

# Corporate Overview and Scrutiny Committee

## Agenda

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**Date:** Thursday, 4th April, 2019  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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 Thursday, 4th April, 2019.

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**

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For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

**Contact:** Mark Nedderman

**Tel:** 01270 686459

**E-Mail:** [mark.nedderman@cheshireeast.gov.uk](mailto:mark.nedderman@cheshireeast.gov.uk)

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. **Media Relations Protocol** (Pages 7 - 10)

To review the media relations protocol as it relates to Overview and Scrutiny.

7. **Forward Plan** (Pages 11 - 16)

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

8. **Work Programme Progress Report** (Pages 17 - 40)

To review the work programme.

9. **Digital Customer Services**

To receive a presentation on the Digital Customer Services from Paul Bayley Head of Customer Services.

10. **Best4Business** (Pages 41 - 60)

The Acting Executive Director, Corporate Services to provide an update.

The power point presentation from the meeting of the Best4Business Joint Scrutiny Working Group held on 13 March 2019 is attached for information.

11. **Transparency Working Group** (Pages 61 - 64)

To consider a report of the Acting Executive Director, Corporate Services.

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Corporate Overview and Scrutiny Committee**  
held on Monday, 4th February, 2019 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor M Simon (Chairman)

Councillors Rhoda Bailey, B Burkhill, S Corcoran, H Davenport, T Dean,  
B Dooley, S Gardiner, S Pochin and T Fox

**Apologies**

Councillors M Grant, A Moran and J Nicholas

**61 ALSO PRESENT**

Councillor Ainsley Arnold - Housing, Planning and Regeneration Portfolio Holder  
Councillor Paul Bates - Finance and Communication Portfolio Holder  
Councillor Janet Clowes-Adult Social Care and Integration Portfolio Holder  
Councillor Jos Saunders - Children and Families Portfolio Holder  
Councillor Liz Wardlaw – Health Portfolio Holder

Kath O'Dwyer - Acting Chief Executive  
Frank Jordan - Executive Director - Place  
Mark Palethorpe - Acting Executive Director of People  
Mark Taylor - Interim Executive Director of Corporate Services  
Sara Barker - Head of Strategic HR  
Dan Dickinson - Acting Director of Legal Services  
Linda Couchman - Acting Strategic Director of Adult Social Care & Health  
Alex Thompson - Head of Finance & Performance

**62 MINUTES OF PREVIOUS MEETING**

RESOLVED – That the minutes of the held on 10 December 2018 be confirmed  
as a correct record and signed by the Chairman.

**63 DECLARATIONS OF INTEREST**

There were no declarations of interests.

**64 DECLARATION OF PARTY WHIP**

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

**65 PUBLIC SPEAKING TIME/OPEN SESSION**

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

## 66 QUARTER 3 PERFORMANCE REVIEW

The Committee considered a report of the Interim Head of Finance & Performance on the third quarter review of performance for 2018/19.

The report outlined how the Council was managing resources to provide value for money services during the 2018/19 financial year. Annex 1 to the report set out details of how the Council was performing in 2018/19.

- (a) That the report be received and noted;
- (b) That the thanks of the Committee be extended to Alex Thompson for the detailed report which was much appreciated by Members of the Committee;
- (c) That Alex Thompson, contributing officers and Portfolio holders be thanked for their attendance and contributions;
- (d) That where appropriate, information be provided in the form of charts or graphs to assist members to comprehend and assimilate the information more easily;
- (e) That Corporate Leadership Team be requested consider producing a shorter report specifically for Overview and Scrutiny Committee in future which gives more prominence to those matters which require the Council to improve performance.

## 67 BUDGET CONSULTATION 2019/2020

The Committee considered a report of the Interim Head of Finance & Performance presenting the Medium Term Financial Strategy for the Council for the years 2019/20 to 2021/22.

The report set out how the Council would approach the financial challenges over the medium term and forecast a balanced budget for 2019/20.

The Medium Term Financial Strategy (MTFS) Report (containing the Budget) for the period 2019/20 to 2021/22 was set out at Appendix C.

RESOLVED-

- (a) That the report be received and noted;
- (b) That Alex Thompson, contributing officers and portfolio holders be thanked for their attendance and contributions;
- (c) That the following comments be submitted to Cabinet:
  - The committee acknowledges the unprecedented pressures on the Council and notes the planned actions to produce a balanced budget;
  - The Committee notes the increased investment in Corporate Services and supports this approach;
  - The Cabinet considers producing a communication stream to explain to the general public the difference between its statutory responsibilities i.e. those for which services which have to be provided by law and non statutory i.e. those services which are at the discretion of the Council; this

might provide a better steer on appropriate feedback into consultation process.

- That Cabinet might wish to focus further discussions on the popular themes highlighted by the public in the consultation i.e.:-
  - The Little bus and transport in particular resulting in isolation in rural areas;
  - Car parking charges and strategy.
- (d) That Environment and Regeneration Overview and Scrutiny Committee be invited to investigate matters raised within the report concerning climate change.

### **68 FLY TIPPING UPDATE**

Councillor Janet Clowes Portfolio for Adult Social Care and Integration presented a report on the work of the Fly Tipping Monitoring Group, the creation of which had been endorsed by the committee in June 2018. The cross-party Fly-tipping Monitoring Group had been set up to provide oversight of progress to meet the recommendations of the Fly Tipping Monitoring Group.

Since June 2018, the Monitoring Group had met on four occasions with officer representation from ANSA and the Council and Crewe Town Council.

RESOLVED - That the report be received.

### **69 NEW HOMES BONUS - COMMUNITY FUND - UPDATE**

The Committee considered a report of the Community Development Manager relating to the bids received in connection £2m the Council had set aside for a New Homes Bonus Community Fund as part of the Medium Term Financial Strategy.

The New Homes Bonus Community Fund had been split across the Borough based on the location of housing developments that had contributed to the New Homes Bonus funding allocated to Cheshire East Council.. In total, 222 applications had been received worth £7,464,406 in total.

