Cheshire East
Council

Corporate Scrutiny Committee

Agenda

Date:	**Monday, 19th April, 2010**
Time:	**2.00 pm**
Venue:	**Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ**

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. **Public Speaking Time/Open Session**

   A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit 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 members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

3. **Minutes of Previous Meeting** (Pages 1 - 6)

4. **Declarations of Interest**

   To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests and for members to declare the existence of a party whip in relation to any item on the agenda.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public
Contact: Mark Nedderman
Tel: 01270 686459
E-Mail: mark.nedderman@cheshireeast.gov.uk

5.   **Data Quality** (Pages 7 - 20)

To consider a report of the head of Policy and Performance.

6.   **Sustainable Community Strategy** (Pages 21 - 26)

To consider a report of the Head of Policy and Performance.

7.   **Budget Consultation Group** (Pages 27 - 30)

To consider a report of the Borough Solicitor.

8.   **Statutory Scrutiny Officer** (Pages 31 - 34)

To consider a report of the Democratic Services Manager.

9.   **Strengthening the Scrutiny Function** (Pages 35 - 38)

To consider the comments of the Scrutiny Chairs Group on the report considered by the Committee at its meeting held on 15 March 2010. A copy of that report is attached for information.

10.   **Forward Plan - Extracts** (Pages 39 - 42)

To note the current forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

11.   **Cheshire East Awareness Training**

To consider the requirement for Members to receive refresher training on the Organisational Structure of Cheshire East.

12.   **General Election Preparations 2010**

To receive an oral update on the involvement of Democratic Services staff in the preparations for the 2010 general Election.

13.   **Consultations from Cabinet**

To note any consultations referred to the Committee from Cabinet and to determine whether any further action is appropriate.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Monday, 15th March, 2010 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor A Thwaite (Chairman)
Councillor (none)

Councillors A Arnold, G Baxendale, D Bebbington, S Conquest, J Crockatt,
M Davies, P Edwards and S Wilkinson

Apologies

Councillors J Narraway, G Barton, D Topping and Rachel Bailey

7 **MINUTES OF PREVIOUS MEETING**

RESOLVED – That the minutes of the meeting held on 11 February 2010 be
approved as a correct record.

8 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

9 **PUBLIC SPEAKING TIME/OPEN SESSION**

There were no statements from Members of the Public.

10 **LEISURE REVIEW-UPDATE**

Guy Kilminster Head of Wellbeing attended the meeting and updated members
on a review of Leisure Services currently being carried out by a Cabinet Sub
Committee.

The review had been initiated because the original two unitary Councils had
stated in their business case that a saving of £1,000,000 could be generated
across Cheshire East through delivering leisure in a different way.

The sub-committee had agreed to the appointment of consultants (PMPGenesis)
to review the performance of the inherited facilities and to consider alternative
options for the future delivery of the service.

The report concluded that the performance of leisure services was mixed with
some performing strongly and others not so well (to be expected with the merging
of three District's Services). Income was deemed to be good compared to market
averages, and with the exception of two facilities, staff costs were below average

with the service described as lean in terms of staff costs to income. The percentage cost recovery was good at about half the facilities. The poorer performing facilities were those that the predecessor authorities had already identified as being in need of replacement or significant refurbishment.

The presentation also covered the new opportunities available and the links between the leisure review and the Transformation programme generally

In particular, Leisure Services would need to demonstrate how it would meet the transformational outcomes which were set out in the Budget Report to Full Council on 25th February 2010. Those outcomes were that transformed services should be more:-

- **Local** – Services more fully based out in localities and, where appropriate, owned in those localities so that they are more easily accessible and more readily responsive to local people.
- **Joined Up** – Services more extensively co-located with those of partners, and based out in non-Council settings locally.
- **Sustainable** – a smaller set of Services, built around the Council's core businesses and affordable with the resources likely to be available.
- **Focused on outcomes** – a more tightly focused set of Services, directed towards achieving agreed objectives and outcomes.
- **Preventive** – Services which give much higher priority to prevention.
- **Innovative** – Services which encourage their staff to use their experience, intelligence and creativity to solve problems and to improve the experience of those who use the Services.
- **High Quality** – a set of Services committed to enhancing quality.

Much improvement was already underway and new ways of working had been introduced. These included:

- Introducing the free swimming scheme;
- Reviewing capital investment needs and improving customer experience through swim free capital monies and DDA monies for example at Crewe Pool, Wilmslow and Nantwich;
- Improvements being been made at Shavington (interactive equipment installed) and Sandbach (new gym);
- Working with Children and Families to ensure the service was fully engaged in the Building Schools for the Future discussions;
- Working with Sport England to complete the Facility Improvement process;
- Working with Performance and Policy to initiate the needs assessment to determine Cheshire East residents requirements in relation to leisure;
- Identifying and progressing opportunities to initiate physical activity with targeted communities in non leisure centre venues (e.g. Sure Start centres);
- Engaged in discussions around local service delivery and devolution and considering with regard to playing pitches and pavilions for example;
- Discussing opportunities with the PCT to introduce exercise on prescription scheme across the Authority;
- Also discussing with the PCT engagement in 'care pathways' to help ensure the Service was part of the preventative activity to keep people in good health;

- Discussing the Service's role in re-ablement and personalisation with Adult Social Care to identify opportunities for the Service to be commissioned to deliver services for their client groups;
- Engaging consultants to review the management options for the Council's two golf courses;
- Developing a new culture within the Service that was customer focused

In response to questions from members of the Committee, the Head of Wellbeing informed the Committee that the Council needed to make better use of its facilities by for instance, taking leisure facilities into the community.

The current review did not cover assets such as football pitches. However,an asset challenge process was currently underway across the Council which was looking at, amongst other things, the cost of inherited facilities, such as Crewe and Congleton Leisure centres .It had been estimated that it would cost more to maintain these facilities over the next 5 years than to replace them with new facilities

RERSOLVED –

(a)   That the presentation be noted.

(b)   That the Head of Wellbeing in conjunction with the Health and Wellbeing Portfolio Holder, be requested to issue a press release based upon the presentation given at the meeting.

