

Corporate Overview and Scrutiny Committee

Agenda

Date:	Tuesday, 1st August, 2017
Time:	2.00 pm
Venue:	Council Chamber, Municipal Buildings, Earle Street, Crewe CW1 2BJ

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. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 15 June 2017.

3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

4. **Declaration of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

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

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

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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.

6. **Communications Peer Review** (Pages 7 - 14)

To consider a report of the Acting Chief Executive.

7. **Best4Business** (Pages 15 - 30)

To consider a report of the Joint Working Group.

8. **Committee Remits**

To review the allocation of duties relating to Communities as contained within the Finance and Communities Portfolio to the most relevant Overview and Scrutiny.(report to follow)

9. **Work Programme Progress Report** (Pages 31 - 38)

To review the work programme.

10. **Forward Plan** (Pages 39 - 48)

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

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Overview and Scrutiny Committee** held on Thursday, 15th June, 2017 at Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor M Simon (Chairman)
Councillor M Grant (Vice-Chairman)

Councillors Rhoda Bailey, S Corcoran, B Dooley, Nicholas, J Saunders, H Wells-Bradshaw and B Burkhill

Apologies

Councillors S Pochin, L Smetham and B Walmsley

1 APOLOGIES FOR ABSENCE**2 ALSO PRESENT**

Councillor Paul Findlow -Corporate Policy and Legal Services Portfolio Holder
Councillor Peter Groves - Democratic and Public Engagement, Assurance and ICT Portfolio Holder

Jan Willis – Section 151 Officer
Peter Bates – Chief Operating Officer
Linda Couchman - Interim Director of Adult Social Care and Health
Sean Hannaby - Director of Planning & Sustainable Development
Alex Thompson - Head of Finance & Performance

3 MINUTES OF PREVIOUS MEETING

RESOLVED - That the minutes of the meeting held on 6 April 2017 be confirmed as a correct record and signed by the Chairman.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 DECLARATION OF PARTY WHIP

There were no declarations of the existence of a party whip.

6 PUBLIC SPEAKING TIME/OPEN SESSION

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

7 2016/17 FINANCIAL OUTTURN AND REVIEW OF PERFORMANCE

The Committee considered a report of the Director of Finance and Procurement which outlined how the Council managed resources to provide value for money services during the 2016/17 Financial Year. The report included narrative from the Council's Draft Group Accounts, to highlight financial performance within the year, as well as associated annexes to show how the Council had achieved against outcomes contained within the Corporate Plan.

Members then questioned the Chief Officers and Portfolio holders who were present at the meeting on the contents of the report.

RESOLVED - That the report be received and noted.

8 DIGITAL CUSTOMER SERVICES

Paul Bayley Customer Services Manager gave a presentation on the Digital Customer Services Programme which had begun in 2014 with the development of a high level business case for Digital Customer Services, working in partnership with Price Waterhouse Cooper (PWC)

In 2016, PWC and the Council came to a mutually agreed decision to end the partnership, although some of the functions and features that had been designed in the partnership were to continue.

Paul explained that the Council had already introduced new arrangements for blue badge applicants which had produced benefits by simplifying the process for residents, increasing automation, reducing administrative tasks in the back office, and helping Customer Services to process applications and enquiries more efficiently

The next stage in the process to improve digital services would be to accelerate the pace and scale of transformation across many more services.

RESOLVED – That the presentation be received and noted.

9 BEST4BUSINESS ORACLE REPLACEMENT.

Dominic Oakeshott Head of Professional Services gave a presentation on the Corporate Scrutiny HR and Finance System Replacement

Currently the Council used the Oracle e-business suite for HR and Finance which was shared with Cheshire West and Chester
Oracle was originally implemented by Cheshire County Council in 2002, and was last upgraded in 2014.

Over the years, the system had been heavily customised and upgraded several times. Running costs were considered to be high, but had reduced under the new ICT Shared Service.

Soft market testing had been carried out to replace the Oracle system and a plan to implement a new system by 1 September 2018 had been proposed which would require the de-commissioning of Oracle by March 2019

It was suggested that there was benefit in having a joint discussion with colleagues in Cheshire West and Chester prior to formal decisions being taken by the respective authority Cabinet on the 11 July (Cheshire East) and 12 July (Cheshire West and Chester).

RESOLVED –

(a) That the presentation be received;

(b) That the Scrutiny manager be requested to seek 3 volunteers on a 2(Con) 1 (Lab) basis to represent the committee at a joint meeting with Cheshire West and Chester on a date to be determined but before the 11 July, to formulate this committee's formal response to the proposal relating to Best4Business.

10 **WORK PROGRAMME PROGRESS REPORT**

The committee reviewed its work programme.

RESOLVED That consideration be given to holding an additional meeting in July to consider the Cheshire East Communications Peer Review

11 **FORWARD PLAN**

RESOLVED – That the forward plan be received and noted.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor M Simon (Chairman)

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Cheshire East Council

Report to Corporate Overview and Scrutiny Committee

Date of Meeting:	1 August 2017
Report of:	Kath O'Dwyer
Subject/Title:	Cheshire East Council Communications Peer Review
Portfolio Holder:	Cllr Peter Groves

1. Report Summary

- 1.1. This report considers the Local Government Association Peer Review of Communications, undertaken in September 2016, the recommendations of that review and progress against those recommendations.

2. Recommendation

- 2.1. That the Committee be invited to consider the recommendations contained in the report and comment/make observations as it considers appropriate;
- 2.2. That the Committee be invited to comment on the progress made against the recommendations contained in the report;
- 2.3. That the Committee be invited to monitor the progress of work relating to the Action Plan as appropriate.

3. Other Options Considered

- 3.1. N/A

4. Reasons for Recommendation

- 4.1. The Communications Peer Review was commissioned by Mike Suarez, Chief Executive. The review was undertaken 27 – 29 September 2016.
- 4.2. The review team was asked to look at the structure and ways of working of the communications team (and other communications resources across the council) to see if these were 'fit for purpose' and that appropriate strategies were in place and aligned to council priorities; that members felt well supported and informed; that internal communications were effective; and that the reputation of the council was well managed.