Each application was currently being assessed and scored by a multi-agency officer panel.

RESOLVED - That the report be received.

### **70 FORWARD PLAN**

RESOLVED- That the Forward Plan be received and noted.

### **71 WORK PROGRAMME PROGRESS REPORT**

The Committee reviewed its work programme.

RESOLVED –That the work programme be noted.

The meeting commenced at 10.30 am and concluded at 1.10 pm

Councillor M Simon (Chairman)

## Media Relations Protocol



### Protocol objectives

The function of an effective media relations team and this protocol is to provide information to journalistic media, in various formats, to promote the work and policies of the council, enhancing and protecting its reputation and strengthening the council's brand.

More specifically the protocol's objectives are:

- To clarify responsibilities and roles;
- To ensure consistency of council messages to external and internal audiences;
- To provide media guidance to officers and elected members;
- To promote the strategic direction of the council and support cabinet priorities;
- To highlight the necessity for information sharing between service areas, cabinet members and other relevant partner organisations prior to briefing media relations officers on requirements;
- To establish a clear and effective sign-off process on all media communications including, press releases, statements, media invites and information bulletins;
- To gather and update appropriate and preferred contact information from cabinet members and senior officers for signing off media relations output;
- To highlight the importance of named deputies for when officers and councillors are on leave, ill, or out of the office and not contactable;
- To highlight the need to respond to media queries in a timely manner – often within the same day to meet modern and changing digital multi-media deadlines.



### Directing all media enquiries

Media enquiries can come into any part of the council. However, enquiries should *always* be passed directly to the media relations team to manage. Any journalist contacting officers directly should be redirected accordingly. Media enquiries should not be directed to email addresses of individual officers within the team – the following generic email and phone number should always be used:

**Email:** [media@cheshireeast.gov.uk](mailto:media@cheshireeast.gov.uk)

**Telephone:** 01270 686577

All Cabinet members, heads of service, directors and executive directors will need to be contacted by the media relations team, at some time, about media queries – often at very short notice and sometimes out of normal office hours.

It is imperative, therefore, that these individuals' preferred method of contact, ability to read documents such as draft press releases, and their designated deputies are known to the media relations team. It is essential that the names of deputies are provided to ensure periods of holiday, sickness and absence do not delay response times to the media.

It is the responsibility of senior service managers to ensure they provide this information to the Media Relations team. A 24/7 media relations service is available using the above phone number and this follows the same protocol for speed of response and sign-off, detailed below.



### ***One Council – One Reputation: Collective responsibility for speed of response and sign-off***



#### **ENQUIRY**

The communications officer takes the enquiry from the media, logs it on the information management system (Vuelio) and advises the relevant head of service (cc'ing director / executive director) that a statement, interview or pro-active/reactive media release needs to be supplied and the time deadline for response.

All media queries are assessed by a media relations officer (MRO) and their reputational implications assessed for seriousness and urgency in discussion with the senior media relations officer (SMRO) or corporate manager communications and media (CMCM). In exceptional circumstances, an issue may be escalated to director, executive director, the Leader and/or chief executive, or their nominated deputies, at this stage.



#### **INFORMATION GATHERING**

The MRO will indicate the deadline provided by the journalist or any other relevant time pressures. The default deadline should normally be assumed to be 24 hours. The head of service provides feedback and relevant information (facts and position) – ideally in written bullet points. Any tables or additional data should be provided along with a written explanation. Wherever possible this information should be provided to the MRO allowing time for a response to be written and agreed by all parties within the deadline provided by the journalist.



#### **RESPONSE**

The MRO drafts a statement/release based on the information provided and includes a quote from the Cabinet member for the service area.

Wherever possible, MROs provide quotes from a named individual. Occasionally, statements may be attributed to a 'spokesperson' or a 'council officer' – if they are operational and service related. The relevant cabinet member should approve this approach.

Statements should not be attributed to officers or a spokesperson if they are policy related. The exception to this rule is during the pre-election period, also known as 'purdah', when senior managers will be the quoted spokespersons.

Committee chairs should be quoted on all media enquiries relating to committee decisions.



#### **SIGN-OFF**

All media releases and statements must have both officers' and elected member sign off before being issued. This will usually mean the head of service (or their deputy/ senior nominee) and the relevant cabinet or committee member or their deputy.



If the subject matter 'cross cuts' different services, the head of service must advise the MRO who else to copy the release/statement to for comment and approval.

In exceptional circumstances, if the statement/release is determined to represent a significant reputational risk it should also be submitted to the council leader and chief executive for comment and approval. Where appropriate, such as dealing with legal or financial matters, this may also be extended to include the head of legal services and/or chief financial officer.

Wherever possible, all approvals must be confirmed by email.

'Information bulletins' – such as those to notify residents urgently about an operational matter, e.g. a road accident, flooding etc – which are strictly factual and operational in nature, do *not* need cabinet member approval before being issued to the press.



### **DISTRIBUTION**

All standard media releases are sent out to all appropriate media contacts via the team's distribution lists. Other external audiences can access the release from the council's website.

Internally, all media releases are sent to cabinet, senior management,, all members, the communications and media team and the council's website.

Statement responses to a media enquiry are only issued to the specific media source of the enquiry.



### **MEDIA INTERVIEWS**

Cabinet members will usually be put forward (supported and briefed by an MRO) for all broadcast and print interviews that relate to council policy or operations in their area of responsibility.

Where the cabinet member is unavailable, their cabinet support member may substitute for them. Where appropriate, the council leader may be put forward for interview. Where the subject matter is purely operational and factual, and with the agreement of the relevant cabinet member, a relevant senior officer may be put forward.

The council leader will be put forward for interview where there are significant issues that affect the council as a whole or that cut across several portfolio areas. Where the leader is not available, he/she may nominate a senior officer, such as the chief executive, to take his/her place.

