

Advisory Panel - People

Agenda

Date: Monday, 27th October, 2008
Time: 2.00 pm
Venue: Tatton Room, Macclesfield Town Hall

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 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 meeting Tuesday, 23rd September, 2008 of Advisory Panel - People**
(Pages 1 - 8)

To approve the minutes of the last meeting.

5. **Draft Structural Proposals** (Pages 9 - 14)

Please contact Julie North on 01270 529728 or 01270 529644
E-Mail: julie.north@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

To share with Advisory Panel Members the proposals which are being developed for a structure for the People Directorate and to decide on the feedback which the Panel wishes to give about these proposals.

6. **Provision of Cultural Services** (Pages 15 - 18)

To share with Advisory Panel Members the Project Initiation Document (PID), which has been put together in relation to the Provision of Cultural services and to decide on the advice, on this matter, which the Panel wishes to give to Councillor Andrew Knowles, the Portfolio Holder for Health and Wellbeing services.

7. **Task Groups** (Pages 19 - 20)

To share with Advisory Panel Members some proposals for the Terms of Reference and Officer support for the Task Groups, agreed at the meeting of the Panel held on 23 September 2008 and to agree the Terms of Reference for the Task Groups and Officer support arrangements.

8. **Panel Work Programme**

Verbal Update by Strategic Director (People)

9. **Dates of future meetings**

8 December, 2008, 19 January, 2009, 2 March, 2009, (April 2009 to be confirmed).

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Advisory Panel - People
Held on Tuesday, 23rd September, 2008 at Council Chamber - Crewe****PRESENT**

Councillor R Westwood (Chairman)

Councillors D Brown, J Crockatt, R Fletcher, Mrs D Flude, W Livesley, M Parsons and R West

In attendance Councillor JP Findlow (Portfolio Holder Children and Family Services) and Councillor L Smetham

Apologies

Councillors Miss C Andrew, D Beckford, R Domleo, A Knowles, H Murray and Mrs C Tomlinson

8 DECLARATIONS OF INTEREST

A number of Councillors who were existing County Councillors, Borough Councillors and Town and Parish Councillors declared a personal interest in the business of the meeting en bloc.

Councillor Dorothy Flude declared a personal interest in several of the matters included on the agenda, by virtue of the fact that she was a member of the Alzheimer's Society, a Trustee for Crossroads Care, a member of several history societies and a member of the Central Cheshire Advocacy Services for People with Learning Difficulties.

Councillor Jim Crockatt declared a personal interest in the item relating to Working with the Third Sector - A Partnership Framework for Cheshire East Council, by virtue of the fact that he was a member of Senior Voice for Macclesfield, and Councillor Ray Westwood declared a personal interest in this item by virtue of the fact that he was the Chairman of a community organisation.

In accordance with the Code of Conduct, the above Members remained in the meeting during consideration of these matters.

9 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to address the Panel.

10 MINUTES OF PREVIOUS MEETING**RESOLVED**

That the minutes be approved as a correct record, subject to the addition of Councillors J Crockatt and M Parsons and D Beckford to the list of Committee

Members present and Councillors P Findlow and L Smetham to the list of Members in attendance.

11 PANEL WORK PROGRAMME

Consideration was given to a report, which contained proposals for the future Panel Work Programme. It was noted that the focus of the report was on content rather than process and it would also be necessary for the Panel to consider what methodology would be effective for whatever pieces of work the Panel resolved to pursue. The report set out some suggestions in respect of future working.

RESOLVED

That the suggestions for future working, as set out in the report, be agreed and that the Panel consider whether it was appropriate to form Task Groups in relation to any of the items included on the agenda when consideration was given to them.

12 TRANSFORMING LEARNING COMMUNITIES

Consideration was given to the report of the Cheshire County Council's Scrutiny Review Panel on Transforming Learning Communities. The Terms of Reference for the review by the Panel was to assess whether the TLC process was addressing the issue of surplus school places and to review and report on the consultation process undertaken to date on TLC proposals, so that lessons learnt may be applied across the Council's activities in the future. The report to the Scrutiny Review Panel had included graphs, which demonstrated surplus places forecast and actual positions for primary and secondary schools. David Ayres, Project Manager for TLC, attended the meeting and presented a series of slides providing detailed and updated information for Cheshire East. Copies of the presentation slides were circulated, together with the leaflets "Transforming Learning Communities in Cheshire - A Case for Change" and "Transforming Learning Communities - Securing Learning for the Future".

