J Macrae R Cartlidge (L)		North-West Rail Campaign	2 + 1 Off	J Macrae
41	B Dykes R Westwood W T Beard (L)		Wulvern Housing (Crewe)	3	J Macrae
80	G Walton	A Arnold (LD)	Peaks and Plains of Cheshire Tourism	1	J Macrae
85	J Macrae J Hammond D Brown B Moran		South and East Cheshire Enterprise Board	3 + 1 Off	J Macrae

Organisation 9 deleted (Cheshire & Warrington Economic Alliance Steering Group)
Organisations 80 and 85 have been transferred from Cat. 2 at the request of the Cabinet. To avoid confusion, the reference numbers have been retained.

Agenda Item 10

CHESHIRE EAST COUNCIL

CABINET

Date of meeting:	3 March 2009
Report of:	Interim Monitoring Officer and Chief Finance Officer
Title:	**Section 24 Applications for Consent**

1.0 Purpose of Report

1.1 The Borough Solicitor will report orally on a S24 Specific Consent issued under delegated powers since the last Cabinet meeting in respect of Brine Leas.

2.0 Decision Required

2.1 To note a S24 Specific Consent issued under delegated powers since the last Cabinet meeting in respect of Brine Leas.

3.0 Financial Implications for Transition Costs

3.1 None for transitional costs in 2008-09.

4.0 Financial Implications 2009/10 and beyond

4.1 The financial implications for S.24 decisions will form part of the overall financial position of the existing Cheshire East Authorities as at 31 March 2009. This financial position will be inherited from 1 April 2009.

5.0 Legal Implications

5.1 See 6.1 below.

6.0 Risk Assessment

6.1 There is a risk of certain transactions by existing authorities being void if the necessary consents are not obtained for these from the Shadow authorities; however, the general and specific consent procedure and guidance have been put in place to mitigate this risk and ensure that appropriate consents are sought and given where needed.

7.0 Background and Options

7.1 On 21 May 2008 Cabinet agreed a General Consent for existing East Cheshire authorities to enter into land transactions and contracts to values which were set out in the report. It also delegated power to the Monitoring Officer and Chief Finance Officer for Cheshire East to give Specific Consents in relation to applications to proceed with transactions in excess of these amounts, with a discretion reserved to those officers to refer the matters back to members where they see fit.

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

8.1 Not applicable.

9.0 Reasons for Recommendation

9.1 To inform Members of a S24 Specific Consent issued under delegated powers since the last Cabinet meeting in respect of Brine Leas.

For further information:

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Background Documents:

Documents are available for inspection at:
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Macclesfield
SK10 1DX