**Ends.**

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## **FORWARD PLAN FOR THE PERIOD ENDING 30<sup>TH</sup> JUNE 2019**

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](mailto: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 18/19-43 Families Achieving Change Together	To authorise the start of a tender process to establish a devolved children's social work model (Families Achieving Change Together (FACT)), and provide delegated authority to the Executive Director People in consultation with the Portfolio Holder for Children and Families to award the contract to the FACT service.	Cabinet	12 Mar 2019		David Leadbetter	N/A
CE 18/19-45 Rural Action Plan	The Council has identified rural matters as a strategic priority and has undertaken to build a strong and resilient rural economy with strong, supportive rural places and communities. The report will present a Rural Action Plan for approval relating to the period 2019/20 – 2021/22.	Cabinet	12 Mar 2019		Brendan Flanagan, Head of Rural and Cultural Economy	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-46 ASDV Review Update	To approve the recommendations in the report, including any recommendations to the Portfolio Holder for Finance and Communication for decision.	Cabinet	12 Mar 2019		Sean Hannaby, Director of Planning and Environment	Fully exempt - paras 3 & 4
CE 18/19-48 Supported Local Bus Service Review - Procurement Proposals for Little Bus Service	To recommend changes to the Little Bus services beyond the existing service contract. The proposed changes will secure improvements in the quality and extent of the Little Bus operations whilst realising savings targets within the Medium Term Financial Strategy.	Cabinet	9 Apr 2019		Richard Hibbert	Fully exempt - paras 3 & 4
CE 18/19-49 Crewe Hub Station	To take all necessary actions to progress the Crewe Hub, including land acquisition and preparation of an evidence base for an Enterprise Zone.	Cabinet	11 Jun 2019			N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-38 Malbank School and Sixth Form College - Authority to Let a Contract	To seek approval to delegate authority to the Executive Director of People to authorise the entering into of a construction contract for the creation of additional pupil places at Malbank School and Sixth Form College.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A
CE 18/19-47 Proposed Expansion of Middlewich High School	To seek approval for the proposed expansion of Middlewich High School from 700 to 775 places for implementation from September 2020, subject to due consideration of any feedback received during informal consultation. In addition, to seek approval to delegate to the Executive Director People authority to enter into a construction contract for additional places at the School.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-44 Local Transport Plan	Cheshire East Council as the Local Transport Authority has a duty to produce, and keep under review, a Local Transport Plan (LTP) in accordance with the Local Transport Act 2008. Council will be asked to approve the LTP for adoption following consideration by Cabinet.	Council	18 Jul 2019		Richard Hibbert	N/A



## CHESHIRE EAST COUNCIL

### REPORT TO: CORPORATE SCRUTINY COMMITTEE

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4 April 2019

**Date of Meeting:**

**Report of:**

Head of Governance and Democratic Services

**Subject/Title:**

Work Programme update

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#### **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. An extract from the Medium Term Financial Strategy detailing proposals contained within outcome 6 is appended to the report together with MTFs proposals by Portfolio Holders for Finance and Communication and Corporate Policy and Legal Services.

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**

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

Name: Mark Nedderman  
Designation: Scrutiny Manager  
Tel No: 01270 686459  
Email: [mark.nedderman@cheshireeast.gov.uk](mailto:mark.nedderman@cheshireeast.gov.uk)

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Date: <b>04.04.19</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>06.06.19</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>05.09.19</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>31.10.19</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>09.01.20</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>03.02.20</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>02.04.20</b> Time: 2.00pm Venue: Committee suite, Westfields
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<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
Digital Customer Services	To receive an update.	Executive Director of Place and Deputy Chief Executive Officer	Finance and Communications	Committee	Monitor the development and progress of the project.	Cheshire East has a strong and resilient economy	04.04.19
ORACLE (Best4Business)	To monitor the work of the joint working group with Cheshire West and Chester Council.	Interim Executive Director of Corporate Services	Finance and Communications	Portfolio Holder	Monitor the development and progress of the project.	Cheshire East has a strong and resilient economy	04.04.19
Transparency Working Group	To review the progress on Open Data and Transparency in Cheshire East.	Interim Executive Director of Corporate Services	TBA	Committee	Monitor the development and progress of the project.	A responsible effective and efficient organisation	04.04.19
Communications Protocol	To review the Council's current communications protocols.	Interim Executive Director of	Finance and Communications	Committee	Review the current protocols and arrangements	A responsible effective and	04.04.19

<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
		Corporate Services			and make recommendations for improvements as necessary.	efficient organisation	
Fly-Tipping Group	To receive a quarterly update report on the activity and performance of the Fly-Tipping working group. (Last report received 4 February 2019).	TBA	TBA	Committee	Performance monitoring	Our local communities are strong and supportive	06.06.19
Performance Scorecard - Quarter 4, 2018/19	To scrutinise the mid-year review of performance prior to Cabinet consideration.	Interim Executive Director of Corporate Services	Adult Social Care and Integration  Health  Corporate Policy and Legal Services  Finance and Communications  Leader	Committee	Performance Monitoring	A responsible effective and efficient organisation	06.06.19
ASDV	There had been a review on alternative	TBA	Finance and	Chairman	To review	A	TBA

<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
	service delivery vehicles (ASDVs) to monitor the effectiveness of the new shareholders board. Update in 6 months' time to review progress		Communications		progress.	responsible effective and efficient organisation	
Members' Facilities, Accommodation and Culture	To review members' facilities and accommodation.  Task and finish group last met on 10 December 2018 and finalised its findings.  Final report TBA.	Executive Director of Place and Deputy Chief Executive Officer	Finance and Communications	Chairman	Task and finish group appointed on 7 July 2016.	A responsible effective and efficient organisation	TBA
ICT Investment (IIP)	To scrutinise the joint ICT investment by Cheshire East and Cheshire West and Chester Councils.	Gareth Pawlett (Project Lead); Interim Executive Director of Corporate Services	Finance and Communications	CLT	Performance monitoring	A responsible effective and efficient organisation	TBA
Re-development of Crewe Fire Station	To review arrangements to re-develop Crewe Fire station		Adult Social Care and Integration	Chairman		A responsible effective and efficient organisation	TBA
Anti-social Behaviour Task and Finish	To consider the future planned arrangements for how anti-social	Director of Commissioning	Adult Social Care and	Referred by the Health	Performance monitoring /	Our local communities	TBA