It was noted that the new Cheshire East Council would need to consider how to manage the gap between supply and demand of school places.

In considering the report, Members of the Panel raised the following issues:

- (i) Reference was made to the merger, which had taken place, of an infant and junior school in Wilmslow and concern was expressed that it had been necessary to provide new classrooms and other facilities, at a substantial cost. It was considered that the new Council needed to be aware of this and to make sure that any proposals were economically sound. It was reported that one of the aims of the Primary Capital Programme was to rebuild and refurbish 50% of primary schools and to improve others and that Members of the Panel could be provided with information in respect of this, if required.
- (ii) It was noted that the TLC process in Crewe had been very positive. However, there were still some concerns in respect of costs and the amount of money spent on some individual schools and these issues

needed to be addressed locally. It was also hoped that Members would be more closely involved in the future TLC process.

RESOLVED

1. That a Task Group be formed to take this matter forward and to consider the process and how TLC needed to be managed across East Cheshire, the Task Group members to be :-

Councillors Jim Crockatt
Bill Livesley
Michael Parsons
Ray Westwood
One representative from the Labour Group

2. That the relevant Portfolio Holder be notified of the Task Group meeting dates.
3. That consideration be given to the Terms of Reference, at the first meeting.

13 PERSONALISATION OF ADULT SOCIAL CARE

Consideration was given to a report, which would be considered by Cabinet, at its meeting on 7 October, for endorsement of the emerging Model of Social Care, including the high level design principles contained within the report, as a framework for developing more detailed proposals for phased implementation by new Councils and for inclusion within the 2009/10 budget setting process. The report was presented to the Panel, to enable Panel Members to be aware of the forthcoming Cabinet issue and to contribute any views to inform the decision making of Cabinet.

In considering the report Members of the Panel raised the following issues:

- (i) It was suggested that a set of indicators be produced to evaluate how the Model was performing, over a period of time, in terms of outcomes for Service Users and it was suggested that a Task Group be formed in order to do this.
- (ii) Reference was made to paragraph 3.1 of the report, relating to Financial Implications for Transition Costs and it was agreed that Cabinet be requested to consider ring fencing the Social Care Reform Grant for the Change Programme only.
- (iii) It was noted that, in the past, some people had experienced problems in respect of direct payments. Currently the County Council were assisting people in respect of direct payments and it was hoped that the Cheshire East Council would continue to provide this service. It was confirmed that this would continue and was referred to in the report.

RESOLVED

- 1 That Cabinet be requested to consider ring fencing the Social Care Reform Grant for the Change Programme in respect of the new Model of Social Care only.
- 2 That a Task Group be formed to evaluate the performance of the new Model, the Panel representatives to be:

Councillors Rod Fletcher
Dorothy Flude
Bill Livesley
- 3 That the relevant Portfolio Holder be notified of future meeting dates for the Task Group.
- 4 That the Terms of Reference be considered at the first meeting.

14 WORKING WITH THE THIRD SECTOR - A PARTNERSHIP FRAMEWORK FOR CHESHIRE EAST COUNCIL

Consideration was given to a report, which presented a draft Framework to guide and govern the Council's future partnership relationship with the third sector in Cheshire East.

It was noted that, whilst this matter was not within the remit of the People Advisory Panel, people would be affected by the decisions made in respect of this. Therefore, the Chairman had requested that the report be included on the agenda, for comment.

In considering the report Members of the Panel raised the following issues:

- (i) Reference was made to the table within the report headed "Resources - What do Councils in Cheshire East currently spend in the Third Sector?" and concern was expressed that some District/Borough figures were not included. It was considered that the report required further refinement to bring together the various issues in respect of partnership working and in particular how Cheshire East Council would work with the LSPs. It was also considered that the document should refer to working with statutory groups, in addition to voluntary bodies. There should also be consistency across the titles of the various documents.
- (ii) It was noted that, in addition to financial investment, the existing Councils provided help "in kind" by the provision of help and advice from professional officers and it was considered that reference should be made to this within the document.
- (iii) Reference was made to a recent open night event for carers in Crewe, where compliance with existing Compact commitments had been welcomed. It was noted that Compact funding needed to be guaranteed for voluntary organisations for three years and it was considered that reference to this should be included within the document.