11 REGULATION OF INVESTIGATING POWERS ACT (RIPA) ANNUAL REPORT

The Committee considered a report of the Head of Audit and Compliance relating to operational procedures for the Council to undertake covert surveillance under the Regulation of Investigatory Powers Act (RIPA) 2000.

In March 2009, Cabinet had approved policies and procedures for surveillance under RIPA 2000
Under the act, the Council was required to keep a detailed record of all authorisations, renewals, cancellations and rejections for inspection by staff of the office, which carried out inspections to oversee surveillance operations carried out by public authorities.

The Council's existing Policy and Procedures for RIPA included a provision for an annual report to Scrutiny Committee. It was proposed in future, however, that, the current policy should be reconsidered and the Annual Report to Members be submitted to the Governance and Constitution Committee in future instead of this Committee, in compliance with its role dealing with Audit and compliance issues. This Committee could continue to have information about RIPA and/or review its operation in accordance with the Scrutiny work programmes.

RESOLVED –

(a)   That the policy and procedures in place within the Council to ensure compliance with RIPA be noted

(b)   That the steps being taken to ensure that the Council operates best practice with regard to RIPA be noted

(c)   That the Committee supports the proposal to routinely submit future RIPA monitoring reports to Governance and Constitution Committee and /or Cabinet

12 **DATA QUALITY STRATEGY**

RESOLVED – That consideration of this matter be deferred to the next meeting.

13 **WORK PROGRAMME PROGRESS REPORT**

The Committee considered a report of the Borough Solicitor relating to the current work programme.

The Committee had reviewed its work programme at meetings throughout the year and had refined the list of items into an active' and 'reserve' list. From the active list, the Committee had set up a Task and Finish Group to review the role and funding of the Voluntary Sector, and more recently, a Budget Consultation Group, involving Members from all 5 Overview and Scrutiny Committees, to oversee the budget Consultation preparations.

At its meeting held on the 3 February 2010, the Voluntary Sector task group had taken a critical look at the review and scope, based upon the fact that that the total funding position across all Council directorates for 2010/2011, was still not clear. Work was consequently underway across all corporate areas to identify future funding commitments and budgetary provision. Unfortunately, it had still not been possible to unravel all existing commitments from the demised authorities which in turn meant that a clear picture had not yet been established about future commitments and budget requirements.

Although there was general acceptance that a comprehensive review was required, the task group considered that this would be best achieved through a Corporate Officer working group.

Members consequently recommended that this Committee should disband the Task and Finish group and allow the review to take place through a Corporate Officer working group.

The Budget Consultation group had met twice during January 2010. At its first meeting, the group agreed its terms of reference and sought additional information from Finance officers on the 'Challenge sessions' that had been held between the portfolio holder and service heads.

At its second meeting on 29 January 2010, members of the group were able to question representatives from Service departments on a number of issues and were provided with an outline of the main points dealt with at the challenge

sessions. The group was then able to recommend the budget cycle of Overview and Scrutiny meetings which took place over 11 and 12 February 2010

The group reiterated its commitment to continuing the good work already started by recommending that preparations for the 2011/2012 Budget Consultation process should begin in April of this year, with the aim of having in place a robust timetable early in the new civic year to involve Overview and & Scrutiny committees in budget setting at the very start of the process and to ensure a continuing involvement throughout the new financial year.

The Committee had also identified at the beginning of the current municipal year,as a potential work programme item, the subject of asset management. At the present time, this matter sat in the reserve list. The Chairman had recommended that subject to prioritisation, this matter be brought into the active list for 2010/2011 for the committee to commission a study into the portfolio of assets held by the Council with a view to making recommendations as to their potential future retention/and or disposal.

The Chairman also referred to a potential item regarding a review of the governance arrangements in respect of Highways and Transportation issues, but informed the Committee that following a decision by Cabinet on 16 February 2010 that this matter would no longer be considered as part of the current work programme.

RESOLVED –

(a)   That the Work Programme, be noted

(b)   That the Voluntary Sector Task Group be disbanded pending an interim progress report from the Head of Policy and Performance.

(c)   That the completion by the Budget Consultation group of its initial deliberations in relation to the 2010/11budget consultation be noted and the Committee
re-convene the group with new membership to oversee the budget setting and consultation processes from 2011/12 and beyond

(d)   That the Borough Treasurer be requested to provide an awareness session at a future meeting of the Committee to cover :

- The Asset register
- The Asset challenge process
- The devolution Programme

14 STRENGTHENING THE SCRUTINY FUNCTION

The Committee considered a report of the Borough Solicitor concerning a process to involve Corporate Management Team (CMT) and Cabinet in the work planning process for 2010/2011.

The proposal within the report suggested involving CMT and Cabinet in a two way process to formulate the majority of the work programme through informal meetings, leading to Overview and Scrutiny (O&S) Committees determining final work programmes in May/June 2010. This would ensure

that resources were made available to O&S Committees from Service Heads to complete reviews.
In turn, this would enable the committees to focus on Corporate priorities and to ensure that links to LAA targets, and BVPI's could be made at the outset.

The report had been considered by the Scrutiny Chairs group at its meeting held on 12 March and a number of alterations had been agreed. An amended version of the report was tabled at the meeting

RESOLVED – That the report be referred back to the Scrutiny Chairs Group for further consideration.

15 FORWARD PLAN - EXTRACTS

The Committee considered the items currently on the Forward Plan.

RESOLVED –

That the Forward Plan be noted;

16 CONSULTATIONS FROM CABINET

There were no consultations from cabinet.

The meeting commenced at 2.00 pm and concluded at 3.34 pm

Councillor A Thwaite (Chairman)

Agenda Item 5

CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY

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Date of Meeting: 19 April 2010

Report of: Head of Policy and Performance

Subject/Title: Data Quality

Portfolio Holder: Councillor David Brown

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1.0 Report Summary

1.1 This report provides Corporate Scrutiny with an overview of the Council's Data Quality Strategy and proposes that Corporate Scrutiny initiate a review programme to monitor data quality arrangements. The Council's data Quality Strategy is attached at appendix 1.

2.0 Decision Requested

2.1 Corporate Scrutiny Committee IS requested to:

1) Note the Data Quality Strategy and the actions being carried out to evaluate performance against the actions and standards it sets.

2) Support data quality improvement through a programme of reviews and assessments.