<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolios</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
Group	behaviour cases will be dealt with, and monitor the performance of housing association partners (Peaks and Plains Housing Trust, Guinness Partnership, Plus Dane Housing)		Integration	and Adult Social Care and Communities OSC	policy development	are strong and supportive	

**Possible Future Items/briefings notes**

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



## Outcome 6 – A responsible, effective and efficient organisation

<b>What this means:</b>	<b>The Council serves the people of Cheshire East through: ensuring quality and best value for local people, striving to get it right first time, and acting with integrity, being open, honest and accountable and delivering on our promises</b>				
<b>What the Council will focus on:</b>	<b>1. Best Use of Assets</b>	<b>2. Effective Processes</b>	<b>3. Engaging Our Staff</b>	<b>4. Enhance Leadership and Governance</b>	<b>5. Strong Financial Management</b>
<b>What this will look like:</b>	Property, Plant, Equipment and Information assets will be appropriate and add value to service delivery.	Strong Governance and appropriate internal controls will be in place.	Staff will be engaged and their welfare and development will be managed well.	External and internal assessment will show how the Council is performing.	Financial control will be effective. Budgets will be well prepared. Financial information will be accurate and appropriate.

## Strategic Overview

This outcome requires all departments to maintain compliance whilst increasing productivity through the better use of systems, automated processes and challenging the value for money of all initiatives.

Services most associated with supporting the achievement of Outcome 6, such as Legal, Accountancy, HR and ICT work alongside all Council Directorates and the Group of Cheshire East companies. They are responsible for providing professional expertise and technology that enable front-line services to operate effectively. These services have a vital role in ensuring compliance with the law and local constitutional requirements and supporting elected Members and senior officers when making decisions that are transparent and accountable.

Achievements within Outcome 6 is measured by such things as promoting local democracy; unqualified 'true and fair' opinions from the external auditors; the level of income collection; how the costs of support compare with national comparisons; and achieving the best rate of returns on investments.

During 2019/20 the Council will continue the council-wide Working for a Brighter Future Together Programme.

The Council is also undertaking a review of all the Council's buildings and IT systems, our customer management systems, our commissioning and procurement arrangements and our current framework for taking the commercialisation agenda forward.

A baseline review will also support the development of savings opportunities relating to this programme.

The proposals contained within this section are achievable, but in some cases will also depend on changing behaviours staff and moving arrangements to modern self-service options.

## Proposals to vary the Budget under Outcome 6 Services are focused on these areas:

<b>Changing the way we work</b> <i>Managing services in a way that gets more for less. Investing in modern technology to get better quality outputs, eliminating duplication and streamlining processes.</i>	2019/20 £m*	2020/21 £m*	2021/22 £m*
<b>Reduce costs of core processes (Revenue Savings) [48]</b>  The implementation of a new Enterprise Resource Platform solution across Transactional Finance / Human Resources, and the associated business process transformation will result in streamlined processes and efficiency savings in future years.  <i>Impact on Corporate Service Budget =</i>	-0.250	-0.250	-0.250
<b>Delivery of the Equality, Diversity and Inclusion Strategy (Revenue Investment) [49]</b>  The Council has made significant progress in its implementation of the Equality and Diversity Strategy. A dedicated budget is required to support the ongoing delivery of priority initiatives and training programmes defined in the annual work programme.  <i>Impact on Cross Service Budget =</i>	+0.020	+0.020	+0.020
<b>Reversal of Admin Review Efficiencies (Reversal of Revenue Savings) [NEW]</b>  In the last year the Council has been proactive in reducing the level of business administration support. Individual initiatives, including MARS and restructuring of teams, have impacted on the level of further savings that can be achieved by the business admin review. As such it is expected that £0.2m of these savings will not be achieved.  <i>Impact on Corporate Directorate Service Budget =</i>	+0.200	+0.200	+0.200
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.                      Values are not cumulative</i>			

<b>Income generation</b> <i>Charging strategies for each service area to increase income where appropriate based on market rates and considering the price elasticity of demand for services.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>ASDV Pension Contribution (Revenue Savings) [50]</b>  <p>Management Fees to Council Alternative Service Delivery Vehicles (ASDVs) should be reduced to reflect a reduction in Employer pension contributions. This aligns with the reduction in Local Government Pension Scheme (LGPS) current service contribution rates in the last triennial valuation. Management fees have not previously been adjusted for this matter, in anticipation of the potential impacts of introducing an alternative pension scheme. As the introduction of an alternative pension scheme has been postponed, pending consideration as part of the ASDV Review, it is therefore proposed to reduce operational management fees, to reflect the current lower costs of making pension contributions. The proposal has no impact on service levels or the overall funding of the pension scheme. The proposal will be effected by abating the Corporate allocation for pay/pensions changes for 2018/19.</p> <p style="text-align: right;"><i>Impact on Central Service Budget =</i></p>	<p style="text-align: center;"><b>-0.152</b></p>	<p style="text-align: center;"><b>-0.152</b></p>	<p style="text-align: center;"><b>-0.152</b></p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p style="text-align: center;"><i>Values are not cumulative</i></p>			