The Portfolio Holder undertook to raise these issues through the Places Directorate.

15 HEALTH AND WELLBEING

Partnership in Service Delivery

Consideration was given to a report, which was submitted to the Panel to enable Members to contribute views to inform the decision making of the Cabinet.

It was noted that all the Authorities forming the constituent parts of the new Cheshire East Council currently partnered in different ways, with a wide range of organisations to deliver services to their respective communities. These could be through either a formal contract, with funds specifically allocated to a service area, or through more general grant funds, which communities could bid into. The purpose of the report was to seek Cabinet confirmation that, at least for the coming year 2009/10, support to partner organisations would be at a level equivalent to the current 2008/09 year or at a level previously agreed with the current grant giving authority.

In considering the report Members of the Panel requested that a cross checking exercise take place to establish where grants were paid to partners from more than one of the existing Councils.

RESOLVED

That Cabinet be recommended to approve the decision required, as set out in the report:

- 1 That Cheshire East Council consider and agree the level of financial support to existing external service delivery partners be maintained for 2009/10 at current levels.
- 2 That it is agreed that all the partnership arrangements be subject to more detailed review in Year 1, to assess cost/outcomes of all individual agreements.

Cross Boundary Use of Library Services

Consideration was given to a report, which was submitted to the Panel to enable Members to contribute views, to inform the decision making of Cabinet.

The report advised the Panel of issues relating to cross boundary usage of library services, after April 2009 and recommended that there should be cross boundary usage of library services after April 2009 and that officers be instructed to take steps to implement this proposal.

In considering the report Members of the Panel raised the following issues:-

- (i) It was considered that the proposal should be supported, however, it was suggested that it might be appropriate to set up a Task Group, in the following year to consider this matter.

(ii) It was asked whether there was a proposal to issue new separate Cheshire East and Cheshire West library cards on 1 April and officers clarified that there was no such proposal.

(iii) It was queried whether mobile libraries would continue on their present routes and it was hoped that this would continue, if possible. It was reported that an Officer Task and Finish Group was considering the issue of mobile libraries and a report would be submitted to Members, if required.

(iv) It was noted that other users of the library service included schools, the Older People and those with mental health problems and this was not referred to in the report.

(v) It was suggested that consideration be given to the introduction of the national library card.

RESOLVED

That Cabinet be recommended to agree that there should be cross boundary usage for library service users, after 1 April 2009 and that officers be instructed to take steps to implement this proposal.

Fees and Charges 2009/10

Consideration was given to a report which was submitted to the Panel to enable Members to contribute views to inform the decision making of the Cabinet. The purpose of the report was to recommend an approach to setting fees and charges for the Council's Culture and Leisure Services for 2009/10.

All the existing Authorities, which formed the new Cheshire East Council, generated income through fees and charges for a range of services and activities. A comparison had been undertaken of some of the key existing headline fees and charges related to leisure facilities, managed by the existing Authorities and a number of significant anomalies had appeared, details of which were reported.

In presenting the report, officers suggested that it be recommended to Cabinet that the fees and charges for the Council's Culture and Leisure Services be increased by at least the rate of inflation, with other increases considered if appropriate.

In considering the report, Members made reference to paragraph 7.3, which set out the significant anomalies between the three existing Councils. It was noted that Crewe offered a junior discount for children under 17 years, whereas the other two local authority areas offered discounts for those under 16 years and it was suggested that Cabinet be recommended to give the discount to children under 17 years, in line with the current situation in Crewe. It was suggested that it might be more appropriate to extend the concessions, rather than reduce them but further work would need to be carried out to see what the repercussions of this would be.

It was also requested that, when consideration was given to the fees and charges, the figures be "rounded up", to avoid odd pence.

RESOLVED

- 1 That it be recommended to Cabinet, that the fees and charges for the Council's Culture and Leisure Services be increased by at least the rate of inflation, with other increases considered if appropriate.
- 2 That current arrangements for membership schemes and formal leisure card or other discount schemes remain the same for 2009/10, pending a formal review aimed at harmonisation for the new Authority in 2010/11.
- 3 That existing policies in the existing local authority area for discounts applied to the normal headline charges for key target groups be harmonised, as set out in the report.
- 4 That a further comprehensive review of fees and charges be carried out for 2010/11, to look at the feasibility of harmonisation of all charges for Culture and Leisure Services, where it is appropriate, across the Cheshire East area.

