

Corporate Overview and Scrutiny Committee

Agenda

Date: Thursday, 26th November, 2020

Time: 12.30 pm

Venue: Virtual Meeting

For anyone wishing to view the meeting live, please click in the link below:

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Or dial in via telephone on 141 020 3321 5200 and enter Conference ID: 326 384 949# when prompted.

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.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

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 1 October 2020.

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: Joel Hammond-Gant

Tel: 01270 686468

E-Mail: joel.hammond-gant@cheshireeast.gov.uk

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**

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.

Members of the public wishing to make a statement should provide notice in writing at least three clear working days before the meeting takes place.

6. **Covid-19 Update**

Report to follow.

7. **Council Tax Base 2021/22** (Pages 7 - 14)

To consider the report and submit any comments and feedback to Cabinet prior to its next meeting on 1 December 2020.

8. **Workplace Recovery** (Pages 15 - 32)

To receive an update on the work undertaken since June 2020 through the Workplace Recovery programme.

9. **Update from the (Best4Business) Joint Scrutiny Working Group**

To receive a verbal update from members of the Joint Scrutiny Working Group following its meeting on 23 November 2020.

10. **Forward Plan** (Pages 33 - 46)

To review the council's Forward Plan of key decisions.

11. **Work Programme** (Pages 47 - 56)

To review the committee's work programme.

Membership: Councillors Q Abel, C Bulman, J Clowes (Chairman), JP Findlow, R Fletcher, M Hunter, A Moran, B Murphy (Vice-Chairman), J Saunders, M Simon, R Vernon, and L Wardlaw

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Overview and Scrutiny Committee**
held on Thursday, 1st October, 2020 at Virtual Meeting

PRESENT

Councillor J Clowes (Chairman)
Councillor B Murphy (Vice-Chairman)

Councillors Q Abel, C Bulman, JP Findlow, R Fletcher, A Moran, J Saunders,
M Simon, R Vernon and L Wardlaw

PORTFOLIO HOLDERS IN ATTENDANCE

Councillor J Rhodes, Portfolio Holder for Public Health and Corporate
Services
Councillor A Stott, Portfolio Holder for Finance, ICT and Communication

OFFICERS IN ATTENDANCE

Jane Burns, Executive Director of Corporate Services
Linda Couchman, Acting Strategic Director of Adult Social Care and Health
Dan Coyne, Community Development Manager*
Asif Ibrahim, Interim Director of Governance and Compliance
Frank Jordan, Deputy Chief Executive and Executive Director of Place
Mark Palethorpe, Executive Director of People
Alex Thompson, Director of Financial and Customer Services
Nichola Thompson, Director of Commissioning

*Attended for Minute No. 26 only

20 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M Hunter.

21 MINUTES OF PREVIOUS MEETING**RESOLVED –**

That, subject to the noting of Councillor B Murphy's apology for absence,
the minutes of the previous meeting be agreed as a correct record and
signed by the chairman.

22 DECLARATIONS OF INTEREST

There were no declarations of interest.

23 DECLARATION OF PARTY WHIP

There were no declarations of a party whip.

24 PUBLIC SPEAKING TIME/OPEN SESSION

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

25 MID-YEAR REVIEW 2020/21

Consideration was given to a report on the council's financial performance at the mid-point of the 2020/21 financial year. Members asked questions and put comments on a range of points in the report, including;

- the need for greater clarity when presenting financial figures in both gross and net terms;
- clarification on the council's workforce recovery scheme;
- the number of apprenticeships and how these compared to previous years;
- the number of agency staff presently employed by the council;
- how the various monies allocated to pothole improvement works would be specifically distributed and spent; and
- whether true value for money was being achieved through the car park pay and display machines.

RESOLVED –

- 1 That the comments and questions raised by the committee, be presented to Cabinet when it considers the report on 6 October, 2020.
- 2 That the requests for additional information or detailed, written responses, be collated by the Scrutiny Officer and circulated to the committee by email.

26 CROWD FUNDING

Consideration was given to the council's proposed Crowd Funding policy. Questions and comments were made in respect of;

- whether any potential excess funds could be used to support councils and partners in neighbouring areas, to support the wider green agenda;
- whether the council would need to consult with residents about this new policy, in the same way that they are with annual council tax setting;
- how sustainable this approach to raising funds and supporting local projects was;

- what the specific costs the council and other organisations would need to pay to support this approach in the longer-term;
- what kind of mechanism would be used to monitor unused monies coming back to the council; and
- concern that the £100k outset fee required to be paid by the council could potentially be used elsewhere to support the Covid-19 response.

RESOLVED –

That the Crowd Funding policy proposal be noted.

