

# CHESHIRE EAST

## PERFORMANCE & CAPACITY

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**Date of meeting:** 11 December 2008  
**Report of:** Lead Officer for Performance and Capacity  
**Title:** Task Groups

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### **1.0 Purpose of Report**

- 1.1 To update the Performance and Capacity Advisory Panel on the progress made in relation to each of the seven Task Groups that were established by the Panel.

### **2.0 Decision Required**

- 2.1 To note the progress to date and to determine future arrangements for the Task Groups.
- 2.2 Members will recall that the Panel agreed to establish 7 Task Groups relating to the following areas although the exact Terms of Reference and remit remain unclear:-
- i. ICT
  - ii. Customer Access
  - iii. Branding
  - iv. Area and Neighbourhood
  - v. Finance
  - vi. Parish/Town Councils
  - vii. Corporate Development
- 2.3 The work undertaken so far by the Task Groups is attached as Appendix One to the report.
- 2.4 The Finance Task Group are in the process of arranging a meeting, therefore an update will be provided at the next meeting.
- 2.5 In respect of the Parish/Town Council and Corporate Development Task Groups, the Panel might wish to consider whether or not those particular Task Groups are still appropriate.

### **3.0 Financial Implications for Transition Costs**

None.

### **4.0 Financial Implications 2009/10 and beyond**

None.

## **5.0 Legal Implications**

None.

## **6.0 Reasons for Recommendation**

- 6.1 To ensure Members of the Panel are kept up-to-date in respect of the work being undertaken by the Task Groups and to consider how the Panel would like to progress the future working arrangements of the Task Groups.

### ***For further information:***

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### **Update from the ICT Task Group**

There have been four meetings so far. The first two meetings concentrated on Members' connection to the Cheshire East network.

A number of issues were raised about how the ICT work streams were progressing as a result a request for a report on the issues involved which were mainly of a technical nature was made.

The third meeting concentrated on the Issues Report. The Members requested a SWOT analysis of shared services. This further paper on the strengths/ weaknesses of a shared service and a possible alternative model was presented to Members. This was discussed at the last meeting and the Members accepted to review the paper and to discuss further with Ian Simpson/Erika Wenzel.

### **Update from the Customer Access Task Group**

The customer access member panel has met three times and has provided valuable input to shape the developing customer access strategy. The members have been particularly useful in voicing the needs of their local communities and two of the members have contact centre and business resilience experience. Cllr David Brown P&C Portfolio Holder has been a regular attendee and contributor at the meetings.

The first meeting on the evening of the 14<sup>th</sup> August 2008 was principally scene setting concerning the various customer channels, their usage and cost, which generated a lively and productive debate about the future direction of customer access.

The second meeting was on the afternoon of the 1<sup>st</sup> October at the Middlewich contact centre. Presentations were given regarding the setting evolution of Dalton House and the potential to use this facility as the principal contact centre for Cheshire East. An opportunity was taken to provide members with a tour of the contact centre. The future telephone numbering strategy was also discussed and a way forward agreed.

The third meeting on the afternoon of the 12<sup>th</sup> November was to firm up the Draft Customer Access Strategy and particularly the Guiding Principles, Objectives and Visioning Report approved by Cabinet on the 2<sup>nd</sup> December 2008. The proposed channel migration targets and the performance framework were also discussed, as was the need to gain a deeper insight into the needs of customers using customer segmentation tools like Mosaic.

### **The Future of the Panel**

The Panel has been very useful to date and has shown significant interest and commitment in developing efficient and effective customer services for Cheshire East. As we move through to implementation and beyond there will be many instances, for example face-to-face rationalisation and

partnership working, where it will be useful to consult with such a knowledgeable panel and it is hoped that they will remain for that purpose.

Another meeting is planned for the Group during January when opportunities will be taken to discuss customer communication, progress with the Inform 360 telephone self-delivery pilot, face-to-face/neighbourhood working and customer insight.