- 4.3. The review team discussed Cheshire East Council's communications function with a range of key people from across the council and its partners and reviewed key documentation provided in advance of the review. People interviewed by the team included:
- Leading members from the administration and opposition groups and non-executive councillors from across CEC
 - Senior officers of CEC
 - Staff responsible for external communications, internal communications and consultation from the corporate Communications Team and across CEC.
 - Managers from the Corporate, People and Place Directorates and also staff from the council's alternative service delivery vehicles (ASDVs – wholly owned companies delivering services on behalf of the council) with responsibility for communications
 - Managers and staff from specialist support services such as HR / Organisational Development; customer services; web and digital
 - A front line staff focus group
 - Representatives of the local media
 - Representatives from some key partner agencies in Cheshire East
 - Local residents (a focus group of Citizen's Panel members).
- 4.4. The review team made a number of recommendations and shared these in summary with senior officers and members shortly after the completion of the review.
- 4.5. A full report was shared in the weeks after the review and has subsequently been published.
- 4.6. A project team was formed to ensure that the Council has internal and external communications functions that are fully aligned with the Council's strategy and priorities moving forwards and will deliver effective communications in the most cost-efficient and timely manner possible. Work within the project plan is informed by the peer review and directly addresses many of the specific recommendations.
- 4.7. A high level project plan, showing key products / outputs, is shown overleaf:

LGA Peer review recommendation	Products / actions	Status	Completion date
Strategic priorities			
7.1a) Undertake a fundamental review of communications and engagement across CEC, including ASDVs – this should give the council a full understanding of the scope of communications activity across the organisation and the different methods and resources currently employed.	A comprehensive survey of Heads of Service, Directors and representatives from ASDVs was designed and undertaken November 2016 - January 2017 to establish resources, priorities and activities.	Complete – findings used to inform Connected Communications – Corporate Communications Strategy 2017/18	Jan 2017
	A financial review of communications spending was commissioned and undertaken by finance colleagues	Complete - findings used to inform Connected Communications – Corporate Communications Strategy 2017/18	Jan 2017
	A review of communications commissioning was undertaken.	Complete - findings used to inform Connected Communications – Corporate Communications Strategy 2017/18	Jan 2017
7.1b) Undertake a full restructure of communications, bringing together in one place the functions that are essential to effective internal and external communications – this should provide the opportunity for a more coherent approach to communications, development of increased expertise and resilience and, allied to a full understanding of resources currently deployed, (a) above, lead to a more efficient use of resources.		On hold – recommendations and actions are being addressed within existing structures and job descriptions.	N/A
7.1c) As part of the re-structure, designate a senior officer to bring together all functions including communications, research and digital – this may be necessary to provide the capacity for strategic leadership across all the communications related functions. It may be possible to fund such an enhanced post through savings achieved in drawing together communications resources centrally.		On hold	N/A
7.1d) Develop a clearer narrative about what CEC wants to achieve for Cheshire East, which is understood and owned by the political and managerial leadership – a ‘top team’ workshop (with some external facilitation if necessary) may be helpful to produce this.	Facilitated workshop undertaken, December 2016	Complete	Dec 2016
	Corporate plan 2017/20	Complete	Feb 2017
7.1e) Ensure focus on the real drivers of a council’s reputation – i.e. delivery of consistently good services, and providing information about these, promoting the best interests of the area and avoiding being distracted by short term issues such as Twitter storms.	Connected Communications – Corporate Communications Strategy 2017/18	Complete	Jun 2017
7.1f) Undertake a review of corporate branding to ensure consistency, owned and enforced by the leadership of the organisation – to include ASDVs when delivering services on behalf of CEC. External expertise / resources may be required in undertaking this review.	Comprehensive branding review undertaken	Complete – will inform brand strategy and protocol	Feb 2017
	Visual Identity guide refresh	Ongoing	Jul 2017
	Brand Strategy and protocol – with specific focus on ASDV branding	Ongoing	Jul 2017
7.1g) Commission a communications survey to find out how residents receive their information and how well informed they are about council services – it is strongly recommended that the Citizen’s Panel is not used for this audience survey, as its members are already more aware of and engaged with the council than is the norm. Satisfaction with the council has improved to 58 per cent in 2016, but is still below the national average – which given that council services generally perform well may be explained by a lack of information about them.	Survey of residents commissioned of CEC Business Intelligence team. Survey is live ‘in the field’ now.	Ongoing – will inform future iterations of communications strategy	Aug 2017

LGA Peer review recommendation	Products / actions	Status	Completion date
7.1h) Review of communications channels – what are the most effective ways of reaching residents in Cheshire East? – this should be linked to the findings of (f) above. The team believe that there may be a lack of basic communications channels to residents.	A comprehensive survey of Heads of Service, Directors and representatives from ASDVs was designed and undertaken November 2016 - January 2017 to establish resources, priorities and activities.	Complete – findings used to inform Connected Communications – Corporate Communications Strategy 2017/18	Jan 2017
	Survey of residents commissioned of CEC Business Intelligence team. Survey is live 'in the field' now.	Ongoing – will inform future iterations of communications strategy	Aug 2017
7.1i) Consider the re-introduction of a print residents' newsletter to ensure all residents have access to information – a business case will be required for this. Over 25 per cent of the residents of Cheshire East are over 65 and may be less likely to want information digitally. The audience survey referred to in (f) above may provide further evidence as to how a print newsletter will extend the reach of information about council services.	While there is evidence to suggest that Cheshire East's 65+ population are actually relatively digitally active, a print residents' newsletter has in the past and in other local authority areas proven to be a valued communication method across a range of demographic groups. We will create a residents' newsletter and evaluate its effectiveness and value as part of our organisation communications strategy.	Ongoing – first edition planned for September 2017	Sep 2017
7.1j) Improve the provision of information to members, including a strengthened induction programme; member briefing on key issues and a member's e-newsletter – both members and officers showed an appetite for this. Members find the 'Team Talk' staff e-newsletter useful, but would welcome something more focused on their requirements. This could be produced by re-purposing existing content to a large extent. This could address service and personnel changes in CEC and wider public affairs and policy developments. Access to more and better information will make members, in particular non-executive members, better able to contribute to the development of policy and scrutiny of delivery, and give them more confidence in communications as a service for the whole council.	Member briefings on key issues (this is not a specific communications team responsibility).	Ongoing	Ongoing
	Member e-newsletter – will include feedback mechanism to establish members' preferences re content and delivery. First edition July 2017	Ongoing	Jul 2017
	This will be addressed as part of a review of Media Relations Protocol	Pending	Sep 2017
Operational priorities			
7.2a) Establish a daily communications meeting within the communications team – to share information, issues, support and advice within and across the team.	Daily update meeting held to identify key issues, opportunities and activity	Complete	Oct 2016
7.2b) Ensure communications attendance at key strategic officer and member meetings – such as key project boards in addition to Cabinet meetings to enable communications activity to be better aligned to and support the priorities of the organisation.	<p>Communications representation and attendance is regular / standing item at a range of key meetings including:</p> <ul style="list-style-type: none"> • Corporate Leadership Team • Directorate management teams • Key projects and programmes <p>In addition there is a weekly communications update meeting with Leader, Cabinet Member for Democratic and Public Engagement, Assurance and ICT, Chief Executive and Head of Communications</p>	Complete	Nov 2016
7.2c) Arrange a programme of meetings with the media – to develop working relationships and provide background briefings. Media representatives expressed a wish to work with CEC to promote the local area and regeneration projects. They do not want to be perceived as 'the enemy'.	Media briefings are held around key issues / key moments in the democratic year, for example the budget setting process. Relationships are also being developed with national public sector media.	Complete	Feb 2017