27 RE-PROCUREMENT OF CASE MANAGEMENT SYSTEMS: ADULT'S AND CHILDREN'S

Consideration was given to the council's proposed Crowd Funding policy. Questions and comments were made in respect of;

- whether any potential excess funds could be used to support councils and partners in neighbouring areas, to support the wider green agenda;
- whether the council would need to consult with residents about this new policy, in the same way that they are with annual council tax setting;
- how sustainable this approach to raising funds and supporting local projects was;
- what the specific costs the council and other organisations would need to pay to support this approach in the longer-term;
- what kind of mechanism would be used to monitor unused monies coming back to the council; and
- concern that the £100k outset fee required to be paid by the council could potentially be used elsewhere to support the Covid-19 response.

RESOLVED –

That the Crowd Funding policy proposal be noted.

28 FORWARD PLAN

The committee reviewed the council's Forward Plan of key decisions.

RESOLVED –

That the Forward Plan be noted.

29 WORK PROGRAMME

The committee reviewed its work programme. It was noted that the next meeting of the (Best4Business) Joint Scrutiny Working Group was due to

meet at the end of November, and so an update could be presented to committee at its meeting on 7 January, 2021.

RESOLVED –

That the work programme be agreed.

The meeting commenced at 2.00 pm and concluded at 5.16 pm

Councillor J Clowes (Chairman)



Working for a brighter future together

Key Decision N

Date First
Published: >

Cabinet

Date of Meeting: 1st December 2020

Report Title: Domestic Taxbase 2021/22 Report

Portfolio Holder: Cllr Amanda Stott – Finance, ICT and Communication

Senior Officer: Alex Thompson – Director of Finance and Customer Services
(Section 151 Officer)

1. Report Summary

- 1.1. This report sets out the Council Tax base calculation 2021/22 for recommendation from Cabinet to Council.
- 1.2. The calculation sets out the estimates of new homes less the expected level of discounts and the level of Council Tax Support (CTS). This results in a band D equivalent tax base position for each Town and Parish Council.
- 1.3. The tax base reflects an increase of £1.8m (0.78%) on the 2020/21 budgeted position which is lower than the 1% forecast increase reported in February 2020. This is as a result of increased Council Tax Support claimants due to the ongoing pandemic situation. Additional new homes and more properties brought back into use over the last eleven years, have increased the taxbase by 16.2% since 2010/11.

2. Recommendation/s

Cabinet recommends to Council that:

- 2.1. In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount to be calculated by Cheshire East Council as its Council Tax Base for the year 2021/22 as 153,796.10 for the whole area.

2.2. The premium charged for property that has been empty for 10 years or longer be increased from 200% to 300%

2.3. The Council Tax Support Scheme for 2021/22 is unchanged other than increasing the income bands in line with CPI.

3. Reasons for Recommendation/s

3.1. In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 Cheshire East Council is required to agree its tax base before 31st January 2021.

4. Other Options Considered

4.1. None.

5. Background

5.1. Cheshire East Council is required to approve its tax base before 31st January 2021 so that the information can be provided to the Cheshire Police and Crime Commissioner and Cheshire Fire Authority for their budget processes. It also enables each Town and Parish Council to set their respective budgets. Details for each parish area are set out in **Appendix A**.

5.2. The tax base for the area is the estimated number of chargeable dwellings expressed as a number of band D equivalents, adjusted for an estimated number of discounts, exemptions and appeals plus an allowance for non-collection. A reduction of 1% is included in the tax base calculation to allow for anticipated levels of non-collection.

5.3. Processes to collect Council Tax locally continue to be effective and collection rates of 99% continue to be achieved over two years. Changes to Council Tax discounts, specifically the introduction and subsequent amendments to the CTS scheme are being managed and the forecast level of non-collection at Cheshire East has been maintained at 1% for 2021/22.

5.4. The tax base has been calculated in accordance with the Council's local policy to offer no reduction for empty properties except that Discretionary reductions will continue to be allowed, for landlords, under Section 13A of the Local Government Finance Act 1992.

- 5.5. Analysis of recent trends in new homes, and homes being brought back into use, suggest an increase of nearly 4,200 homes is likely between the setting of the 2020/21 taxbase in October 2020 and the 31st March 2022. The impact of this growth is affected by when properties may be available for occupation and the appropriate council tax banding and this is factored into the tax base calculation.
- 5.6. In common with most Billing Authorities, Cheshire East Council charges a Council Tax premium of 100% on property that has been empty for 2 years or more in order to encourage homes to be brought back into use. The Local Government Finance Act 1992 (amended) enables Councils to charge a premium on empty properties.
- 5.7. The Autumn Budget 2017 allowed Councils to increase the premium from 100% to 200% with effect from April 2020. This change was implemented with effect from 1st April 2020. There was further flexibility granted for properties over 10 years old by allowing a 300% charge to be levied from April 2021. Cheshire East will be recommending that this change is also implemented.
- 5.8. The tax base also reflects assumptions around CTS payments. The Cheshire East CTS scheme was introduced in 2013/14 and subsequently amended following consultations in 2016/17 and 2020/21. The history of the scheme including budgets available compared to actual payments made is shown in Table 1 below.