# CHESHIRE EAST

## PERFORMANCE & CAPACITY

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<b>Date of meeting:</b>	11 December 2008
<b>Report of:</b>	Marketing and Communications Group
<b>Title:</b>	Brand Implementation Update

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### **1.0 Purpose of Report**

1.1 To update the P&C Members Advisory Panel on progress

### **2.0 Decision Required**

2.1 To note the progress to date and to:

- Note the implementation priority listing see Appendix 1 as recommended by the Members' Logo Task Group, subject to budgetary approval and confirmation from contractors of feasibility.
- Ensure support and ownership from complementary workstreams such as Web, Customer Access, Procurement, Facilities and the operational services to implement the brand effectively and consistently.

### **3.0 Financial Implications for Transition Costs**

3.1 The efficient management of the £250k transitional funding already approved.

### **4.0 Financial Implications 2009/10 and beyond**

4.1 As the project will require ongoing funding, the provision of additional funding and the pooling of existing service budgets that would be allocated to ongoing costs such as uniforms or new vehicles will need to be explored.

### **5.0 Legal Implications**

5.1 Trademark application has been progressed; it is anticipated that the granting of a trademark will be completed by 1 April 2009.

### **6.0 Progress to date**

#### **6.1. Branding**

The first version of the CEC Brand Manual was launched on 14<sup>th</sup> November covering print and logo applications. This is available to download from the CEC website along with artwork formats. A number of requests for use of the logo have been received and we are anxious to ensure that all applications are approved prior to print. An interim logo with wording below has been included for use in

instances where the new CEC brand will be used alongside existing Council branding. See Appendix 2.

The trademark application has been submitted and we expect to have this granted by 1 April. Information regarding the process of commissioning a coat of arms for the new Borough has been received and we are in the process of submitting an application to the College of Arms.

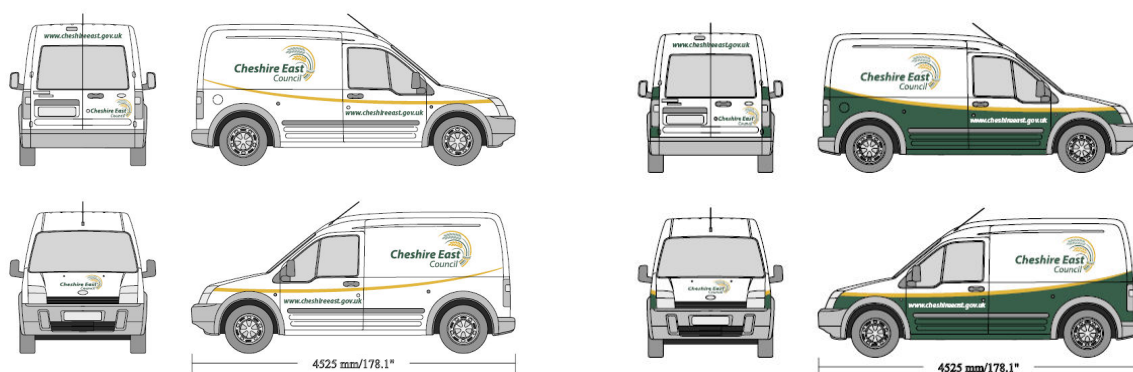
## 6.2. Publications

Initial design concepts have been prepared for the new CEC residents' newspaper/magazine. Costing and frequency options have been reviewed by the Management Board for approval by Cabinet.

## 6.3. Re-branding

A number of meetings have been held with the 3 key project groups most critical to the re-branding process:

- Uniforms – a workstream lead has been appointed for each operational service across both Districts and County services. Where potential economies of scale have been identified, joint groups are being established to identify opportunities to standardise uniforms e.g. all leisure staff and countryside rangers. The tender process has been amended to take advantage of an existing OGC tender with 4 national uniform providers combined with the flexibility of retaining local providers of specialised equipment. The list of suppliers who responded to the initial expressions of interest will also be retained for reference and use by procurement.
- Signage – audits of all existing signage are in the process of being collated and prioritised. It is hoped a tender document can be issued w/c 15 Dec. from which an approved contractor list can be selected.
- Vehicles – as with signage, audits have been compiled and a similar tender document is being issued. Two proposed vehicle liveries have been designed to gain costing on.