LGA Peer review recommendation	Products / actions	Status	Completion date
7.2d) Introduce formal monthly cascade briefings to ensure corporate messages reach all frontline staff – a number of people referred to learning about developments which would affect them in their work from the local media first, often following publication of Cabinet reports, rather than from the council. Not all staff are on e-mail and alternative means of disseminating information are required.	This will be addressed as part of a more comprehensive employee and engagement strategy.	Pending	Sep 2017
7.2e) Train and allow communications staff to publish directly to the website – this facility exists and would allow for more timely publication.	This is being addressed as part of the work to develop a range of digital and social media platforms to support strategic communications objectives. This work must be integrated with that of the Digital Customer Services Programme.	Ongoing	Sep 2017
7.2f) Urgent attention should be given to communications and engagement requirements around the budget process – CEC will need to begin consultation around its budget proposals for 2017-18 and beyond soon. The team understand that the financial position of CEC has been relatively healthy, but that some more difficult decisions may become necessary as austerity continues. Effective communications around budget proposals helps to put these in the context of delivering the council's priorities, the outcomes to be achieved and alternative choices. It may be necessary to bring in additional support to provide the necessary experience and expertise.	A comprehensive communications and engagement plan was developed and executed to support the 2017/18 budget setting process. This resulted in relatively high levels of engagement with content and the budget consultation and a good level of advocacy for the key publication - the Council Tax Booklet.	Complete	Feb 2017
7.2g) Streamline sign-off process to enable a speedier response to media enquiries – the team understand that as many as six senior officers and members may be involved in signing off a press release. This will inevitably delay things and makes reaching agreement on the content more difficult. More trust should be placed in communications and other staff to develop the necessary and appropriate relationships with the key member(s) for different service areas.	Officer-side responsibilities for approvals for media enquiries and statements were reviewed and a guidance document 'Protocol into Practice' was developed to clarify officer responsibilities.	Complete	Mar 2017
	This will be addressed as part of a review of Media Relations Protocol	Pending	Sep 2017
Further actions			
a) Consider investing in a full time communications resource for internal communications – currently a post is shared between HR/OD and Communications. The team have identified the need to strengthen a number of aspects of internal communications and a dedicated post will provide additional capacity to do so. The review of the communications structure and function recommended above provides the opportunity to identify the resource for this.	/	On hold	N/A
b) Investigate the purchase of an on-line newsroom system – to enable communications staff to upload news and other items to the website remotely.	This is being addressed as part of the work to develop a range of digital and social media platforms to support strategic communications objectives. This work must be integrated with that of the Digital Customer Services Programme.	Ongoing	Sep 2017

- 4.8. As shown above, progress has been made in a number of key areas and work is underway and plans are in place to deliver further improvements.

5. Background/Chronology

- 5.1. September 2016 – Local Government Association Peer review of communications
- 5.2. October 2016 – Communications review project begins.
- 5.3. November / December 2016 – Communications survey of heads of service and directors
- 5.4. January 2017 – Options appraisal for draft operating model
- 5.5. February 2017 – Cheshire East Council corporate plan 2017/20
- 5.6. March 2017 – [Cheshire East Council communications peer review September 2016](#) published
- 5.7. June 2017 – Cheshire East Council communications and marketing services framework pre-tender engagement day

6. Wards Affected and Local Ward Members

- 6.1. The review and work to deliver recommendations apply at an organisation-wide level and apply equally across Cheshire East's geography.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. This workplan will require a review of a number of communications-specific policies and protocols including:

- Media relations protocol
- Visual identity guide
- Brand protocol

7.2. Legal Implications

- 7.2.1. The recommendations in the review report and actions to deliver those recommendations will have an impact across all communications activity for Cheshire East Council. The Council has a duty to comply with the

following areas of legislation and codes of practice in relation to communications activity:

- Code of recommended practice for Local Government publicity
- Defamation law
- Software licensing
- Intellectual property rights
- Copyright / trademarking
- Civil contingencies act 2014

7.3. Financial Implications

7.3.1. The recommendations of the peer review include a number of actions that could (or will) require funding that is outside of current (2017/18) corporate communications budget and spending plans. These include:

- (7.1b) Undertake a full restructure of communications
- (7.1i) Consider the reintroduction of a print residents' newsletter
- (FAb) Investigate purchase of an on-line newsroom system
- (FAd) Investigate an emailer system

7.4. Equality Implications

7.4.1. As identified in the review report, resident insight is key to delivering effective outcome-based, audience-focussed communications activity – equality and diversity factors are a key part of understanding our audiences.

7.5. Rural Community Implications

7.6. The review and work to deliver recommendations apply at an organisation-wide level and apply equally across Cheshire East's geography.

7.7. Human Resources Implications

7.7.1. While the peer review does include recommendations that could have HR implications, they do not form part of the current scope of the communications review project.

7.8. Public Health Implications

7.8.1. There are no specific public health implications

7.9. Implications for Children and Young People

7.9.1. There are no specific public health implications

7.10. Other Implications (Please Specify)

7.10.1. None

8. Risk Management

- 8.1. Appropriate improvements to the communications function will have a beneficial impact on delivery of council outcomes and the reputation of the organisation.
- 8.2. Each recommendation from the peer review needs to be considered in the context of Cheshire East Council as an organisation, the environment in which the council operates and the ambitions of the organisation.
- 8.3. Investment may be required in order to maximise the value that the communications function can offer. Any investment should be considered through a robust business case process.