3) Take responsibility for ongoing review of the Data Quality Strategy.

3.0 Reasons for Recommendations

3.1 To ensure that performance against the Council's Data Quality Strategy requirements is scrutinised and that the Council fulfils it responsibilities in respect of quality data.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications including - Climate change
                                    - Health

6.1 Good data quality supports the effective delivery of all Council policies including climate change and health.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 Financial decision making relies on sound and accurate data. Poor or incomplete information may result in inefficient use of resources, non-achievement of value for money and failure to deliver the Council's objectives.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 The legislation governing the handling/holding of data has remained the same for a few years now (data protection and freedom of information). However, interest in how data is held has increased and the regulator (the Information Commissioner) has become more active. This is a complex area and one where the local authorities can lose both reputationally and financially if they fail to take their obligations seriously. Breaches of legislation can involve not just civil actions, but also criminal sanctions.

The way that local authorities take decisions is being subjected to greater scrutiny and it is important that when taking such decisions they have the best information that can be obtained available to help inform their decision-making. The quality of the data held plays a critical part in decision-making and if a decision is made which relies upon data that is inaccurate/inadequate, it could lead to a decision being successfully challenged (whether by judicial review, or other means).

The delivery of services can be compromised if data quality is poor. For example, it could lead to services being delivered badly and/or to the waste of public funds. This might be highlighted in an audit, or worse still could cause a local authority to fail in its statutory duties. There are high profile instances of problems caused by poor data handling and sharing and poor quality data heightens the risks involved.

10.0 Risk Management

10.1 Poor data quality is a risk for all services and is addressed by them in their risk assessments and risk management plans.

11.0 Background and Options

11.1 The Council's Data Quality Strategy has been put in place to ensure that the Council carries out its responsibilities on respect of producing and using quality data in an effective and co-ordinate manner. It is plays a vital role in the management and improvement of Council services. The Strategy acknowledges that quality data are an integral part of the Council's operational, performance management and governance arrangements.

11.2 The Audit Commission have said that public bodies are accountable for the public money they spend and must manage competing claims on resources to meet the needs of communities they serve and plan for the future. The financial and performance information they use to account for their activities, both internally and externally, to their users, partners, commissioners, government departments and regulators, must be appropriate for these purposes, providing the level of accuracy, reliability and consistency required. They also highlight the importance of published performance indicators as the basis of external assurance and the need for confidence that information reflects actual performance.

Characteristics of Quality Data

11.3 The Cheshire east Data Quality Strategy defines the key characteristics of quality data:
- Accuracy – fit for purpose
- Validity – recorded and used in compliance with relevant requirements
- Reliability – Reflecting stable and consistent data collection processes
- Timeliness – captured quickly and available when needed
- Relevance – Relevant to its purpose
- Completeness – reflect all the information needs

The Strategy then sets out the means by which data quality will be ensured.

Ensuring Data Quality

11.4 There are seven aspects to the delivery of quality data in the Council. These are:
- Awareness – everyone recognises the need for quality data, and their contribution
- Definitions – everyone knows which performance measures are produced from the performance information they provide and how those measures (including national Indicators) are defined
- Recording – information is recorded and entered on an ongoing, timely basis to ensure information can be collated effectively
- Verification – there are verification procedures in place as close to the point of input as possible
- Systems – are fit for purpose and staff have the expertise to get the best out of them
- Output – Performance measures area extracted regularly and efficiently and communicated quickly.
- Presentation – Performance measures are presented in such a way as to give an easily understood and accurate picture of performance.

Roles and Responsibilities

11.5   A commitment to data quality across the organisation is vital and is reflected in the roles and responsibilities of management, staff and Councillors. The Data Quality Strategy identifies roles and responsibilities at a number of levels:

Officers
- Corporate Management Team: responsible for the strategic approach to data quality as set out, for example, in the Corporate Plan
- Heads of Service: have overall ownership and responsibility for data quality within their service areas
- Team managers: have day to day responsibility for ensuring data quality within their service delivery areas
- Performance team: Reviewing the Strategy and associated action plan
- Responsible Officers: take ownership of data collecting and reporting of specific National Indicators and assure standards
- Technical Officers: are responsible for producing information and applying data definitions
- All staff: who are responsible for in-putting or extracting data are responsible for quality in respect of this specific data.

Members
- Overall responsibility for data quality lies with the Portfolio holder for Performance and Capacity
- Responsibility for review of data quality with lies with Corporate Scrutiny Committee. They evaluate both ongoing data quality and the effectiveness of the Data Quality Strategy.

Partners

11.7 The Data Quality Strategy notes that important information is passed between the Council, partner organisations and other external agencies. It defines responsibilities for ensuring that partners are aware of the Council's requirements and for assuring data quality

National Indicator Audit

11.8   To help take forward the Data Quality Strategy and develop an action plan, an audit of National Indicators has been commissioned. This has reviewed the calculation of a sample of national Indicators, the data used to calculate the measures, including procedural guidance for collection of data and examination of key systems and interviews with staff. Findings from the audit are currently being analysed and will be reported to Corporate Scrutiny. The intention is to include any actions identified from the audit in a comprehensive action plan to take forward the Data Quality Strategy.

Next Steps

11.8 Data quality is of paramount importance to the Council. Corporate Scrutiny Committee is requested to agree to undertake a programme of work to challenge data quality across the Council. This is likely to include:

- An examination of roles and responsibilities for data quality and tests to determine whether role requirements are being met
- An evaluation of data quality assurance arrangements across key systems
- An assessment of officers' awareness of data requirements in their areas
- An examination of the presentation of information to identify best practice in the Council
- An assessment of the risk associated with poor data quality and actions across the Council to identify and address the risks.

12.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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Improving Services Together

Data Quality Strategy

Contents

1   Introduction: Data Quality in Cheshire East

The purpose of this Strategy is to outline how Cheshire East Council will ensure an effective and coordinated approach to data quality. Data quality is an integral part of our operational, performance management, and governance arrangements. Cheshire East Council has a responsibility to ensure that all data held across the organisation is relevant, fit for purpose, reliable, timely, accurate, and supports pertinently the processes and systems for which it is sourced and retained.

Cheshire East has an obligation to ensure that its employees have an understanding of why they collect data, how it is being measured, and what it will be used for.