- Highways signage – after liaising with colleagues from Highways a proposal is being investigated to install back to back signs along the East/West border to reduce costs. The proposal to retain the existing Cheshire county boundary signs and Parish signs and remove existing Borough signs has

been agreed by Cabinet and is in the process of being considered by CWAC.

The re-branding process re. uniforms and signage has highlighted the need for full staff engagement with Communications and buy in to the process in order for a successful transition. Support of senior managers would be appreciated to ensure co-operation and adherence to branding guidelines.

#### 6.4. Stakeholder Conference

Communications support for the event including staging, signage and presentations was provided.

#### 6.5. Media Relations

Press releases have been issued for the latest staff appointments, EW visits to Congleton and a Macclesfield Children's Centre. A media briefing for EW to meet the local media was held at Westfields. A large turn-out of local press and radio attended and resulted in substantial coverage in the media.

#### 6.6. Members Bulletin

Ongoing editions of a Member Briefings are being prepared.

#### 6.7. Website

Following the selection of a winning design in the consultation process, Communications have liaised with the web workstream to ensure the implemented web design retains as many of the original design's characteristics without compromising web functionality and practicality.

The screenshot displays the Cheshire East Council website. At the top, there is a navigation bar with links: Home, Business, Do it Online, Environment, Learning, Leisure, Living, Your Council, and Transport & Travel. Below this is a 'Quick Links' section with links to Agenda & Minutes, Contact Numbers, Consultation, Councillors, Emergency Planning, How to Find Us, Roadworks, and Vacancies. The main content area is titled 'Welcome to Cheshire East Council Website' and features a 'Key Story' section with a photo of a parade and text about the council's commitment to residents. To the right, there is a 'News' section with articles on Bonfire night, the Old Dee Bridge closure, and classic cars on display. Below the main content, there are sections for 'Events', 'Do It Online' (with links to pay council tax, apply for a job, school places, planning, report faults, and renew library books), and 'Find My Nearest' (with a postcode search). On the right side, there is a 'Search Site' box, 'Popular Pages' (including Job Vacancies, Council Tax, Planning Weekly List, School Meals, and Recycling), 'Accessibility' features, and 'Information' (including a weather widget for Wednesday and emergency information). The footer contains copyright information and a link to the Directgov website.

#### 6.8. Staff Communication

The third edition of 'Changing Times' was published and distributed to all staff w/c 17<sup>th</sup> November. A December edition will be distributed w/c 15<sup>th</sup> December. A new weekly newsletter from Erika Wenzel - 'Talking East' has been launched, written by the Communications team and distributed to all County and East District staff. A

programme of staff briefings to staff across all Councils has commenced enabling EW to meet staff and outline her vision for CEC.

#### 6.9. Communications Structure

A proposed structure was developed for the P&C Board along with costing options. A meeting of the County Communications staff likely to be disaggregated to the East and the existing East communications team was held to enable both teams to integrate and consider some of the key issues in the run up to vesting day.