<b>Income generation</b> <i>Charging strategies for each service area to increase income where appropriate based on market rates and considering the price elasticity of demand for services.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Legal Services Income (Revenue Savings) [51]</b>  To further increase the department's income generation from third parties in relation to planning related work.  <i>Impact on Legal Service Budget =</i>	-0.030	-0.030	-0.030
<b>Registrations Income (Revenue Savings) [52]</b>  The proposed growth in Registration Income is a reasonable and proportionate increase in various fees which apply to the team which administer marriages and other civil ceremonies. Given the extensive scale of the Registration Service business, the achievement of this proposed growth is felt to be achievable.  <i>Impact on Registrations Service Budget =</i>	-0.075	-0.075	-0.075
<b>Income from the recovery of local taxation (Revenue Income Foregone) [53]</b>  The budget for income (cost recovery) from the issue of court summonses has been reviewed to reflect the trend of reducing arrears cases, as more tax payers are paying on time, and subsequent reduction in legal action.  <i>Impact on Revenues Service Budget =</i>	+0.050	+0.050	+0.050
<i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.            Values are not cumulative</i>			

<b>Investment in services</b> <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Corporate Services Restructure (Revenue Investment) [54]</b>  <p>The Corporate Directorate is undergoing a review and restructure which will require an increase in its staffing budget to support and enhance both new and existing teams. Some costs within this service area relate to one-off projects, both Capital and Revenue. The overall funding for one-off projects will be reviewed, but in the meantime, growth in this budget will be matched by a draw down of reserves.</p> <p style="text-align: right;"><i>Impact on Cross Service Budget =</i></p>	<p style="text-align: center;"><b>+0.280</b></p>	<p style="text-align: center;"><b>+0.280</b></p>	<p style="text-align: center;"><b>+0.280</b></p>
<b>Growth in Legal services (Revenue Investment) [55]</b>  <p>To address a number of long-standing unfunded establishment posts. It also provides additional capacity to meet demand in child and adult social care and education, as well as building resilience across the service which will reduce dependency on more costly external legal support and enable income generation. Some costs within this service area relate to one-off projects, both Capital and Revenue. The overall funding for one-off projects will be reviewed, but in the meantime, growth in this budget will be matched by a draw down of reserves.</p> <p style="text-align: right;"><i>Impact on Legal Service Budget =</i></p>	<p style="text-align: center;"><b>+0.250</b></p>	<p style="text-align: center;"><b>+0.250</b></p>	<p style="text-align: center;"><b>+0.250</b></p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

<b>Investment in services</b> <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Growth in HR services (Revenue Investment) [56]</b>  <p>Human Resources is undergoing a review and restructure to ensure the appropriate support and capacity is available to services across the Council as we embark upon a number of wide-ranging restructures of services and embark on the Whole Organisation Transformation Programme proposals. This will require a permanent increase for its staffing budget to support and enhance both new and existing teams. Some costs within this service area relate to one-off projects, both Capital and Revenue. The overall funding for one-off projects will be reviewed, but in the meantime, growth in this budget will be matched by a draw down of reserves.</p> <p style="text-align: right;"><i>Impact on HR Service Budget =</i></p>	<b>+0.175</b>	<b>+0.175</b>	<b>+0.175</b>
<b>Local Election Costs 2019 (Revenue Investment) [57]</b>  <p>All-out Borough, Town and Parish Council elections will take place on 2<sup>nd</sup> May 2019 funded by Cheshire East Council. No European or Central Government election or referendum are scheduled to take place on the same day, as has happened in previous years, so costs cannot be shared. To ensure there are sufficient funds in the 2019/20 financial year, the Council will require an additional sum for the Electoral Services budget in the region of up to £450,000. This expenditure relates to a single event and is therefore matched by a draw down of reserves.</p> <p style="text-align: right;"><i>Impact on Elections Service Budget =</i></p>	<b>+0.450</b>	<b>0.000</b>	<b>0.000</b>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			

<b>Investment in services</b> <i>Investment will be put into systems that support key services and into other assets to ensure they remain fit for purpose. The impact of capital spending will be managed at affordable levels.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Community Governance Review (Revenue Investment) [NEW]</b>  <p>The September meeting of the Constitution Committee considered a report on a proposed Community Governance Review (CGR) of town and parish council (T&amp;PC) governance arrangements in the Borough. The review will focus on boundaries, parish size and membership, grouping of parishes, etc. There are 186 T&amp;PC wards which are the subject of the CGR: a major undertaking. Whilst much of this work will take place in the 2019/20 year, some work has already begun, and some costs incurred. Funding is required in order to ensure that this major piece of work can be effectively undertaken.</p> <p style="text-align: right;"><i>Impact on Elections Service Budget =</i></p>	<b>+0.037</b>	<b>+0.037</b>	<b>+0.037</b>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p style="text-align: right;"><i>Values are not cumulative</i></p>			



<b>Reducing subsidy</b> <i>Ensure limited resources are redirected to the areas with the most critical need.</i>	<b>2019/20</b> <b>£m*</b>	<b>2020/21</b> <b>£m*</b>	<b>2021/22</b> <b>£m*</b>
<b>Insurance Contributions (Revenue Savings) [58]</b>  <p>The Council is entering in to new contractual arrangements that will allow a reduction in the total cost of administering highways insurance claims. Claims will be handled and paid by the Highways Service provider, unless the claim relates to defects in the Council's policies. This approach will support a reduction in the cost of administration, premiums and claims.</p> <p style="text-align: right;"><i>Impact on Insurance Service Budget =</i></p>	<p style="text-align: center;"><b>-0.100</b></p>	<p style="text-align: center;"><b>-0.100</b></p>	<p style="text-align: center;"><b>-0.100</b></p>
<p><i>*Values represent a +/- variation to the Cheshire East Council approved budget for <a href="#">2018/19</a>.</i></p> <p style="text-align: center;"><i>Values are not cumulative</i></p>			

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Portfolio Holder for  
Finance and Communication (1)

Cllr Paul Bates Summary	2019/20 MTFS Feb 2018 £m	2019/20 Latest Props £m
Customer Operations	(0.836)	0.510
Communications	0.023	0.028
Finance & Performance	0.244	0.058
ICT Services	0.490	0.387
Directorates	0.032	(0.030)
Cross Service	-	1.180
Corporate Non Departmental Costs	4.005	(14.809)
Total Policy Proposals	3.958	(12.676)