9. Access to Information/Bibliography

- 9.1. [Cheshire East Council communications peer review September 2016](#)
- 9.2. Connected Communications – Corporate Communications Strategy 2017/18, available from the acting head of communications.

10. Contact Information

Contact details for this report are as follows:

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Oracle Replacement Programme -Best4Business Joint Working Group 27 June 2017

CONTENTS:

1.0	INTRODUCTION
2.0	RECOMMENDATIONS TO THE CABINET
3.0	TASK GROUP DETAILS
4.0	OUR APPROACH
5.0	AIMS AND OBJECTIVES
6.0	FINDINGS
7.0	CONCLUSIONS
8.0	SUPPORTING DOCUMENTS

1. EXECUTIVE SUMMARY

This report presents the Joint Task Group's Scrutiny report on the Council's Scrutiny Review of the Oracle Replacement Programme – Best4Business.

As the proposed replacement programme was a joint procurement exercise between Cheshire East and Cheshire West and Chester Council, 3 Members from Cheshire West and Chester Overview and Scrutiny Committee meet with 3 Members from the Cheshire East's Corporate Scrutiny Committee met jointly to scrutinise:

1. the rationale and business case for investment / change
2. the procurement process and final contract and proposal
3. the transformation programme required to deliver the change

The Joint Scrutiny Review Task Group met on 27 June 2017 to undertake the scrutiny review ahead of the pending Cabinet decision. We were advised that the Joint Shared Services Committee has had oversight as the commissioning body of the procurement process to date. Members had the opportunity to challenge the process to date through various questions possessed to Officers. The Cheshire West Councillors welcomed the opportunity to review the Oracle Replacement Programme – Best4Business. Following presentations by the Officers at the task group meeting, Members were re-assured by the rationale and business case for investment/change and all Members agreed that the option to do nothing was not appropriate. Members were also satisfied that the correct procurement process had been followed despite their only being one bidder. During discussions relating to the transformation programme, Members requested that they have further opportunity to scrutinise the implementation process of the new system.

2. RECOMMENDATIONS TO THE CABINET MEMBER:

The Scrutiny Task Group were supportive of the rational and business case for the replacement of the HR and Finance System and the proposed investment.

The Scrutiny Task Group agreed that "to do nothing" and not replace and upgrade the current HR and Finance system was not an option.

The Scrutiny Task group were reassured that the approved Council' procurement process had been adhered to and also reassured by the final proposal (or bid/bidder) received.

The Scrutiny Task Group recommended that they have the opportunity to scrutinise the implementation, at agreed milestones, of the new HR and Finance System once the contract had been awarded (subject to Cabinet's approval). The scrutiny exercise of the implementation be undertaken Jointly between the two Authorities' scrutiny committees, via a Scrutiny Task Group.

The Scrutiny Task Group going forward would provide feedback and challenge to the Portfolio Holder from their respectful Authorities relating to the implementation programme.

3. TASK GROUP DETAILS:

3.1 Members:

Councillor Margaret Simon(Chairman)
Councillor Mo Grant
Councillor Lesley Smetham

Cheshire West & Chester Members:

Councillor Martin Barker
Councillor Sam Naylor
Councillor Nigel Jones

3.2 Officers:

Peter Bates – Chief Operating Officer
Dominic Oakeshott – Programme Director

Cheshire West & Chester Officers:

Mark Wynn – Director of Corporate Services
Aaron Thomas – Programme Manager

3.3 Scrutiny officer support:

Mark Nedderman – Senior Scrutiny Officer

Cheshire West & Chester Scrutiny officer support:

Andrea Thwaite – Democracy Programme Manager (Scrutiny)

4. BACKGROUND

Oracle is the current shared HR and Finance system used by Cheshire West & Chester Council and Cheshire East Council. It supports processes such as: recruitment, payroll, purchasing, payments to suppliers, billing and debt collection, financial accounting and reporting.

Oracle was implemented in 2002 by the former County Council. It has been upgraded and customised many times since then. Many processes which it supports are based on the 2002 foundations. The system was adopted following Local Government Reorganisation by the two new Councils.

The system is aging and requires replacement. The user experience is not strong. ORACLE the supplier intends to withdraw support for the product in 2021. The product is hosted and supported internally, currently costing £2.0m annually, this having reduced from £4.5m in recent years.

The Terms of Reference for the Joint Task Group's meeting are attached at Appendix One.

The Joint Task Group met on 27 June 2017 to address the key lines of enquiry. Presentations were delivered by relevant officers to set out the key aspects of the vision, business case, procurement process, and approach to business change and transformation.

The review was constructive and all Members from both Councils had the opportunity to share and debate their views.

1. AIMS AND OBJECTIVES

The specific aims and objectives of this review were to consider the business case and the recommendation to Cabinet to award a contract for the implementation of a replacement HR and Finance system. Key lines of enquiry included:

- Is the vision for the Project clear (and the case well made)?
- Are we comfortable with the Procurement Process to date?
- Is the solution robust and fit for the future
- Does one bidder provide Value for Money?

- Is the Business Case robust?
- How will we deliver the savings?
- How will we ensure culture change and transformation?
- How will we ensure the 'standard' solution works for both Councils?
- How will Members be involved in the process?

2. FINDINGS

Following presentations by the Officers at the task group meeting, Members were re-assured by the rationale and business case for investment / change and all Members agreed that the option to “do nothing” was not appropriate. Members were also satisfied that the correct procurement process had been followed despite their only being one bidder. During discussions relating to the transformation programme, Members requested that they have further opportunity to scrutinise the implementation process of the new system.

Further detail for each of the key lines of enquiry is provided below.

1. Is the vision for the Project clear (and the case well made)?

The programme vision was described to the Task Group. This is based around what the programme team have termed the “four Ss” – Simple, Standard, Shared, and Self-Service:

- Our chosen solution will be **simple**, easy to use, intuitive, and unobtrusive;
- We will actively adopt **standard** best practice processes and solutions, and will not customise those processes without good reason;
- We will **share** common processes and working practices across the two Councils; and
- And, we will roll out processes based on a **self-service** driven approach, delivering ways of working which are modern and efficient.

The Task Group asked what the driver was behind initiating this programme in the first instance. It was noted that the HR & Finance system formed a significant element in the scope of a wider series of service reviews, looking at key business systems across the two Councils. The outcome of that service review was an

outline business case which supported a recommendation to the Cabinets in June 2016 to proceed with a procurement process.