All data retained electronically must be stored on relevant and secure IT systems, and subject to IT system control via regular data backups, as outlined in the Council's IT Strategy.

2   Objectives of this Strategy

Data is vital in managing and improving our Services, undertaking our day-to-day activities and maintaining accountability. Therefore, we want to maintain the highest standards of data quality, ensuring that we have the right information at the right time at the right cost. In addition, the actions we undertake to ensure data quality will also be considered as part of external audit and inspection and this will be reflected in the organisational assessment undertaken by the Audit Commission as part of Comprehensive Area Assessment (CAA).

This Strategy intends to set the guidelines for:

- Putting in place systems, policies and procedures to enable the highest possible data quality, including information that is shared between ourselves and our partners
- Ensuring that all staff, Councillors, partners and any other stakeholders understand their roles and responsibilities.

3   Definition of Data Quality

There are six key characteristics of good data quality that should be used when assessing performance data:

Characteristic	
Accuracy	Data should be sufficiently accurate for its intended purposes ('fit for purpose') and should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. Appropriate quality checks must be in place to ensure consistent data accuracy, which may be subject to verification via internal and external audit processes.
Validity	Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations.
Reliability	Data should reflect stable and consistent data collection processes across collection points and over time.

Timeliness	Data should be captured as quickly as possible after the event or activity and must be available to support information needs and influence decision-making.
Relevance	Data captured should be relevant to the purposes for which it is used, and will require periodic review to ensure that changing requirements are both considered and acted upon.
Completeness	Data requirements should be clearly specified based on the information needs of the organisation and data collection processes matched to these requirements.

4   The National Indicator Set

The new national indicator set, introduced in April 2008, means that the Government and their inspectorates will now base their activity on constantly updated data. Therefore, it is more important than ever to improve the quality of data at the point of collection and entry, to ensure it is fit for purpose throughout the year.

This also means that it is vital to develop data quality systems and processes in partnership with those organisations that contribute to the National Indicator Set. The arrangements for data quality will therefore also be set out in our Local Area Agreement.

5   Structure of this Strategy

Listed below are seven key aspects of ensuring data quality. This Strategy will address each of these in turn.

- **Awareness** – everyone recognises the need for good data quality and how they can contribute
- **Definitions** – everyone knows which Performance Indicators are produced from the performance information they provide and how those indicators are defined
- **Recording** – information is recorded and entered on an ongoing, timely basis to ensure information can be collated effectively
- **Verification** – there are verification procedures in place as close to the point of input as possible
- **Systems** – are fit for purpose and staff have the expertise to get the best out of them
- **Output** – Performance Indicators are extracted regularly, efficiently and communicated quickly
- **Presentation** – Performance indicators are presented in such a way as to give an easily understood and accurate picture of performance.

5.1   Awareness

Data quality is the responsibility of every member of staff entering, extracting or analysing data from any of the Council's performance information systems and every relevant officer should be aware of his or her responsibilities. The commitment to data quality will be communicated clearly throughout the Council to reinforce this message. It is important, therefore, for key Council Plans and Strategies to include reference to data quality and a clear indication of its importance.

Contravention of the Council's Data Quality Strategy considered to be wilful or deliberate "neglect of duty or behaviour liable to bring the Council into disrepute" may be subject to disciplinary review under the definition outlined in the Cheshire East Disciplinary Policy.

Each performance indicator will be allocated a 'responsible officer' – a named Council officer who has internal responsibility for ensuring consistency in the application of definitions and data collection systems. Where responsibility for an indicator clearly lies with a partner organisation, the responsible officer will liaise with that organisation to ensure that data is available as and when required.

5.2   Definitions

All officers who are involved in entering, calculating, monitoring and reporting performance indicators should have an awareness of how they contribute to managing performance effectively. This, as a minimum, should be knowledge of the performance indicator, what it is used for, what it is measuring and whether there are important technical guidelines that need to be taken into account.

It is important that data is recorded consistently, allowing for comparison over time, and national benchmarking. If local performance indicators or proxy measures are used, clear definitions must be set.

5.3   Recording

There must be adequate controls over the input and recording of performance data to ensure that this is consistently accurate.   The aim should be 100% accuracy 100% of the time.   Officers will have clear guidelines and procedures for using systems and will be adequately trained to ensure that information is being entered consistently and correctly. Data quality will be a key component of performance management training, available to all key officers and Members.

Information should be recorded on time as required. In particular, performance information should be recorded in-line with the Council's quarterly performance management cycle.

5.4   Verification

Data requirements should be designed along the principle of 'getting it right first time' in order to avoid unnecessary time spent on verifying data. Yet, there may still be the need for verification processes and where this is needed it should exist closest to the point of data input.

Within the National Indicator Set, a significant amount of data and performance information is supplied from external sources. Where possible, we will work alongside our partners to decide what data should be collected and what standards should be applied.

When entering into contracts with service providers it is essential that, wherever relevant, there is a requirement to provide timely and accurate performance information, and that we are clear with the contractor about their responsibilities for data quality.

5.5   Systems

Arrangements for collecting and recording data, and reporting it as performance information, will be integrated as far as possible into the wider business planning and performance management processes. Therefore, responsibility for maintaining a robust control environment for information systems lies centrally and will be developed as part of the Council's performance management and information management arrangements.

5.6   Output

Best use can be made of performance data if it is produced and communicated on a

timetable that allows for management action.

Performance indicators, particularly those that can be measured in-year, will be reported and monitored through the quarterly performance monitoring and reporting process. This process also links the performance against indicators to the priorities set out in the Council's Corporate Plan and the actions set out in Service Plans.

It is important that performance information is subject to scrutiny and challenge, where appropriate, before being passed up the line for management action. This can be undertaken in a number of ways, including performance review meetings, scrutiny reviews and other officer and Member performance groups.

5.7   Presentation

Presenting information in an appropriate manner leads to better, more informed decision-making and, ultimately, improved performance.

When information is presented it should be in a clear, concise format that highlights key information for Members and officers to view. Where appropriate, background evidence may be necessary if called upon.

Importantly, consideration should be given to the audience, whether internal or external, as data can often be used in a variety of ways to suit a variety of purposes. Therefore, what is suitable for one set of stakeholders may not be understood or be useful for others.