Customer Services	2019/20 £m
Withdrawal of temporary reduction in funding for Universal Information and Advice service	0.010 <sup>1</sup>
Income from the recovery of local taxation	0.050 <sup>53</sup>
Pay and Pensions	0.450 <sup>59</sup>
Total	0.510

Communications	2019/20 £m
Pay and Pensions	0.028 <sup>59</sup>
Total	0.028

Finance and Performance	2019/20 £m
ASDV Pension Contribution	(0.152) <sup>50</sup>
Insurance Contributions	(0.100) <sup>58</sup>
Pay and Pensions	0.310 <sup>59</sup>
Total	0.058

ICT Services	2019/20 £m
Pay and Pensions	0.387 <sup>59</sup>
Total	0.387

2019/20 as at MTFS Feb 18	2019/20 £m
Customer Operations	
Withdrawal of temporary reduction in funding for Universal Information and Advice service	0.010
Digital Customer Services	(1.200)
Pay and Pensions	0.354
Total	(0.836)

2019/20 as at MTFS Feb 18	2019/20 £m
Communications	
Pay and Pensions	0.023
Total	0.023

2019/20 as at MTFS Feb 18	2019/20 £m
Finance & Performance	
Pay and Pensions	0.244
Total	0.244

2019/20 as at MTFS Feb 18	2019/20 £m
ICT	
Pay and Pensions	0.490
Total	0.490

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## Portfolio Holder for Finance and Communication (2)

<b>Clir Paul Bates Summary</b>	<b>2019/20 MTFS Feb 2018 £m</b>	<b>2019/20 Latest Props £m</b>
Customer Operations	(0.836)	0.510
Communications	0.023	0.028
Finance & Performance	0.244	0.058
ICT Services	0.490	0.387
Directorates	0.032	(0.030)
Cross Service	-	1.180
Corporate Non Departmental Costs	4.005	(14.809)
<b>Total Policy Proposals</b>	<b>3.958</b>	<b>(12.676)</b>

<b>People / Place / Corporate Directorates</b>	<b>2019/20 £m</b>	
Reduce costs of core processes	(0.250)	48
Pay and Pensions	0.220	59
<b>Total</b>	<b>(0.030)</b>	

Cross Service	2019/20 £m
Mutually Agreed Resignation Scheme (MARS) 2019 offer	(0.300)
Mutually Agreed Resignation Scheme (MARS) 2018 shortfall	1.000
Corporate Services Restructure	0.280
Reversal of Admin Review Efficiencies	0.200
Total	1.180

Corporate Non Departmental Costs	2019/20 £m	
Increase forecast Non Domestic Tax Base Growth (change from 2018/19 budget)	(0.500)	72
Baseline changes as per MHCLG settlement announcements	1.672	73
Negative RSG removal	(2.600)	77
Increase forecast Domestic Tax Base Growth (change from 2018/19 budget) % increase planned at 1.99%	(4.108)	71
Growth in Demand for Children and Families Services	(2.064)	71
Increase forecast Domestic Tax Base Growth (change from 2018/19 budget) Taxbase growth estimated at 2,200 new homes	(3.636)	70
Minimum Revenue Provision revision from Straight Line to Annuity Method (change from 2018/19 budget)	2.000	62
Past Service Pension Income (change from 2018/19 budget)	(0.100)	63
Community Budgets funded from New Homes Bonus (change from 2018/19 budget)	-	66
Removal of Contingency Revenue Budget	(1.000)	65
Capital Receipts Income (change from 2018/19 budget)	-	64
Release of funds from Collection Fund (change from 2018/19 budget)	(1.096)	80
Revenue Support Grant	5.416	76
ASDV dividend - To be sourced from ASDV reserve or future profits	(0.500)	67
Change in planned contribution to/from reserves (including £1m NHB community fund not used in 2018/19)	(0.695)	68
Transforming Corporate Services/HR/Legal/elections costs/Local welfare net funded from EMR	(1.405)	68
Change in specific grants estimated (including increased cap on housing stock at c.0.7%)	0.371	78/79
Business Rates Retention Government Policy change Compensation Grants	(3.574)	74
New C&F grant funding	(2.478)	
Change to NHB funding estimate	(0.512)	
<b>Total</b>	<b>(14.809)</b>	

2019/20 as at MTFS Feb 18	2019/20
Directorates	£m
Reduce costs of core processes (Oracle system review)	(0.250)
Pay and Pensions - People	0.041
Pay and Pensions - Place	0.169
Pay and Pensions - Corporate	0.072
<b>Total</b>	<b>0.032</b>

2019/20 as at MTF5 Feb 18	2019/20
Cross Service	£m
Pay and Pensions	-
<b>Total</b>	-

2019/20 as at MTFS Feb 18	2019/20
Corporate Non Departmental Costs	£m
Growth estimate for Business rates	(0.500)
Baseline changes as per MHCLG settlement announcements	1.702
% increase planned at 1.99%	(4.030)
Taxbase growth estimated at 1,800 new homes	(2.244)
Increase in Capital Financing Budget	2.000
£0.9m contribution to revenue budget in 2019/20 (£1m in 2018/19)	(0.100)
Reduction in specific grants and RSG estimated	5.878
Remove 2018/19 budget as no planned contribution to revenue budget for 2019/20	0.299
Income from Capital Receipts	1.000
<b>Total</b>	<b>4.005</b>

2019/20 Latest Proposals (12.676)

2019/20 MTFS Feb 2018	3.958
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# Portfolio Holder for Corporate Policy and Legal Services

Cllr Paul Findlow Summary	2019/20 MTFS Feb 2018 £m	2019/20 Latest Props £m
Human Resources	0.102	0.272
Legal Services	0.164	0.941
Total Policy Proposals	0.266	1.213

Human Resources	2019/20 £m
Growth in HR services	0.175
Pay and Pensions	0.097
Total	0.272