Officers noted that the programme intends to develop the “four Ss” and apply them to specific stakeholder groups, to bring the vision to life for those impacted by this programme.

In respect of the “self-service” element of the vision, the Task Group noted that security issues in relation to officers accessing the new solution via mobile devices (whether Council-owned or their own) need to be comprehensively addressed.

The Task Group asked about the future of the shared Council data centre Kelly House, if the HR & Finance system is to be hosted and managed externally. Officers noted that the future of Kelly House will be reviewed as business systems are updated and decisions taken as to whether they should be hosted locally or externally.

2. Are we comfortable with the Procurement Process to date?

A procurement process using the Competitive Dialogue approach has been undertaken, with permission from Cabinet given in June 2016. 14 expressions of interest were received, of which 4 shortlisted bidders were invited to participate. 3 bidders withdrew during the process, leaving 1 final tender. The Councils have confirmed that it is legally compliant to proceed on this basis. The final Agilisys bid passed the defined quality thresholds required. The product on offer is Unit 4’s “Business World”, used in many local authorities, including some shared services.

A framework contract will be held by Cheshire East Council, and a service contract will be called off by Cheshire West and Chester Councils, as well as by Cheshire East Council and potentially other neighbouring authorities. During implementation, the service contract will be operated on a joint basis. However two separate contracts will exist and once the solution is live the contracts will be managed separately. An Inter Authority Agreement will be signed by both Councils prior to the contracts with Agilisys.

The Task Group asked whether Agilisys were informed that they were the only bidder once the penultimate bidder withdrew from the process. Officers confirmed that in the spirit of openness and transparency, Agilisys were informed at this point. It would be highlight likely that Agilisys could have deduced this to be the case even if we had not informed them. Officers noted that their “outline solution” bid was submitted at a point where more than one bidder remained in the process, which is important from a value for money perspective.

The Task Group asked whether the procurement could have been opened up to any of the original 14 suppliers who expressed an interest, once three of the final four bidders had withdrawn. Officers noted that in evaluating the 14 initial expressions of interest, there was a gap between the scores of the fourth and fifth place bidders, and that we would not have been fully confident in the ability of the bidders who were not shortlisted originally to meet our requirements.

The Task Group asked for confirmation that the procurement process complied with the requirements of our procurement portal, and that it would satisfy our external auditors. Officers confirmed that the process is compliant and has been scrutinised by procurement and legal specialists within both Councils, and also by a firm of external legal advisors. The value for money case, to be covered later in the session, will be used in support of the external auditors' value for money test.

The Task Group asked whether consideration had been given to the outsourcing of the functions involved in delivering the processes which the new system will support. Officers noted that this would be a significant expansion to the scope of the work which had been commissioned by the Cabinets and the Shared Services Joint Committee. It was felt that by outsourcing these functions prior to a transformation programme and system implementation, the Councils would be transferring the efficiency opportunities to an external provider.

3. Is the solution robust and fit for the future?

The chosen product is Unit 4's "Business World", used in many local authorities, including some shared services. It is a system which has been developed with a service perspective and is described as "change-ready".

The solution will be externally hosted and managed. This includes the delivery of regular upgrades to the standard solution, as part of the core service contract. The system will be hosted in world class data centres, providing robust security and disaster recovery facilities.

The solution supports our flexible working agenda – it can be used on any device, anywhere (with appropriate security in place), and has functions designed specifically to work on a smartphone.

Agilisys bring a local government template to the standard Unit 4 product. Their background in the UK public sector is strong, with 50% of their total public sector business relating to the Unit 4 product coming from the UK.

The Task Group noted that ongoing costs of the new solution will be lower than that of the current Oracle system, and asked whether there was a danger that the ongoing cost of the new product would begin to grow again as it is developed and potentially expanded. Officers confirmed that any development of the system would take place on a business case basis, ie the additional costs would need to

demonstrate an appropriate payback. Also, any expansions to the system would involve buying additional standard functionality, not customising the product – this will minimise increases in ongoing support costs.

The Task Group requested that they receive a system demonstration at an appropriate point during the implementation. The Group asked for reassurances that end users would be appropriately trained in the new solution. Officers confirmed that Agilisys' proposal includes provision of training to all affected users. It was noted that the intuitive nature of the new product, compared to our current solution, will reduce the need for complex training course delivery.

The Task Group questioned whether the programme was confident that the culture change aspect of the programme could be successfully achieved. Officers noted that there is confidence in this aspect of the programme, partly because we are investing in a business change programme which will run throughout the programme, and partly because of the intuitive nature of the new solution, which it is believed users will engage with far more easily and rapidly than the current system.

The Task Group asked about the extent to which knowledge of this programme existed beyond the core team. Officers noted that the wider engagement effort is planned to launch in earnest once permission is given by both Cabinets to move into the implementation phase. The focus of the engagement approach will be to demonstrate to stakeholders what the system will mean to them as individuals. It is also essential that senior managers across both Councils are collectively bought into the vision and objectives of the programme, and that they provide visible support to the implementation.

4. Does one bidder provide Value for Money?

The Agilisys bid offered the best value solution by a clear margin at the outline solution stage (prior to the final tender being issued). At this stage more than one bidder remained in the process, meaning that some “competitive tension” remained. Even after the penultimate bidder withdrew, the robust dialogue process with the Council's commercial team resulted in Agilisys continuing to improve their offer from the outline solution bid.

Strong contract provisions exist in the proposed contract with Agilisys which will allow the Councils to ensure the service continues to offer value for money throughout the life of the contract.

The final tender received from Agilisys offers significantly better value than purchasing the equivalent service via a public procurement framework, giving confidence that the competitive dialogue process has delivered better value for money.

Officers noted that, although the option to not award a contract to Agilisys remains open to the Councils, the “do nothing” option is projected to cost an additional £5.2m compared to the net cost of the new solution, over the primary contract period.

The Task Group noted and confirmed that “do nothing” is not an acceptable option and indeed would result in the Councils going backwards rather than being able to transform their business processes.

Officers noted that a significant amount of detailed underpins the summary financial figures presented during the Task Group meeting, and that the business case has been subject to a high degree of scrutiny by both Council’s Finance teams, given the significance of the investment decision being requested.

5. Is the Business Case robust?

The current solution costs £2.2m per annum (including the core Oracle system and related systems for recruitment and budgeting). The new solution will cost £1.1m per annum.