It is also important to provide comparative figures for prior periods and/or comparable organisations or groups.

6   Roles and Responsibilities

6.1   Officers

If organisations are to achieve consistently high standards of data quality to underpin their performance information, clear leadership from the top of the organisation is essential, together with a comprehensive management and accountability framework.

In addition, responsibility for data quality will be reflected in job descriptions, where appropriate, as well as the appraisal process.

Corporate Management Team is responsible for the strategic approach for data quality, as set out in key Council documentation, for example the Corporate Plan.

Heads of Service have overall ownership and responsibility for data quality within their service areas and will ensure that:
- Managerial reviews of data quality are undertaken
- Targets and achievements are communicated appropriately
- Commitment to data quality is stated clearly in job descriptions for all relevant roles
- Staff recognise data quality responsibilities as integral to their role

Team Managers have day to day responsibility for ensuring data quality within their service delivery area, and that:
- New members of staff receive appropriate training and instruction to ensure an awareness of how and why data is collected
- Staff have access to this Strategy and other relevant Policies and procedures
- Indicator calculations are correct, timely, evidenced and complete, and reviewed regularly for relevance

Planning & Performance Team has responsibility for:

- Reviewing this Strategy and Action Plan
- Submitting any indicator information to the Audit Commission that is not held on the hub or by partners
- Reviewing and retaining the corporately held list of all indicator responsible officers
- Advising Directorates and Services of new and amended performance indicators so that data quality processes can be set up/amended
- Checking and following-up data returns and ensure that appropriate explanations are provided for performance exceptions
- Maintaining links to national performance indicator guidance and disseminate information as appropriate
- Developing the performance management framework and systems to incorporate data quality functionality
- Coordinating cross-directorate performance peers group
- Working with colleagues to ensure that data is used to establish or maintain timely, accurate and relevant performance measures with appropriate approaches to target setting.

Responsible Officers will be identified to take ownership of data collecting and reporting of specific national and local indicators. It is important that this role is seen as a core part of their job and not an 'add on'. Each responsible officer should ensure that:

- The procedures needed to produce the information to the required standard are documented
- They have sufficient ability to allocate resources, programmes and people to help achieve the objectives
- Where appropriate, they work with the corporate performance management team to ensure that systems are fit for purpose
- Quarterly reports will be produced on each indicator.

Technical Officers will be identified to support the process of data collecting and reporting of specific national and local indicators. It is important that each technical officer is able to support – and deputise in the absence of the responsible officer – in producing indicator information. Each technical officer should ensure that:

- They have detailed knowledge of the indicator definition and the systems/processes which are used to produce this indicator
- They are responsible for producing the performance information/indicator in a timely way
- They can answer detailed questions regarding the calculation of the indicator, interrogation of related systems, and data quality
- They keep appropriate records of systems and procedures and any quality issues.

All staff inputting or extracting data have responsibility for:

- Understanding how – and why – data is being collected, and how it will be used
- Getting it right first time
- Their own knowledge of relevant definitions and available guidance
- Up-to-date record keeping
- Providing updated information to the performance management team in line with the performance management timetable and reporting against any specific action plans in under-performing areas.

6.2   Councillors

The Portfolio holder for Performance and Capacity has overall Member responsibility for

data quality.

Working together with officers, Members will have responsibility for quarterly performance reports.

Members have an important scrutiny role in assessing the performance of the authority and, therefore, the quality of this data should be subject to Member-driven review as part of this role. This will help to ensure further consistency and accountability.

6.3   Partners

Important information is passed between the Council, partner organisations and other external agencies. Where performance information is provided directly to the Council by external agencies our intention is to work together, wherever possible, to provide assurance. It is the responsibility of each Service within the Council for making partner organisations aware of our policy objectives and expectations. Any doubts about performance data quality should be addressed.

Responsibility for data verification lies within the Service receiving or sending information to and from our partners.

It is also important in developing cross-organisational agreements, frameworks, plans and strategies that consideration is given to performance data and the accuracy of it (for example our Local Area Agreement). The key aspects of data quality, as described in section 3, should be applied

7   Training and development

Key contacts for submitting performance information to the Council's performance management team will be trained, as appropriate, to ensure that appropriate information is submitted in a timely and efficient manner. This may also apply to partners and any training should cover new requirements as and when they arise.

Service and Team Managers should develop their own competency in managing performance information and to understand how the use of indicators can help them in their jobs.

8   Data Quality Action Plan

Implementation of the Data Quality Strategy is through the actions listed in the Action Plan.

This Data Quality Strategy will be reviewed in 12 months.

CHESHIRE EAST COUNCIL
REPORT TO: Corporate Scrutiny Committee

Date of Meeting: 19th April 2010
Report of: Juliet Blackburn
Subject/Title: Cheshire East Sustainable Community Strategy

1.0   Report Summary

1.1   To provide a progress report on the development of the Sustainable Community Strategy, and seek feedback on the emerging priorities.

2.0   Recommendations

2.1   To comment on the approach to developing the Sustainable Community Strategy and to identify key issues for inclusion in the Strategy.

3.0   Reasons for Recommendations

3.1   To inform members of the approach being used to develop the Sustainable Community Strategy and to provide the opportunity to raise key issues to be included.

4.0   Wards Affected

4.1   All

5.0   Local Ward Members

5.1   All

6.0   Policy Implications

6.1   The Sustainable Community Strategy provides the framework for all policy development within Cheshire East. It is important that the priorities and ambition set out in the Strategy are translated into delivery through partner agencies business plans and issue based plans.