### **7.0 Overview of Day One, Year One and Term One Issues**

7.1 See Appendix 1

#### ***For further information:***

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## Appendix 1

Cheshire East Council						
Corporate Identity						
Current State Assessment						
Where will the new brand be used						
Item	Description	Volumes	Implementation			
Identity Badges		14,200 staff	Prior to 1 April			
Stationery			Prior to 1 April			
Uniforms	Streetscene	190	01-Apr			
	Community & Wellbeing	70	01-Apr			
	Customer services	160	01-Apr			
	Grounds Maintenance	100	01-Apr			
	Community Wardens & CCTV	70	01-Apr			
	Ranger Service	25	01-Apr			
	Leisure Centres	700	01-Apr			
	Parking Enforcement	60	01-Apr			
	Housing	60	01-Apr			
	Refuse/Recycling	150	01-Apr			
	Social Care Residential	277	01-Apr			
	Social Care Home Care	513	01-Apr			
	<b>total staff req uniforms</b>	<b>2375</b>				
Building Signs	HQ and Town Halls	10	01-Apr			
	Leisure Centres	21	01-Apr			
	Community Halls/Centres	12	April - June			
	Information Centres/OSS	40	01-Apr			
	Car Parks	132	June - Dec			
	Information Panels	8	June - Dec			
	Other offices	30	April - June			
	Day Centres Adult/Childrens/Fam	27	April - June			
	Youth Centres/Hub	12	April - June			
	Libraries	16	01-Apr			
	County Farms	23	June - Dec			
	Museum	1	April - June			
Toilets		40	Dec 09 - March 10			
Country Parks		8	April - June			
Parks		20	April - June			
Play Areas		160	Dec 09 - March 10			
Allotments		15	Dec 09 - March 10			
Cemeteries & Crematoria		15	April - June			
Recycling Sites/Landfil		13	April - June			
Bus Stops		1,327	June - Dec			
Signs: County border/district/parish or County & District only		207 or 74	April - June			
Vehicles	Engineering	4	April - June			
	Bin Wagons	60	April - June			
	Vans/Grounds Maintenance	95	April - June			
	Ranger service	6	April - June			
	Community Wardens	10	April - June			
	CCC Vehicles	200	April - June			
Bins						
	Wheelie Bins-Black/Brown	265,000	As replaced?			
	Green bins	55,000	As replaced?			
	Recycle Boxes	80,000	As replaced?			
	Commercial Bins	1,100	As replaced?			
	Litter Bins	4,000	As replaced?			
	Dog Bins	700	As replaced?			
	<b>Total</b>	<b>412855</b>				

## Appendix 2

### Brand Manual – excerpts

#### The Wheatsheaf

'The Wheatsheaf' is the logo of Cheshire East Council.

This must be the only logo used to brand Cheshire East Council internally and externally.

'The Wheatsheaf' is designed in two colours and must be printed in this form in most instances.

A greyscale version is available for single colour reproduction.

'The Wheatsheaf' must *only* be placed on a white background.

The reversed out white option is only to be used in exceptional circumstances where colour and greyscale reproduction are not possible. Use *only* on a green (PANTONE® 555c) or black background.

'The Wheatsheaf' must not be redrawn or recreated.

Font:  
Myriad Pro  
bold italic  
Myriad Pro  
regular italic  
(See page 5)



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#### Clear space, minimum size & Proportionality

'The Wheatsheaf' should be communicated effectively.

There should be clear space around the logo to prevent it being overcrowded by other elements.

The size of this area is equal to the height of the word 'Cheshire'.

There is a minimum size of 25mm wide to ensure legibility of 'The Wheatsheaf'.

'The Wheatsheaf' must never be squashed, stretched or otherwise distorted.



Cheshire East  
Council



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## The Colour Palette

The colour palette is used to reflect the essence, tone and purpose of printed material.

'The Wheat sheaf' uses the primary colours of the colour palette (see page 2).

The primary colours are the principal corporate colours of Cheshire East Council.

The secondary colours complement the primary colours and can be used independently of the primary colours.

Varying tints of the primary and secondary colours may be used but 'The Wheat sheaf' must only appear as specified on page 2.

## Primary Colour Palette



PANTONE® 555c (Green)  
CMYK 75 : 0 : 60 : 55  
RGB 14 : 101 : 75  
HEX #0E654B



PANTONE® 137c (Gold)  
CMYK 0 : 35 : 90 : 0  
RGB 248 : 179 : 35  
HEX #F8B323

## Secondary Colour Palette



PANTONE® 1805c (Red)  
CMYK 0 : 91 : 100 : 23  
RGB 188 : 43 : 22  
HEX #BC2B16



PANTONE® 2603c (Purple)  
CMYK 69 : 100 : 0 : 2  
RGB 109 : 30 : 126  
HEX #6D1E7E



PANTONE® 307c (Turquoise)  
CMYK 100 : 16 : 0 : 27  
RGB 0 : 115 : 170  
HEX #0073AA



PANTONE® 2736c (Blue)  
CMYK 100 : 91 : 0 : 0  
RGB 0 : 54 : 138  
HEX #00368A



PANTONE® 375c (Lime)  
CMYK 41 : 0 : 78 : 0  
RGB 172 : 202 : 87  
HEX #ACCA57



PANTONE® 214c (Magenta)  
CMYK 0 : 100 : 34 : 8  
RGB 214 : 0 : 89  
HEX #D60059



## Stationery ~ Letterhead

All letters whether paper or electronic, should be on a clearly identifiable letterhead.