16 THE NATIONAL DEMENTIA STRATEGY: A RESPONSE TO THE NATIONAL CONSULTATION

Consideration was given to the response to the consultation on the National Dementia Strategy.

RESOLVED

That the response be noted.

17 THE PEOPLE DIRECTORATE: STRUCTURAL OPTIONS

A paper was circulated at the meeting, which proposed a set of principles to guide the creation of the new organisational design for the two new Unitary Authorities. John Weeks reported that he would be meeting with the new Cheshire East Chief Executive, Erika Wenzel, to discuss ways of bringing forward the structural proposals to Members, in due course, including the Panel.

It was agreed that an item in respect of this matter be included on the agenda for the next meeting of the Panel.

18 FUTURE MEETING DATES

Future meeting dates were noted as follows:-.

27 October 2008

8 December 2008

19 January 2009
2 March 2009
April – To be confirmed

The meeting commenced at 4.30 pm and concluded at 6.55 pm

CHAIRMAN

Advisory Panel – People

| | |
|-----------------|---|
| Date of Meeting | 27 October, 2008 |
| Report of: | John Weeks, Strategic Director (People) Designate |
| Title | Draft Structural Proposals |

1.0 Purpose of Report

- 1.1 The purpose of this report is to share with Advisory Panel Members the proposals which are being developed for a structure for the People Directorate, **Appendix 1**.

2.0 Decision Required

- 2.1 Advisory Panel members are requested to decide on the feedback which they wish to give about these proposals.

3.0 Financial Implications for Transition Costs

- 3.1 None.

4.0 Financial Implications 2009/10 and beyond

- 4.1 To be determined in the light of the evaluation and grading of the posts in the structure.

5.0 Legal Implications

- 5.1 Within the proposed structure the statutory responsibilities of the Director of Children's Services and the Director of Adult social Services will be discharged by the Strategic Director (People).

6.0 Risk Assessment

- 6.1 These proposals for a structure for the People Directorate have been made in the context of the Financial Scenario which the Council has to address.
- 6.2 The proposed structure set out in Appendix One has been put together in the light of a great deal of discussion with relevant officers and stakeholders. It does represent an attempt to keep to the minimum necessary the number of Senior Manager posts:-
- Although they are not similar entities, the current Community Services Department of the County Council has six third-tier Senior Managers reporting to the Director. The proposed structure incorporates just four Heads of Service.
 - In the County Council's Children's Services Department, the Director has four Senior Managers reporting to her. In the proposed structure there are just three managers reporting to the Head of Services for Children and Families.

6.3 The proposed structure has been designed to express four Big Ideas:-

- Collaborating with Health
- Realising the People Concept
- Working Corporately
- Being Transformational

6.4 **Collaborating with Health**

The Primary Care Trust has deliberately been drawn as part of the structure. The PCT Chief Executive will work closely with the Council Chief Executive and the Strategic Director (People). The Director of Public Health will attend meetings of the Management Team chaired by the Council Chief Executive. The Director of Public Health and the Head of Health and Wellbeing Services will work very closely together, as suggested by the linkage between them shown on the chart. One of the key products of that joint work will be a common strategy between the PCT and the Council for improving health and reducing health inequalities.

6.5 **Realising the People Concept**

People's experiences do not fall into the organisational silos which agencies have created over the years. The other cluster shown upon the structure chart captures the requirement that the Head of Services for Children and Families, the PCT Director of Commissioning and the Head of Services for Adults should work together not occasionally but routinely, and that the mechanism of their working should be a Joint Commissioning facility shared by the three of them.

6.6. **Working Corporately**

All Council officers shown on the chart will have corporate as well as Directorate responsibilities. There is a determination to enforce that approach from the very beginning. The Head of Health and Wellbeing post illustrates that point. That post-holder will manage a number of functions for which she or he is directly responsible. However, the activities which contribute to improved Health and Wellbeing are not confined to the People Directorate. They are spread across the whole organisation. One of the jobs of the Head of Health and Wellbeing will be to work corporately in co-ordinating that network of disparate activities towards the two outcomes of improved health and reduced health inequalities.