The programme also anticipates delivering savings associated with business process transformation, worth £1.2m per annum across both Councils. Therefore the total annual savings from the new solution are estimated at £2.3m.

The implementation cost for the new solution is expected to be £11.8m. The competitive dialogue procurement process will cost £1.4m to complete.

Payback has been calculated at 5.2 years (taking account of known future costs, even those not yet budgeted for) or 7.75 years (taking account only of costs already built into budgets).

The Task Group asked whether the payback can be measured on an annual basis to confirm the investment is on track. Officers noted that most of the costs will be incurred early in the life of the primary contract period, and that benefit realisation resource has been built into the business case to support the tracking of savings. Officers also noted that many ICT-related business cases are based on the need for essential replacement or service improvement, without offering a specified payback, and that this programme has offered a more prudent approach than is typical for a major systems replacement.

Officers noted that the business process transformation savings are focussed on a relatively small number of corporate and transactional services – front line services do not have any savings built into the business case. This gives confidence in delivery of those savings because they are tangible and targeted, with relevant managers having already committed to their delivery. Again this is a prudent approach to the construction of the business case.

The Task Group questioned whether officers were confident that the system would deliver the benefits expected, and would be future proofed. Officers noted that Agilisys' and Unit 4's significant experience in implementing this product at other Councils gives confidence that the product will work both now and into the future. The product is regularly upgraded by Unit 4 by the release of what are termed "product milestones", and this gives further confidence that the product will evolve appropriately.

The Task Group noted that Scrutiny members had not previously seen the financial information in the business case. Officers noted that the detailed financial information supporting the business case has been put together relatively recently following submission of the final tender from Agilisys, and that the detail can be shared with the Task Group members if required. It was also noted that regular updates have been taken to the Shared Services Joint Committee on the progress of this programme since it was commissioned in June 2016.

6. How will we deliver the savings?

Around 50% of savings result from moving from an internally hosted and managed solution to a product hosted and managed externally. This generates £1.1m of savings in ICT, which will be shared by both Councils.

The other 50% of savings are generated through business process changes using the new system as a platform for change. This was assessed based on discussions with other Councils who have implemented new HR and Finance systems recently and have used them to deliver transformational change. Other organisations have determined that savings of 30% can be achieved through such a transformation. Because the Councils are already using an integrated solution with some self-service capability available, a prudent level of savings of 10% have been assumed. This level of savings would generate in £0.5m CE corporate services, £0.3m in CWaC corporate services, and £0.4m savings in the Transactional Service Centre, the latter being shared by both Councils.

As noted by officers previously, no potential front line service savings are currently assumed, although the Councils will monitor the impact of the new solution on front line services during the implementation process.

The Task Group asked whether the anticipated savings would result in an impact on staffing levels, and if so, whether appropriate consultation with staff and unions had taken place. Officers confirmed that the anticipated savings would by necessity involve losing some staff. All relevant unions, particularly in relation to ICT staff, have been engaged and consulted. The programme is also engaging actively with the teams affected. It is hoped that there is sufficient time between now and the implementation of the new solution to allow staff reductions to be managed without compulsory redundancies being necessary.

7. How will we ensure culture change and transformation?

Oracle is a 15 year old product, and is based on processes which go back even further. At the time the County Council implemented Oracle, it was configured and customised in part to deliver our existing business processes, and the customisation of the product has continued to be supported over its life.

Therefore the transformation programme which is required is about more than how to use the new system. It is about how to drive out changes in processes, culture and behaviours.

The Councils have determined that they will take responsibility for the business transformation aspect of this programme (with Agilisys being responsible for the system implementation). A dedicated business transformation team has been established within the programme. A stakeholder and communications plan across both Councils has been established, including: Members, senior leaders, managers and staff, schools, academies, Council companies, pensioners, external customers and suppliers.

The Task Group asked who makes up the Business Transformation team and whether this role is on top of their existing day job. Officers confirmed that the core team, led by Tony Entwistle, is a newly formed team which is entirely dedicated to this programme. The Council are also building a significant wider programme team, larger than that requested by Agilisys, in recognition of the significance of the transformation and culture change effort required to make a success of this programme. The wider programme team will also be dedicated roles, funded as part of the business case. Finally, certain “local implementation” roles will be required throughout the two Councils and other affected stakeholders, providing local support and guidance. This role is more likely to be built into existing day jobs.

8. How will we ensure the ‘standard’ solution works for both Councils?

The Agilisys / Unit 4 product is a templated solution – it is designed to work in a local government environment, and has been proven in other Councils.

The programme has established a vision based around the Four Ss – Simple, Standard, Shared, and Self-Service – and it is also noted that there is not a fifth S, we are not “Special”. We expect the solution to work for us without amendment or customisation. The outset of the implementation phase will involve a “system validation” exercise rather than a “design” phase – with Agilisys working with us to demonstrate how the core product will work for us.

We will also establish a Business Design Authority, a cross-Council function which will own and maintain the design of the solution, and which will act as the gatekeeper for any proposed changes to the solution, requiring any such

changes to be supported by a strong business case and an understanding of the impact on the core product.

Ultimately, delivering the vision of a standardised solution will require strong leadership and governance. The culture supporting this programme must be one of letting go of differences, and embracing a standard approach.

Officers noted that in asking the organisations to support a standard model, we must demonstrate to senior managers that the standard product will meet the needs of the business.

9. How will Members be involved in the process?

The Best4Business Steering Group has been engaged from the outset of the programme. This Group's membership includes the two Portfolio Holders, Cllr David Armstrong (CWaC) and Cllr Peter Groves (CE).

Additionally, Shared Services Joint Committee has received regular reports, starting with the service review programme which included the review of our existing HR & Finance system, followed by reports of this programme once its work had been commissioned.

It was noted that both Cabinets had received the outline business case in June 2016 which supported the launch of this procurement process. Further, both Councils received through the budget reports in February 2017 the request to include the capital cost of this implementation in the approved capital programme, subject to the outcome of the procurement and the resulting business case.

The Task Group recommended that their report to the Scrutiny Committees would include a recommendation for the continuation of the group in order to carry out ongoing scrutiny of the implementation and transformation phase of the programme.

7. CONCLUSIONS:

The Task Group felt that the review was productive and constructive. The Task Group members confirmed that they were reassured by the presentation from officers. The outcome from the procurement process, with only one final tender being received, is not what would have been hoped for at the outset, but the bid is compliant and our decision to proceed was supported by external advice at key points in the timeline. The proposal was seen by the Task Group as economically viable, and it was confirmed that "do nothing" is not a viable option. The recommendation to conditionally award a contract to Agilisys is supported by the

Task Group. A key role for the Group during the implementation phase was identified, in ensuring the programme drives out the savings which support the business case, and ensuring the transformation and culture change programme is a success.