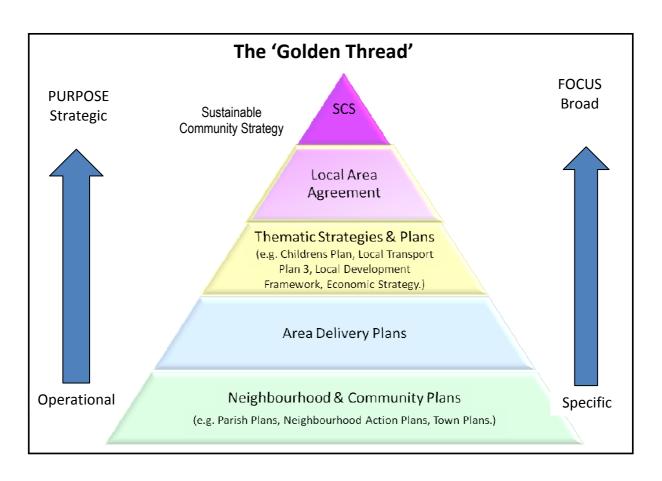## 7.0   Financial Implications for Transition Costs

7.1   None

8.0   Financial Implications 2010/11 and beyond

8.1   There are likely to be financial implications from delivering the Strategy

9.0   Legal Implications

9.1 None.

10.0 Risk Management

10.1 None

11.0 Background and Options

11.1 The Cheshire East Local Strategic Partnership (LSP) is currently preparing a Community Strategy for Cheshire East. This will set out the vision for Cheshire East to 2025 and our priority actions as a partnership for the next 2-3 years.

11.2 The purpose of a Community Strategy is to set the overall strategic direction and long term vision for the economic, social and environmental well-being of a local area – typically 10–20 years – in a way that contributes to sustainable development. It tells the 'story of the place' backed by clear evidence and analysis. The Community Strategy should contain the following key elements:

- the long term vision based firmly on local needs – this will be underpinned by a shared evidence base informed by community aspirations
- key priorities for the local area, based upon this vision which may realistically be achieved in the medium term

11.3 The diagram below identifies the "golden thread" linking the Community Strategy through other thematic and area based planning within Cheshire East.

The 'Golden Thread'

PURPOSE
Strategic

FOCUS
Broad

Sustainable
Community Strategy

SCS

Local Area Agreement

Thematic Strategies & Plans
(e.g. Childrens Plan, Local Transport Plan 3, Local Development Framework, Economic Strategy.)

Area Delivery Plans

Operational

Neighbourhood & Community Plans
(e.g. Parish Plans, Neighbourhood Action Plans, Town Plans.)

Specific

11.4 Preparation of the strategy began at the first LSP Assembly in October 2009, and it is intended to complete the strategy in June 2010 to be taken to Council in July 2010. A series of events and an on-line consultation are being used to enable service providers, businesses, town and parish councils, community and voluntary groups, and members of the public to shape the strategy. These are summarised in the table below:

23 October 2009	**Local Strategic Partnership (LSP) Assembly**	*160 representatives from service providers, town and parish councils, business representatives and voluntary organisations gathered to consider Cheshire East's future*
17 February 2010	**LSP Executive Board Away Day**	*Partners considered the vision and priorities for Cheshire East*
23 February to 4 March 2010	**5 local consultation events** in - Knutsford and Wilmslow (23 February) - Macclesfield and Poynton (24 February) - Nantwich (25 February) - Crewe (2 March) - Congleton (4 Mar)	*The consultation events allowed people to explore openly the significant challenges and opportunities facing their local communities and to agree priority areas for action*
17 March 2010	**Town and Parish Councils Conference**	*Members of Town and Parish Councils met to consider and refine the emerging strategy for Cheshire East*
26 March 2010	**Local Strategic Partnership (LSP) Assembly**	*The LSP Assembly discussed and refined the strategy for Cheshire East*
April 2010	**Draft strategy is published for Further consultation**	
June 2010	**Strategy complete and taken to Council in July**	

11.5 The process of developing our new Community Strategy has 3 core elements:

1. Cheshire East in 2010 - what are our defining characteristics and what are the key issues we are facing?

2. Cheshire east in 2025 – where do we want to be and what is our vision?

3. Cheshire East next steps - what are the "must-do" actions for the next 2-3 years to ensure we achieve our vision?

11.6 A discussion document was produced to help partners consider these 3 elements in turn, and was available on the Council's website. Individuals and organisations were asked to respond to the questions posed throughout the document by Friday 19th March. This information was used to inform the LSP

Assembly event on 26th March to which all partners were invited, and where the vision and priorities were to be discussed and refined.

11.7 The Assembly was attended by over 130 people who were a good mix of partner organisations, elected Members, officers and town & parish councils. To help inform the discussion, a document was produced which is summarised at the appendix. Whilst the detailed feedback is still being analysed, a number of key issues were raised during the discussion as follows:

Likes
- Ambitious
- Emphasises the power of localism
- Includes increasing service delivery by town & parish councils
- Demonstrates that people have been listened to
- Broad coverage of the issues in Cheshire East
- Balance of priorities feels about right
- Emphasis on young people
- Includes 'stronger' communities

Dislikes
- Needs a snappy, distinctive vision
- No mention of culture (just heritage)
- Needs more emphasis on rural community, particularly farming
- 'Plan for future generations' is too woolly
- Inequalities should be a priority – not just health inequalities
- Need a clear definition on what sustainability means for Cheshire East
- Should be 'leading' on addressing climate change not 'planning'
- Needs more emphasis on inter-generational work
- Must strike a balance between ambition and delivery

Following this event, a draft Community Strategy is now being produced and will be available for further consultation during April and May.

12.0 Overview of Year One and Term One Issues

12.1 None

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Juliet Blackburn
Designation: Chief Executives and Partnerships Business Manager
Tel No: 01270 686 020
Email: Juliet.blackburn@cheshireeast.gov.uk

Sustainable Community Strategy Summary

Our vision for 2025
- what **we want for the people and places of Cheshire East**

- People feel involved in local decisions
- People fulfil their potential
- People live independent, active and healthy lives
- Public services are easily accessible
- Cheshire East is well connected – without the buts
- All our towns are thriving
- The area is cleaner, safer and more beautiful than ever
- We have a stronger, sustainable economy
- We have less impact on the environment

Priorities for action
- how **we will create our vision for Cheshire East**

1. **Nurture strong communities**
   - Give a strong local voice to people
   - Support the community to support itself
   - Devolve service delivery to the local level
   - Improve community safety

2. **Create conditions for business growth**
   - Make the most of emerging growth opportunities
   - Be a world leader in broadband implementation
   - Make the most of our heritage assets
   - Create a climate attractive to business

3. **Unlock the potential of our market towns**
   - deliver unique plans for our unique towns
   - regenerate Crewe
   - revitalise Macclesfield