6.7 **Being Transformational**

The People Directorate will be charged with a huge programme of transformational change. It has to take forward Social Care Redesign in the Adult Social Care area, a programme going through to 2010 and one which will figure prominently in the Council's Comprehensive Area Assessment of that year. One of the expectations is that the Head of Transformation will acquire and share expertise in the area of Lean Systems Thinking.

Transformational work will be needed in pursuing a new direction for Library Services and particularly if it is resolved to establish a provider Trust for the management of Leisure Services. Within Adult Services, direct service provision has deliberately been set apart from commissioning and there is real interest in exploring the case for integration of the Council's Social Care provision within the Community provision of the PCT. The implementation of that would be a massive piece of change work. On top of those agendas the People Directorate will be required to manage two substantial internalisation exercises, in relation to the commissioning of provision for those aged 16 to 19 years and to the services for Adults with Learning Disabilities currently within the NHS locally. No claim is made that the People Directorate will have a monopoly on Transformational change, but what is known about already amounts to a demanding programme over the next three to five years.

- 6.8 In framing these proposals some assumptions have been made about Business Support.
- That it would not be appropriate for the Directorate to have its own Head of Business Support.
 - That a considerable amount of transactional Business Support will be delivered through the proposed Shared Services entity.
 - That some Business Support Services – Finance and Human Resources are obvious examples – may be organised and managed corporately, with particular officers being seconded into the Directorates in order to develop expertise and enhance the quality of the Service.
 - That some Business Support activity will be embedded within the Directorate. The Joint Commissioning facility, for instance, will depend for its effectiveness upon being able to command high quality expertise in the areas of resource mapping, needs analysis, performance and service redesign.
- 6.9 In the context of the Financial Scenario, there is a crucial point about structures and posts which must be emphasised. In a tight financial situation the temptation inevitably is to try to save money on posts by grading them at the lowest possible level. Cheshire East Council faces a big challenge when it comes to recruitment. Recruitment must be seen as one of the Council's survival strategies. It will not prosper unless from the start it equips itself with posts graded at a level which enables it to recruit high calibre managers.
- 6.10 **Appendix Two** contains an introduction to the People Directorate, which outlines some of the thinking which underpins it.

7.0 Reasons for Recommendation

- 7.1 The Council has appointed a Strategic Director – People. There is now an urgent need to agree a Directorate Structure, so that further appointments can be made.

For further information:

Portfolio Holder: Councillors Roland Domleo, Paul Findlow, Andrew Knowles

Officer: John Weeks

Tel No:

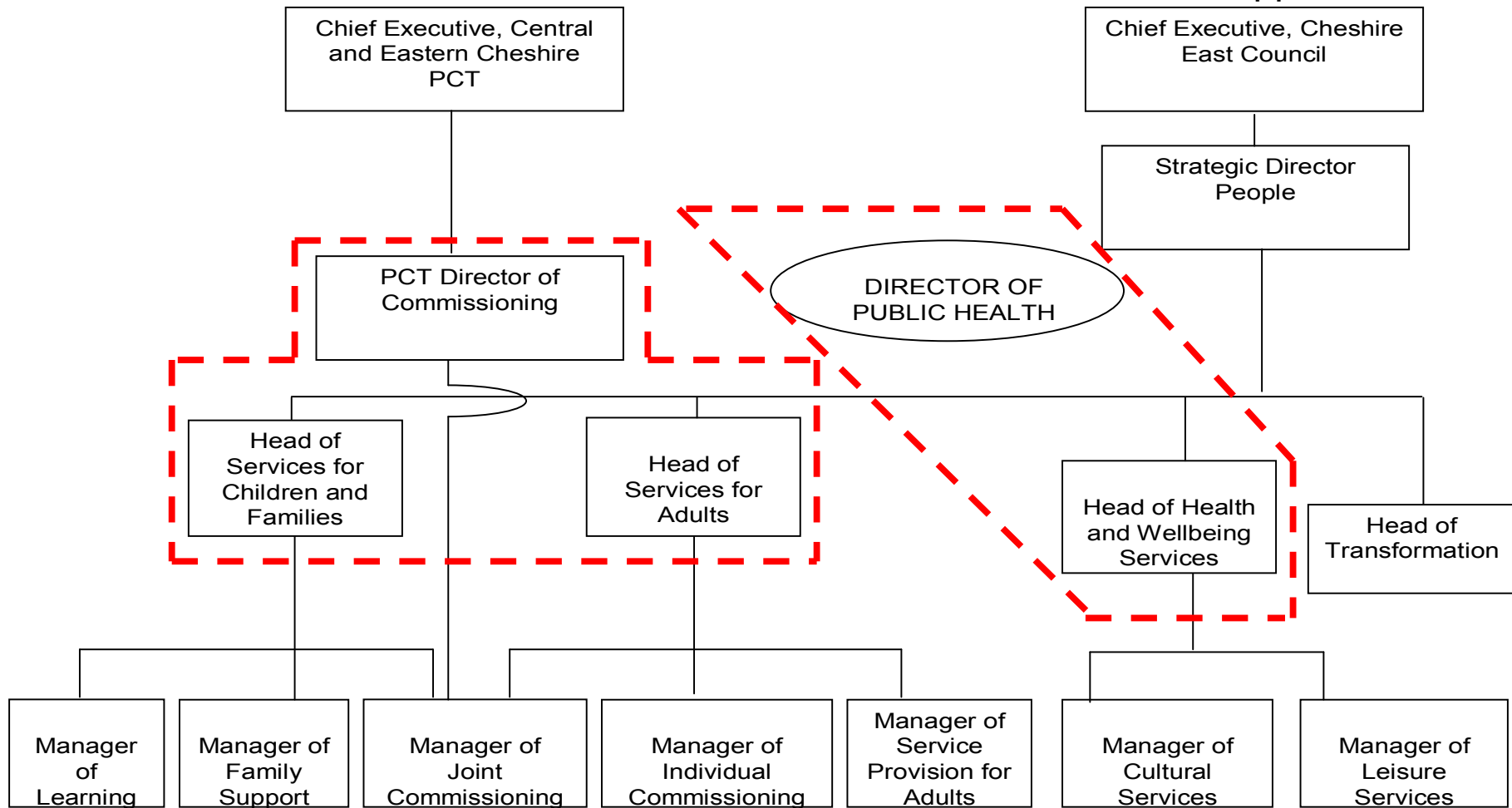
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Background Documents:

Documents are available for inspection at:

PROPOSED DIRECTORATE STRUCTURE

Appendix One



CHESHIRE EAST COUNCIL: THE PEOPLE DIRECTORATE**Introduction**

- The creation by Cheshire East Council of a People Directorate expresses one of its basic ideas – that in setting up a new Local Authority it wants as far as possible to break out of the traditional service categories which tend to express how professionals see the world, and instead to work in ways which more fully reflect how **people experience** the world.
- Inevitably compromises have to be made. Managers and staff have to be recruited to populate new structures, and their careers and competencies will have been shaped by more traditional patterns of organisation and working. However, we are looking for individuals who will demonstrate a commitment to putting the People idea into practice, individuals motivated by a determination to break down and transcend agency and service boundaries in pursuit of achieving the best outcomes for people which our resources permit.
- Another of Cheshire East's basic ideas is **localism**. We are committed to getting the Council to make a real difference at Neighbourhood and Area level. That will involve the devolution of powers and resources. It will involve giving support to local clusters of interests so that they can develop their capacities. It will involve striking the right balance between the big strategies for which the Council will be held to account and the local plans around which communities will come together. It will also require managers and staff to work in more flexible and mobile ways, so that the arena of their activities is the communities which they serve, more than the offices which they use.
- A specific manifestation of the localism idea will be **service integration**. Most people who use services would prefer to find them integrated rather than fragmented by a host of agency and specialism demarcations. We shall be looking hard to pursue integrations wherever they look likely to add value for users. Those integrations will embrace commissioning, service delivery and business support.
- Demarcations exist, of course, within Councils. Another basic idea which we want to implement is that of **thematic working** across the whole Council. Directorates will have huge agendas to take forward, but we shall be looking to define themes and programmes too which span the Directorates. The People Directorate is particularly well placed to contribute positively to realising this idea. The Directorate's Health and Wellbeing Service strand, for example, can and will underpin the efforts of services across the whole Council.
- It is clear that Local Authorities cannot expect to see significant growth in the resources made available to them. The challenge therefore will be to get the greatest possible value out of what is available. That will be the task of **commissioning** and particularly **joint commissioning**. The Council will continue to provide some services, but over time it is likely that the balance of the Council's activities will move more towards commissioning. Given the services which it embraces, the People Directorate will be well placed to contribute to a lot that development.