8. SUPPORTING DOCUMENTS:

Appendix One: Scrutiny Joint Task Group terms of reference

Links to the Cabinet reports in June 2016 approving the launch of the procurement process:

CWaC Cabinet:

<http://cmttpublic.cheshirewestandchester.gov.uk/documents/s48487/Cabinet%20-%20HR%20and%20Finance%20System%20Replacement%20-%208%20June%202016%20-%20final%20v1.0.docx>

CE Cabinet:

<http://moderngov.cheshireeast.gov.uk/ecminutes/documents/s48048/ERP%20Replacement%20Programme%20-%20report%20final.pdf>

APPENDIX ONE:

CHESHIRE WEST AND CHESTER AND CHESHIRE EAST JOINT SCRUTINY
TASK GROUP
 SCRUTINY REVIEW SCOPE

TITLE OF REVIEW:	Oracle Replacement Programme – Best4Business
OUTLINE PURPOSE OF REVIEW:	<p>To undertake a joint pre-decision scrutiny review prior to Cabinet Decisions:</p> <p>Cheshire East Cabinet – 11 July 2017. Cheshire West Cabinet – 12 July 2017.</p> <p>The Joint Scrutiny Task Group will be asked to scrutinise:</p> <ol style="list-style-type: none"> 1. <i>the rationale and business case for investment/change</i> 2. <i>the procurement process and final contract and proposal</i> 3. <i>the transformation programme required to deliver the change</i> <p><i>Officers facilitate a discussion at the meeting to put the review into context.</i></p>
EXPECTED TIMESCALES:	<p>Draft and circular Scrutiny Review Scope</p> <p>Joint task Group meeting – 27 June 4pm – 6pm</p> <p>Cheshire East Cabinet – 11 July 2017 Cheshire West Cabinet – 12 July 2017</p> <p><u>Ratify Scrutiny Recommendations and reports:</u> Cheshire West and Chester Scrutiny Committee – 11 July 6pm Cheshire East - Corporate Overview and Scrutiny Committee – 7 September 2017</p>
TERMS OF REFERENCE:	<p>To scrutinise Cheshire East and Cheshire West Council’s replacement programme for Oracle. This procurement exercise which will be carried out jointly with Cheshire East, Cheshire West. The Joint Shared Services Committee has had oversight as the commissioning body.</p>
KEY AREAS OF ENQUIRY:	<ol style="list-style-type: none"> 1. Verbal presentation at the meeting to put the report in context.
HOW REVIEW COULD	n/a

BE PUBLICISED:	
EXPECTED OUTCOMES:	
POSSIBLE SOURCES OF INFORMATION:	Presentation by Officers
SCRUTINY MEMBERS	<u>Cheshire East</u> Councillors Margaret Simon, Lesley Smetham, and Mo Grant <u>Cheshire West</u> Councillors Martin Barker, Sam Naylor and Nige Jones
OFFICER:	<u>Cheshire East</u> Dominic Oakeshott Peter Bates <u>Cheshire West:</u> Mark Wynn Aaron Thomas
SCRUTINY OFFICERS:	Mark Neddermam – Cheshire East Scrutiny Andrea Thwaite – Cheshire West Scrutiny

Date: 23 June 2017

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CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY COMMITTEE

Date of Meeting: 1 August 2017
Report of: Director of Legal Services
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2017/2018 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2017/2018 work programme be reviewed.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the 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 - Carbon reduction - Health

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

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9.1 There are no identifiable risks.

10.0 Background and Options

10.1 The schedule attached has been updated to reflect the decisions taken by the Committee at its previous meeting.

10.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity.

10.3 When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

10.4 The following questions should be asked in respect of each potential work programme item:

- Does the issue fall within a corporate priority;
- Is the issue of key interest to the public;
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

10.5 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

11 Access to Information

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

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the report writer:

Name: Mark Nedderman
Designation: Scrutiny Manager
Tel No: 01270 686459
Email: mark.nedderman@cheshireeast.gov.uk

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Corporate Overview and Scrutiny Committee 2017/18 updated July 2017

1 August 2017 Time: 2.00pm Venue: Council Chamber Municipal Buildings Crewe	7 September 2017 Time: 2.00pm Venue: Committee Suite, Westfields	2 November 2017 Time: 2.00pm Venue: Committee Suite, Westfields	11 January 2018 Time: 2.00pm Venue: Committee Suite, Westfields	1 February 2018 Time: 2.00pm Venue: Committee Suite, Westfields	5 April 2018 Time: 2.00pm Venue: Committee Suite, Westfields
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Essential items

Item	Description/purpose of report/comments	Outcome	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
Performance Management Information	Quarterly reports on Performance and Budget	A responsible effective and efficient organisation	Chief Operating Officer, Finance and Assets Portfolio Holder	The Committee	Reports are considered in line with the Cabinet reporting cycle	15 June 2017, 7 September 2017, 2 November 2017, 1 February 2018
Budget Consultation 2018/19	Corporate will begin the 2017/18 budget consultation process in September 2016 and finally will collate, on behalf of the 5 other O&S committees, a formal 'scrutiny' response	A responsible effective and efficient organisation	Chief Operating Officer, Finance and Assets Portfolio	The Committee	Formal consultation on the draft budget TBA	TBA

Corporate Overview and Scrutiny Committee 2017/18 updated July 2017

			Holder			
Capital Programme	To be fed into the budget consultation process	A responsible effective and efficient organisation	Chief Operating Officer, Finance and Assets Portfolio Holder	The Committee	Formal consultation to be part of the budget process	TBA
Member facilities/Accommodation/Culture	To review member facilities and accommodation	A responsible effective and efficient organisation	Chief Operating Officer, Finance and Assets Portfolio Holder	The Chairman	Task and Finish group appointed 7 July 2016.	Review completed;final report expected summer 2017
Devolution	To receive an update on devolution plans in Cheshire	Cheshire East has a strong and resilient economy.	Chief Executive/Leader of the Council	The Committee	Update received on 6 April. Now awaiting the final report of the cross member working	TBA
Digital Customer Services	To receive an update.	Cheshire East has a strong and resilient economy.	Chief Operating Officer Highways and Infrastructure portfolio Holder	The Committee	Presentation to be provided on 15 June 2017.Further updates to be provided as the project develops	Ongoing