Legal Services	2019/20 £m
Local Election Costs 2019	0.450
Legal Services Income	(0.030)
Registrations Income	(0.075)
Growth in Legal services	0.250
Community Governance Review	0.037
Pay and Pensions	0.309
Total	0.941

2019/20 as at MTFS Feb 18	2019/20 £m
Human Resources	
Pay and Pensions	0.102
Total	0.102

2019/20 as at MTFS Feb 18	2019/20 £m
Legal Services	
Pay and Pensions	0.164
Total	0.164

2019/20 Latest Proposals **1.213**

2019/20 MTFS Feb 2018 **0.266**

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Best4Business   
Simple / Standard / Shared / Self-Service

# Joint Scrutiny Working Group

13 March 2019



# Agenda

- Introduction / purpose
- Update since last Scrutiny Working Group
- Programme timeline
- Business readiness
- User feedback
- Business case / budget update
- Next steps
- Conclusions

# Introduction / Purpose

- Appointment of Chairman for the meeting
- Terms of Reference (reminder)
- Purpose of session

# Terms of Reference (reminder)

To undertake a joint scrutiny review of the HR and Finance (“Best4Business”) implementation, reporting at agreed milestones prior to the planned implementation.

The Joint Scrutiny Task Group will be asked to scrutinise:

- The governance process supporting the approval of the solution design;
- The approach to business change and training; and
- ✕ The outcome of the processes which support the recommendation to go live with the new solution.

# Questions we thought you might ask

How is the programme going?

Are the business ready?

What do the users think ?

How does it compare to the original business case?

What happens next ?

Other ?

So how is it going ?

# Update since last Working Group

Programme Director left at Christmas

Member Steering Group updated

June Programme Board agreed **December go live**

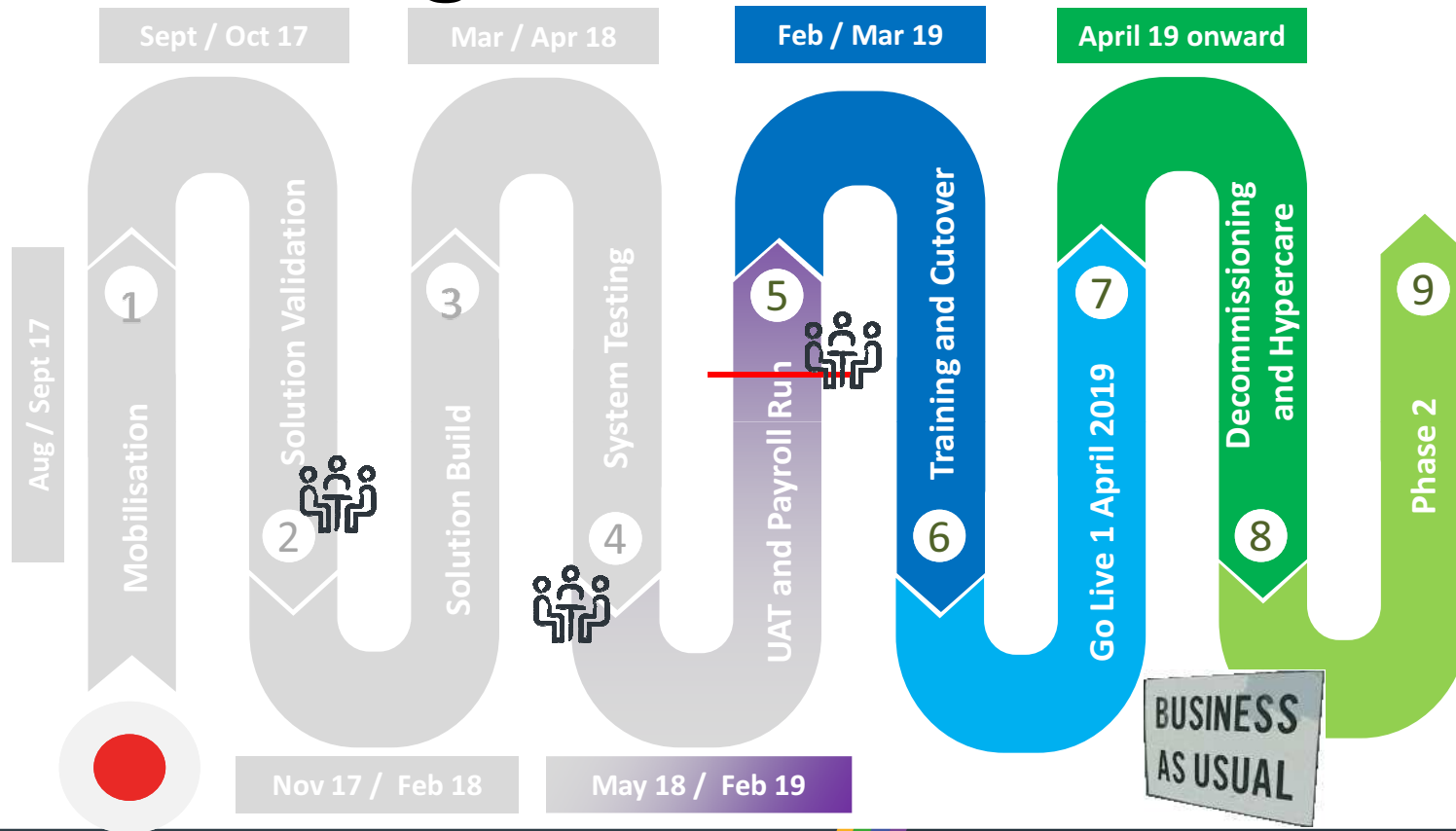
**BW Recruitment to go live** earlier to replace Oracle Taleo

December Programme Board **set a target date of April**

Procurement of **separate Learning Management System** underway

Decision to **retain Collaborative Planning** as budget forecasting solution

# Programme timeline





# Key areas to consider for Go-live

- UAT
- PPR
- Cut over readiness
- Business Readiness

# Are the business ready ?

# Business Readiness - Change Plan

- Change strategy and plan revised to delivery to new timescales
- Greater focus on Go-Live Support and Transition to Business as Usual