CHESHIRE EAST

Advisory Panel – People

| | |
|-----------------|---|
| Date of Meeting | 27 October, 2008 |
| Report of: | John Weeks, Strategic Director (People) Designate |
| Title | Provision of Cultural Services |

1.0 Purpose of Report

- 1.1 The purpose of this report is to share with Advisory Panel Members the Project Initiation Document (PID) which has been put together in relation to the Provision of Cultural Services, **Appendix 1**.

2.0 Decision Required

- 2.1 Advisory Panel Members are recommended to decide on the advice on this matter which they wish to give to Councillor Andrew Knowles, the Portfolio Holder for Health and Wellbeing services.

3.0 Financial Implications for Transition Costs

- 3.1 None.

4.0 Financial Implications 2009/10 and beyond

- 4.1 The work proposed will contribute to the budget setting round 2009/10.

5.0 Legal Implications

- 5.1 None.

6.0 Risk Assessment

- 6.1 The work itself will involve a risk assessment.

7.0 Background and Options

- 7.1 The Project Initiation Document was put together through detailed discussion with the Portfolio Holder, Councillor Andrew Knowles.

8.0 Reasons for Recommendation

- 8.1 Before particular decisions are made about Cultural Services, it will be important to address some fundamental questions about their purpose, outcomes and direction.

For further information:

Portfolio Holder: Councillor Andrew Knowles

Officer: John Weeks

Tel No:

Email:

Background Documents:

Documents are available for inspection at:

| WP Id. | CEWP36 | Title | Provision of Cultural Services | Due date | 6 th November 2008 |
|--|--------|-------|--------------------------------|----------|-------------------------------|
| Background <p>The Cheshire East People Work Stream has previously commissioned a project to determine the nature of Culture and Leisure provision in the new East Cheshire Authority and come forward with appropriate recommendations. Further discussion with the Health and Wellbeing portfolio holder for Cheshire East Council has highlighted the need to do some further work around the themes of :</p> <ul style="list-style-type: none"> • why should Cheshire East Council continue to involve itself in the provision of Cultural Services (Library Services, Arts, Museums, Leisure and Recreation) and if it does • how should Cheshire East Council manage its involvement in the delivery of those services? | | | | | |
| Objectives <p><i>To Review current strategies.</i> To conduct a full review of the current strategies of Cheshire County Council, and the District Councils of Macclesfield, Congleton and Crewe and Nantwich, and to pull together a clear statement, in respect of each of the services listed, of the outcomes those Councils have been seeking to achieve and of the contribution those services currently make to the Health and Wellbeing of their citizens and the extent to which they will continue to contribute to the Health and Wellbeing of the citizens of Cheshire East.</p> <p><i>To assess the Cheshire East Context.</i> To review the operating context, which will include the likely aspirations of Cheshire East as outlined in the original "People and Places" bid, the political make up of the newly elected administration and some of the values which are likely to be expressed, for instance, the emphasis upon localism. When the range of possible outcomes/contributions from the review of current strategies has been examined, give advice to Cheshire East about the distinctive priorities which it should be embracing in this area of activity.</p> <p><i>To recommend a mode of involvement.</i> To determine the conclusions from reviewing the current strategies, the outcomes sought and the context of Cheshire East and the fact that the new council might manage its involvement in Cultural Services in a variety of ways e.g. by directly providing them, by combining them with those of others or by putting them out into Trusts. To make specific recommendations on the approach to delivery that Cheshire East should take.</p> <p><i>To Evaluate the Trust Mechanism</i> In order to make any recommendations about approaches to delivery, it will be necessary to evaluate the Trust Mechanism as a potential way forward. Cheshire East will want to understand what lessons have been learned by other Local Authorities which have gone down this route and what alternatives there might be.</p> | | | | | |
| Scope <p>The project will cover all Cultural Services delivered by Cheshire County Council and the District Councils of Macclesfield, Congleton and Crewe & Nantwich</p> | | | | | |
| Deliverables: <p>A report will be produced for consideration by the Portfolio Holder and Cheshire East People Work Stream Project Board that details:</p> <ul style="list-style-type: none"> • the outcomes the County Council and Districts have been seeking to achieve • the contribution services currently make to the outcomes sought • the extent to which they will continue to contribute to the outcomes when translated to the citizens of Cheshire East | | | | | |

- the advice to Cheshire East about the distinctive priorities which it should be embracing in this area of activity.
- recommendations about the approach that Cheshire East should take to delivering these outcomes.
- evaluation of the Trust Mechanism drawing upon the experiences of other Local Authorities, where possible

Approach:

The work package will be achieved through the use of existing internal resources.