4. **invest in our young people**
   - improve support and facilities for young people
   - give young people a voice
   - improve the health of children

5. **plan for the needs of future generations**
   - plan for affordable and appropriate housing
   - plan for climate change
   - plan for improved transport connections
   - plan to protect our heritage and countryside

6. **prepare for an increasingly older population**
   - provide care and support for those who need it
   - help people stay fit and active for longer

7. **drive out the sources of poor health**
   - tackle health inequalities
   - reduce alcohol misuse

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Agenda Item 7

CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY COMMITTEE

_____

Date of Meeting: 19 April 2010
Report of: Borough Solicitor
Subject/Title: Budget Consultation Group

_____

1.0   Report Summary

1.1   To consider appointments to the re-convened Budget Consultation Group.

2.0   Recommendations

2.1   That the Budget Consultation group, approved by this Committee on 15 March 2010 to oversee the budget setting and consultation processes for 2011/12 and beyond, consisting of 8 Members, be appointed, on the following basis :

- Chairman of each Overview and Scrutiny Committee (Con)(5)
- Vice Chairman of Corporate Scrutiny (LD)(1)
- Lab(1)
- Ind(1)

3.0   Wards Affected

3.1   All

4.0   Local Ward Members

4.1   Not applicable.

5.0   Policy Implications including - Climate change
                                                              - Health
5.1   Not known at this stage.

6.0   Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

6.1   None identified at the moment.

7.0   Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

7.1   Not known at this stage.

8.0   Legal Implications (Authorised by the Borough Solicitor)

8.1   None.

9.0   Risk Management

9.1   There are no identifiable risks.

10.0   Background and Options

10.1   This Committee has reiterated its commitment to continuing preparations for the 2011/2012 Budget Consultation process and to begin in April of this year. The aim of Committee is to have in place a robust timetable early in the new civic year, to ensure O&S committee involvement in the budget setting at the very start of the process and to ensure a continuing involvement throughout the new financial year. The Committee at its last meeting agreed to re-convene the Budget Consultation group appointed to oversee the Budget consultation process for 2010/11.

10.2   The first task of the group will be to agree terms of reference and a timetable of key budget milestones for the whole of the 2010/2011 financial year.

11.0   *Access to Information*

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Nedderman
Designation: Senior Scrutiny Officer
Tel No: 01270 529640
 Email: mark.nedderman@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

REPORT TO: Corporate Scrutiny Committee

_____

Date of Meeting: 19 April 2010
Report of: Democratic Services Manager
Subject/Title: Statutory Scrutiny Officer

_____

1.0 Report Summary

1.1 To consider the appointment of the Authority's Statutory Scrutiny Officer

2.0 Recommendations

2.1.1 That the Governance and Constitution Committee be informed that this Committee supports the appointment of the Democratic Services Manager as the Statutory Scrutiny Officer.

3.0 Reasons for Recommendations

3.1 In accordance with Section 31 of the Local Democracy, Economic Development and Construction Act 2009, the Council has a statutory duty to designate one of its officers as the Councils Statutory Scrutiny Officer.

4.0 Wards Affected

4.1 None

5.0 Local Ward Members

5.1 None

6.0 Policy Implications

6.1 The constitution will require amending to reflect the appointment of the Councils Statutory Scrutiny Officer.

7.0 Financial Implications for Transition Costs

7.1 None

8.0 Financial Implications 2010/2011 and beyond

8.1 None

9.0 Legal Implications

9.1 There is a statutory requirement for all local authorities in England, except district councils, to designate an officer as the authority's Scrutiny Officer

10.0 Risk Management

10.1 None

11.0 Background and Options

11.1 Section 31 of the Local Democracy, Economic Development and Construction Act 2009 states that all authorities in England are to designate a Scrutiny Officer, with the exception of district councils in two tier areas. The functions of this role are to:

- Promote the role of the authority's Overview and Scrutiny Committee or Committees.
- Support the authority's Overview and Scrutiny Committee or Committees and the Members of those committees'
- Provide support and guidance to:
    1. Members of the authority
    2. Members of the executive of the authority, and
    3. Officers of the authority

    In relation to the functions of the authority's Overview and Scrutiny Committee or Committees

11.2 An officer designated by a local authority under this section is to be known as the authority's 'Scrutiny Officer'.

11.3 A local authority may not designate any of the following under this section:
- The head of the authority's paid service designated under section 4 of the Local Government and Housing Act 1989;
- The authority's Monitoring Officer designated under section 5 of that Act;
- The authority's Chief Finance Officer, within the meaning of that section.

11.4 The appointment of an officer to this post will be made by Council following a recommendation by Governance and Constitution Committee. This Committee is being asked to make a recommendation to Governance and Constitution Committee.

12.0 Overview of Year One and Term One Issues

12.1 None

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Nedderman
Designation: Senior Scrutiny Officer
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 Email: mark.nedderman@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY COMMITTEE

_____

Date of Meeting: 15 March 2010
Report of: Borough Solicitor
Subject/Title: Strengthening the Overview and Scrutiny Function

_____

1.0   Report Summary

To update on the work carried out by Overview and Scrutiny so far and to establish a framework to strengthen the overview and scrutiny function during 2010/11.

2.0   Recommendations

2.1   That the Committee approve the recommended approach and timetable for approving Overview and Scrutiny Work programmes in 2010/2011 and to make any initial suggestions on potential work programme items for 2010/2011

3.0   Reasons for Recommendations

3.1   It is good practice to agree a Work Programme to enable effective management of the Committee's business.

4.0   Wards Affected

4.1   All

5.0   Local Ward Members

5.1   Not applicable.

6.0   Policy Implications including - Climate change
                                    - Health
6.1   Not known at this stage.

7.0   Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1   None identified at the moment.

8.0   Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1   Not known at this stage.