# Business Readiness - Communications

- Regular briefings at CLT and SLT at both Councils, and at DMT meetings
- Middle manager briefing sessions – over 500 attendees
- Specific HR, Finance and Transactional Services workshops held
- “Change champion” briefings and navigational training sessions for 200 champions
- Monthly Joint Trade Union briefings
- Regular comms via Team Voice, In Touch, People Panel
- Over 190 schools attended school conferences where B4B update provided
- Termly attendance at heads, business managers, Finance, IT, cluster groups
- Regular meetings with Council Companies’ business users
- Staff surveys to assess levels of awareness and engagement – positive responses

# Summary of current position ?

- Councils are building up “readiness”
- Significant UAT Progress - however:
  - Defects still need resolving
  - Not currently ready to finish “UAT” to accepted criteria
- PPR – Progressing but not complete

# What do users think ?

# Feedback

- BW Recruitment went live 6 November 2018
  - Positive feedback from recruiting managers
- Numerous user engagement sessions held
  - Positive feedback on “look and feel” of overall solution and overviews of key manager functions and processes

How does it compare to the  
business case?



# Estimated Savings

Technology savings	£2.2m
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Business process savings	£1.2m
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Less annual support costs	(£1.1m)
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<b>Annual Permanent savings</b>	<b>£2.3m</b>
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# Budget/Payback

- Current budget over run £1.5m
- Payback = Gross costs 7 years
- Payback = Incremental programme costs 5.9 years
- ICT replacement schemes not usually looked at purely on Payback
- Costs of 'do nothing' were estimated at £5m
- £2.3m per annum of permanent savings generated

# Next steps

- Refresh programme plan
- Complete UAT and PPR testing
- Ensure businesses remain ready
- Develop post go-live plan
- Future update to SSJC when programme refresh complete

# Conclusions, reflections, feedback

- Have your objectives for this session been met?
- What are the key conclusions to feed back to each Council's Scrutiny Committee?
- What advice or feedback do you wish to give to the Portfolio Holders?



*Working for a brighter future together*

## **Corporate Overview and Scrutiny**

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**Date of Meeting:** 04 April 2019

**Report Title:** Review of progress on Open Data and Transparency in  
Cheshire East Council

**Portfolio Holder:** Councillor Paul Findlow

**Senior Officer:** Mark Taylor, Acting Executive Director, Corporate Services

### **1. Report Summary**

- 1.1. Over the past few years, Cheshire East Council has made significant progress towards becoming a more open and transparent council. The cross-party Transparency Working Group (TWG), chaired by Councillor Findlow, was established in October 2015 and has met on a quarterly basis since this date. This report outlines the progress made and the next steps to be taken.

### **2. Recommendation/s**

- 2.1. It is recommended that this Committee notes the progress made and the proposed next steps, and considers the opportunity to view the Open Data Portal at a future meeting.

### **3. Background**

- 3.1. Transparency and Open Data can deliver multiple benefits for local authorities:
  - Creating value for residents by providing information in new and accessible ways to help them make decisions about their lives and their communities. It helps them to hold councillors and council officers to account for their decisions and policies.
  - Creating value for the Council by reducing the time spent providing data for different audiences, and by forming the basis of new applications and

website functionality. It can also provide a stronger evidence base for decisions and policies.

- Creating value for businesses, making data available in formats that they can re-use for economic and social benefits.

### 3.2. Compliance with mandatory requirements

The TWG has focused on compliance with mandatory publication requirements and the technical solutions to support them. This includes compliance with the Local Government Transparency Code 2015, the Information Commissioner's Publication Scheme, Re-use of Public Sector Information Regulations 2015 and various copyright and data licensing regulations.

### 3.3 Freedom of Information Disclosure Log

Cheshire East's FOI Disclosure Log was launched on 29th August 2018. The Disclosure Log publishes on the Council's website requests and responses handled under the Freedom of Information Act (FoIA) and the Environmental Information Regulations (EIR). It enables the Council to proactively make information released in response to individual requests available to the wider public; this reinforces the spirit of the FoIA and EIR, promotes openness and transparency and improves access to information which may be of interest to the wider community.

### 3.4 Case Management System

A new IT system (iCasework) for managing FOI/EIR/Data Protection requests has been implemented. This supports the publication of the Disclosure Log by automating much of the process. iCasework also allows powerful monitoring, management reporting and automation to help drive up compliance rates, and allows frequently requested information/trends to be easily identified.

### 3.5 Open Data Portal

'Open Data Cheshire East' is the Council's open data portal, and is used to publish the majority of our transparency and open data together in one place. It is designed to make inspecting, accessing and downloading the data easier for everyone, including developers, who may wish to use the data in their own applications or websites. This current site is due to be replaced by a new site which is due to be launched in April 2019. The

launch of this site will be supported by a full internal and external communications programme to promote it to officers, Members and the public.

### 3.6 Next Steps

The next steps are to:

- Create a Data Publication Plan to identify and prioritise which data should be published. The plan will be informed by FOI statistics/trends and our aim is to become more proactive, rather than reactive, in our disclosure of information. We have already had success in doing this in areas such as Business Rates, Public Health Funerals and Air Quality Data.
- Promote interaction and engagement with our open data, as this will allow developers to create products/applications of economic and/or social value. There are a number of other local authorities who currently do this successfully.
- Promote and embed across the Council a culture of commitment to transparency and openness.
- Disband the Transparency Working Group, in view of the progress made, and propose a future way of monitoring the Council's performance on open data and transparency, possibly through the provision of assurance to Audit & Governance Committee, with updates to Corporate Scrutiny.

## 4. Contact Information

- 4.1. Any questions relating to this report should be directed to the following officer:

Name: Beverley Murphy

Job Title: Transparency Officer

Email: [Beverley.murphy@cheshireeast.gov.uk](mailto:Beverley.murphy@cheshireeast.gov.uk)

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