Resources required

A team of officers will be utilised to achieve the deliverables.

Officers likely to be involved are:

Mark Wheelton, Jocelyn McMillan, Roy Walker, Rob Hyde, Bill North, Sue Eddison,
Claire Wilson, Jonathan Pepler, Keith Pickton, Emma Chaplin, Tony Parr, Helen Battersby
Neil Anderson (Critical Friend), Linda Morris

Costs

There will be no additional costs. All activities will be met from the existing resources.

Effort

To be determined

Timescales

Suggested timeline:

| | |
|--------------------------|--|
| 27 th October | Shared with the Advisory Panel: People |
| 31 st October | Review of current strategies Evaluation of the Trust Mechanism |
| 6 th November | Consideration of Report by the Portfolio Holder and Cheshire East People Work Stream Project Board. |
| 2 nd December | Consideration of Report by Cheshire East Cabinet |

Quality and controls required

A final report delivered on time that delivers the objectives

Acceptance/ approval by Cheshire East – the Portfolio Holder and the People Work Stream Project Board

Acceptance/ approval by Cheshire East - Cabinet

Cheshire East People Directorate's Culture and Leisure Services will be fit for purpose on 1/4/09 – services open for business with no deterioration in the user experience.

Agreement to the proposed work package

Guy Kilminster
(Project Owner)

Signature and Date

CHESHIRE EAST**Advisory Panel – People**

| | |
|-----------------|---|
| Date of Meeting | 27 October, 2008 |
| Report of: | John Weeks, Strategic Director (People) Designate |
| Title | Task Groups |

1.0 Purpose of Report

- 1.1 The purpose of this report is to share with Advisory Panel Members some proposals for the Terms of Reference and Officer support for the Task Groups agreed at their meeting on 23rd September, 2008.

2.0 Decision Required

- 2.1 Advisory Panel Members are recommended to:

- Agree the Terms of Reference for the Task Groups
- Agree the Officer support arrangements.

3.0 Background

- 3.1 At its meeting on 23rd September, 2008 the Advisory Panel decided to commission two Task Groups.

- 3.2 It was decided that those Groups should address:

- Transforming Learning Communities
- Social Care Redesign

4.0 Transforming Learning Communities (TLC)

- 4.1 It is proposed that the Terms of Reference of the Task Group should be:

- To review the conclusions and recommendations of the County Council Scrutiny Committee which examined the Transforming Learning Communities programme.
- To determine the relevance of those conclusions and recommendations to the operating context of Cheshire East Council.
- To decide which conclusions and recommendations should be commended to the Portfolio Holder for Children and Family Services and to the Cabinet, in the context of the development of Cheshire East's Children Plan.

- 4.2 There will be some delay before the availability of officer support can be clarified. Those leading the reviews within TLC programme are consultants, engaged by the Children's Services Department of the County Council. They are at present fully engaged upon the implementation of the current phase of the programme. If more time is wanted from them to support the Task and Finish Group, that will have to be purchased. Discussion will be initiated with the Schools Forum to see whether they would support the drawing down of Dedicated Schools Grant resources for that purpose.

5.0 Social Care Redesign

- 5.1 It is proposed that the Terms of Reference of the Task Group should be:
- To review the outcomes for service users, carers and the general public which were originally proposed when the Social Care Redesign project was initiated.
 - To evaluate those in the context of the Department of Health Circular of 17th January, 2008 on the subject of Transforming Social Care Services.
 - To consider the findings of the Experimentation work done so far to determine what they suggest in terms of outcomes and satisfaction measures.
 - In the light of those exercises, to frame recommendations towards a manageable set of measures and indicators which might be used to monitor and evaluate the differences being made to people from the implementation of Social Care Redesign.
- 5.2 Ceri Harrison, the Change Manager currently employed by the County Council's Community Services Department, will give initial officer support to the Task Group.