9.0   Legal Implications (Authorised by the Borough Solicitor)

9.1   None.

10.0   Risk Management

10.1   There are no identifiable risks.

11.0   Background and Options

11.1   Since vesting day the Cabinet and CMT has focused on ensuring that critical services are delivered to some of the most vulnerable members of our communities. This has been especially demanding for Cabinet Members and Chief Officers who have had tremendous challenges facing them. As such, to embark on a rigorous and challenging Overview and Scrutiny Work Programme for 2009/10 would have added little significant value to the Council. In recognition of these unique circumstances the Overview and Scrutiny Committees have undertaken a light touch approach to their work. They have focused on developing effective working relationships and understanding the emerging issues for the Council and its Partners. This is helping to provide clarity about the role of Overview and Scrutiny at Cheshire East that was absent at the time of vesting day. This paper sets out the progress made by each of the Overview and Scrutiny Committees, other achievements to date and makes proposals on developing a rigorous and challenging Overview and Scrutiny Work Programme for 2010/11.

12.0   The Overview and Scrutiny Work Programme 2009/10

12.1   Attached at Appendix 1 is a summary of the different matters which each Committee has been involved in that form the basis of the Overview and Scrutiny Work Programme 2009/10. Each matter has been linked to a corporate objective. For 2010/11 this should be expanded to include LAA priorities and relevant BVPIs etc*.*

12.2   A number of other activities have been taking place to develop the Overview and Scrutiny function and these include

- Establishing a Scrutiny Chairmen's Group that co-ordinates the work of the Committees and champions the Overview and Scrutiny Function
- Training and development sessions have been held and further session on scoping and questioning techniques will be run by North West Employers in March 2010.
- Effective Health Scrutiny is taking place
- A successful joint bid to the Centre for Public Scrutiny to become a Scrutiny Development Areas to help develop the role of overview and scrutiny in tackling health inequalities.

- Three call ins of a Cabinet Decisions
- Strong focus on implications of CAA
- Strong relationship with colleagues from Performance Management
- Extensive research on the Local Strategic Partnership and the LAA
- Development of a Protocol between the Sustainable Communities Scrutiny Committee and the Safer Cheshire East Partnership to provide a framework for that scrutiny to take place in accordance with Part 3 of the Police and Justice Act 2006
- Leading role in the Budget consultation for 2011/2012 through the establishment of a Budget Consultation group. This group will begin work in April 2010 to prepare for the 2011/2012 Budget

13. Strengthening the Overview and Scrutiny Function

Since vesting day Overview and Scrutiny has largely sat outside of the business planning cycle of the Council. If Overview and Scrutiny is to add value to the work of the Council, it needs to ensure that the majority of its work programme compliments the work of CMT and Cabinet. Therefore it is proposed that the 2010/11 work programme is drawn up in consultation with CMT and Cabinet and as such becomes part of the business planning cycle of the Council. However, it must also be stressed that in order for Overview and Scrutiny Committees to function effectively, CMT must acknowledge that the role of O&S is not to be restricted to acting as a sounding board for consultations, and therefore ensure that opportunities are given to O&S committees to undertake pre-scrutiny work on policy development. This role should also be reflected in the work programmes of the respective Committees. Set out below is a suggested time table and activity to achieve this:-

Date	Activity
March 2010	Overview and Scrutiny Committees considers potential items for Work Programme for 2010/11
March 2010	CMT considers potential items for Work Programme for 2010/11
March 2010	Cabinet Briefing considers potential items for Work Programme for 2010/11
April 2010	Overview and Scrutiny Committees consider draft Annual Report
April 2010	Annual Scrutiny Review involving CMT Cabinet and Overview and Scrutiny to look at lessons learned from 2009/10 and consider emerging Programme for 2010/11
May/June 2010	Annual Scrutiny Review outcomes considered by Overview and Scrutiny Chairmen and draft Programme for 2010/11 agreed and referred to CMT for information. This will include identifying clear links with corporate objectives and LAA priorities.

| June 2010 | Overview and Scrutiny Committees receive Work Programme and begin planning its delivery |
| July 2010 | Council Receives Annual Scrutiny Report |

Consideration should also be given to the Scrutiny Chairmen presenting a joint report to Council meeting every 6 months on the specific work of Overview and Scrutiny and to use this as an opportunity to promote Overview and Scrutiny activities generally.

14.0 *Access to Information*

The background papers relating to this report can be inspected by contacting the report writer:

Name: Paul Jones/Mark Nedderman
Designation: Democratic Services Team Manager/Senior Scrutiny Officer
Tel No   01270 686459
 Email: mark.nedderman@cheshireeast.gov.uk

FORWARD PLAN 1 APRIL 2010 - 31 JULY 2010

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid April and will then contain all key decisions expected to be taken between 1 May and 31 August 2010. Key decisions are defined in the Councils Constitution.

Reports relevant to key decisions, and any listed background documents may be viewed at any of the Councils Offices/Information Centres 6 days before the decision is to be made. Copies of, or extracts from these documents may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team
Cheshire East Council ,
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686463

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, Council Information Centres and Council Offices.

The law and the Council's Constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made
CE09/10-29 Council Blueprint for Transformation	To approve the blueprint for transformation for Cheshire East, and a high level implementation plan.	Cabinet	Before 30 Jun 2010	With Management Teams, Members, and external partners including the PCT and local strategic partners.	Paul Bradshaw, Head of HR and Organisational Development
CE09/10-37 Review of Children's Homes Provision	To decide how children's homes placements will be provided to ensure good outcomes for cared for children in Cheshire East.	Cabinet	Before 31 May 2010	Children and Families Scrutiny Committee and the Children in Care Council.	John Weeks, Strategic Director People
CE09/10-38 Waste Treatment PFI Contract: Affordability Ceiling	To approve an affordability ceiling for the Waste Treatment PFI Contract.	Cabinet	Before 31 Jul 2010	With the Monitoring Officer and the Section 151 Finance Officer.	John Nicholson, Strategic Director Places

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made
CE09/10-39 Review of Adults Social Care Provider Services in Cheshire	To agree to explore the options available to the Council and its partners to reshape and refocus existing provision of Adults Social Care which can better respond to current and future demand and provide better value for money.	Cabinet	Before 31 May 2010	Consultation to include affected users and carers, residents, local involvement networks, the PCT, staff, the voluntary sector.	John Weeks, Strategic Director People
CE09/10-40 Leisure Services Strategy	To agree a framework for developing leisure services within Cheshire East.	Cabinet	Before 31 Jul 2010	Leisure Services Cabinet Sub Committee; wide consultation including with the public and user groups will follow as part of a major needs assessment.	John Weeks, Strategic Director People

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