Corporate Overview and Scrutiny Committee 2017/18 updated July 2017

Cheshire East Communications Peer Review	To consider the per review of the Council's Communications team undertaken by the Local Government association	Cheshire East has a strong and resilient economy.	Chief Executive Finance and Assets Portfolio Holder	The Committee		1 August 2017.
ORACLE (Best4Business)	To consider a proposal to inform and guide the formal consultation on the proposal to replace Oracle, prior to Cabinet decision.	Cheshire East has a strong and resilient economy	Chief Operating Officer, Democratic and Public Engagement, Assurance and ICT Portfolio Holder	Portfolio Holder	A joint working group with CWAC met on 27 June 2017 and formulated a draft joint response.	1 August 2017

Monitoring Items

Possible Future/ desirable items

Review the Council's working arrangements with partners and other third parties specifically in relation to value for money.

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FORWARD PLAN FOR THE PERIOD ENDING 31ST OCTOBER 2017

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

“an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

For the purpose of the above, savings or expenditure are “significant” if they are equal to or greater than £1M.”

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 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 686472

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

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Executive Democratic Services Officer
paul.mountford@cheshireeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-2 Plus Dane - Transfer of Engagement	Plus Dane is consulting Cheshire East Council on its proposal to undertake a transfer of engagement which will merge Plus Dane Cheshire into Plus Dane Merseyside. The report will seek authority for officers to take all necessary actions to assist with the implementation of the proposal and set out Cheshire East Council's requirements for the Board.	Cabinet Member for Highways and Infrastructure	10 Jul 2017		Karen Carsberg	N/A
CE 16/17-45 Self-Build Register	To consider whether to charge a fee for entry onto the Council's Self-Build Register and also whether to set eligibility criteria.	Cabinet	11 Jul 2017		Karen Carsberg	N/A
CE 16/17-49 Housing Repairs and Adaptations for Vulnerable People Policy	To approve the Housing Repairs and Adaptations for Vulnerable People policy, and authorise officers to take all necessary actions to implement the proposal.	Cabinet	11 Jul 2017		Karen Whitehead	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-3 Best 4 Business Oracle Replacement Programme	To enter into a contract with the preferred bidder to replace the current Oracle HR and finance system.	Cabinet	11 Jul 2017		Dominic Oakeshott	N/A
CE 17/18-1 Award of Contract to Preferred Bidder for the Organic Waste Treatment Solution	At its meeting on 9 th May 2017, the Cabinet authorised the Corporate Manager for Waste and Environment Services as the Senior Responsible Officer for the Organic Waste Treatment Procurement in consultation with the Chief Operating Officer and the Director of Legal Services to clarify, specify and optimise the Preferred Bidder's final tender to enable the Council to enter into a legally binding contract with the Preferred Bidder. Upon completion of the above clarification, specification and optimisation stage, Cabinet delegated to the Portfolio Holder for Regeneration the final decision to award the contract to the preferred bidder.	Cabinet Member for Regeneration	July 2017		Ralph Kemp	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-50 Housing Enforcement Policy	To approve amendments to the Housing Enforcement policy and authorise officers to take all necessary steps to implement the proposal.	Cabinet Member for Housing and Planning	1 Aug 2017		Karen Whitehead	N/A
CE 17/18-4 Farms Estate - General Management	To authorise officers to take all necessary actions to implement the proposal to dispose of properties identified as surplus to requirements on the Batherton, Cranage, Goostrey, Haslington, Mobberley and Ridley Farms Estates on terms to be approved by the Head of Assets and the County Land Agent in the letting of Aston by Budworth, Holding 1.	Cabinet Member for Regeneration	21 Aug 2017		David Job	Exempt - para 3
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	12 Sep 2017		Andrew Ross	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-34 Crewe Town Centre Regeneration Programme: Major Investment Decisions	To consider a report recommending that Cabinet agrees: subject to a formal decision by Cheshire and Warrington LEP, to accept a grant of £10M Local Growth Funding to support the town centre regeneration projects; to enter into a development agreement with a named development partner, and to agree to fund the associated costs of a new bus station and new car park to be retained in the Council's ownership; to consider the options for the future for Crewe's markets, agree to fund the costs of the preferred model, subject to formal consultation, and delegate authority for a final decision; to note the development of a draft public realm strategy for Crewe town centre, and to consult with key stakeholders prior to a final approval; and to agree to fund the implementation of the first phase of the public realm improvements and agree the mechanism by which that will be delivered.	Cabinet	12 Sep 2017		Jez Goodman	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-44 Conditional Sale of Land at Longridge, Knutsford	To authorise officers to advertise the intention to dispose of the land identified as open space in accordance with the Local Government Act, the consultations to be considered by the Portfolio Holder for Regeneration, and approve the freehold disposal of the Land at Longridge, Knutsford.	Cabinet	12 Sep 2017		Lee Beckett	Exempt - para 5
CE 16/17-52 People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan	To endorse the People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan.	Cabinet	12 Sep 2017		Mark Palethorpe	N/A
CE 17/18-6 Constellation Partnership Growth Strategy	To approve the regional growth strategy for the Constellation Partnership.	Cabinet	12 Sep 2017		Frank Jordan, Executive Director: Place	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-48 Asylum Seeker Dispersal	The report will set out the steps towards delivering asylum seeker dispersal within Cheshire East. The report will seek authority for officers to consider further with the Home Office asylum seeker delivery in the Borough over a three year period.	Cabinet	10 Oct 2017		Lucia Scally, Manager of strategic Commissioning	N/A
CE 17/18-7 Community Equipment Service Section 75 Memorandum of Understanding	That the Section 75 partnership between Cheshire East Council, Eastern Cheshire CCG, South Cheshire CCG and Vale Royal CCG be renewed for four years in line with the new Cheshire community equipment framework. This will be a continuation of the existing memorandum of understanding.	Council	19 Oct 2017		Mark Palethorpe	N/A
CE 16/17-47 Medium Term Financial Strategy 2018-21	To approve the Medium Term Financial Strategy for 2018-21, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	22 Feb 2018		Alex Thompson	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-5 Cheshire East Council Housing Strategy 2018-2023	To consider and adopt the Cheshire East Council Housing Strategy.	Cabinet	13 Mar 2018		Karen Carsberg	N/A

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