White paper *only* should be used for *all* types of stationery.

To eliminate the need for letterheads to be printed with many different service areas and addresses, there are two versions of the Cheshire East Council letterhead available:

- Pre-printed letterhead for use with a 'Word' template.
- Full electronic letterhead supplied as a 'Word' template for use with email *only*.

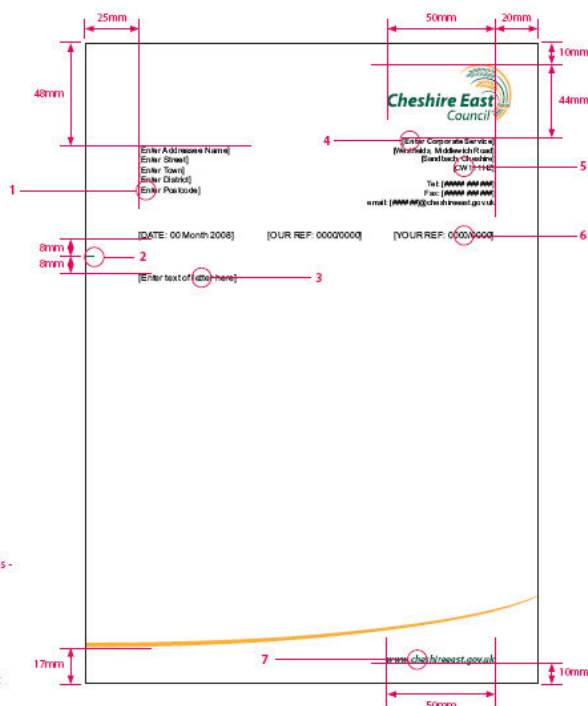
The typeface used on all 'Word' templates is 'Arial' (see page 6).

All stationery is printed using the two primary colours (see page 4). The overprinted text using the 'Word' templates should be black.

For continuation sheets, blank paper is recommended.



Pre-printed blank A4 letterhead



### **Update from the Area and Neighbourhood Task Group**

A cross-party Member Working Group was established during the summer to steer and support activity developed through the partnerships workstream. This covers LSP, Sustainable Community Strategy and Local Area Agreement development as well as proposals and approaches for area and neighbourhood working.

The working group is chaired by Cllr David Brown and comprises the following Members:

- Cllr Wesley Fitzgerald
- Cllr Frank Keegan
- Cllr Andrew Knowles
- Cllr Brian Silvester
- Cllr David Topping
- Cllr Ray Westwood
- Cllr Howard Murray
- Cllr Paul Edwards
- Cllr Stephen Broadhurst
- Cllr Steve Conquest

To date, the working group has met on five occasions – 31 July, 18 August, 8 September, 6 November and 3 December. Over the course of these meetings, the group has contributed to the development of the interim (consolidated) Cheshire East Sustainable Community Strategy, a draft model for partnership working, definitions for neighbourhood and area working, principles to underpin area and neighbourhood working approaches, draft terms of reference for Local Area Partnerships (LAP) and proposed footprints for LAP boundaries. The next meeting of the group (to be arranged) will consider feedback from the current round of stakeholder events and engagement workshops, including an event for all Members scheduled to take place on 16 December, and proposals for the four neighbourhood pilots.

It should be noted that at the last meeting of the Working Group, Members were keen to promote the future of the Group as a stand-alone Advisory Panel in its own right due to the cross-cutting nature of the issues being considered and activities undertaken.