Table 1 – Council Tax Support Budget since the introduction of the Scheme

Taxbase Year	CTS Payments £m	Risk Allowance £m	Resulting CTS Budget £m
2013/14 (original scheme)	18.2	0.7	18.9
2014/15	17.7	1.4	19.1
2015/16	17.7	0.9	18.6
2016/17 (revised scheme)	15.7	1.9	16.7
2017/18	14.2	2.0	16.2
2018/19	14.6	1.6	16.2
2019/20	15.0	1.2	16.2

2020/21 (estimated)	17.2	-0.4	16.8
2021/22 (estimated)	17.5	0.5	18.0

5.9. This level of budget will allow for a reduced risk factor of £0.5m due to overall affordability levels and the increased demand for Council Tax Support assistance due to the ongoing pandemic situation. The ongoing level of risk reflects a number of possible influences on the scheme such as:

- Challenges over the medium term economic position.
- The risk of a major employer leaving the area.
- The risk of delay in the significant development projects delaying employment opportunities.
- The prospect of a greater number of residents becoming of pensionable age and potentially becoming eligible for CTS.
- The risk of increased non-collection due to the increasing demand on non-protected residents.
- Further increase in caseload as a result of the COVID-19 pandemic resulting in reductions in earnings and increased redundancies

5.10. There are no further changes proposed for the Council Tax Support Scheme for 2021/22, other than the uprating of the income bands in line with the Consumer Price Index in September 2020,

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended and Chapter 4 of the Council's Constitution, the calculation of the Council Tax Base is a matter for full Council following a recommendation by Cabinet.

6.2. Finance Implications

6.2.1. The calculation of the tax base provides an estimate that contributes to the calculation of overall funding for Cheshire East Council in each financial year.

6.3. Policy Implications

6.3.1. None

6.4. Equality Implications

6.4.1. None.

6.5. Human Resources Implications

6.5.1. None

6.6. Risk Management Implications

6.6.1. Consideration and recommendation of the Tax Base for 2021/22 to Council ensures that the statutory requirement to set the taxbase is met.

6.6.2. Estimates contained within the Council Tax Base calculation, such as the loss on collection and caseload for Council Tax Support, will be monitored throughout the year. Any significant variation will be reflected in a surplus or deficit being declared in the Collection Fund which is then shared amongst the major precepting authorities

6.7. Rural Communities Implications

6.7.1. This report provides details of taxbase implications across the borough.

6.8. Implications for Children & Young People/Cared for Children

6.8.1. None.

6.9. Public Health Implications

6.9.1. None.

6.10. Climate Change Implications

6.10.1. None

7. Ward Members Affected

7.1. All.

8. Consultation & Engagement

8.1. Not subject to any specific consultations.

9. Access to Information

9.1. Supporting system reports evidencing current taxbase numbers is available on request.

10. Contact Information

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

Name: Alex Thompson
Job Title: Director of Finance & Customer Services (Section 151 Officer)
Email: alex.thompson@cheshireeast.gov.uk

APPENDIX A

COUNCIL TAX - TAXBASE 2021/22

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 99.00%
Acton	167.66	165.99
Adlington	646.45	639.99
Agden	70.04	69.34
Alderley Edge	2,733.87	2,706.53
Alpraham	223.62	221.39
Alsager	4,979.84	4,930.04
Arclid	207.90	205.82
Ashley	162.00	160.38
Aston by Budworth	190.90	188.99
Aston-juxta-Mondrum	95.64	94.68
Audlem	1,058.40	1,047.81
Austerson	49.78	49.29
Baddiley	139.06	137.67
Baddington	65.17	64.51
Barthomley	102.74	101.71
Basford	93.92	92.98
Batherton	24.94	24.69
Betchton	289.42	286.52
Bickerton	131.34	130.03
Blakenhall	71.88	71.16
Bollington	3,234.81	3,202.47
Bosley	219.79	217.60
Bradwall	89.41	88.51
Brereton	743.27	735.84
Bridgemere	69.55	68.86
Brindley	70.55	69.85
Broomhall	85.54	84.69
Buerton	247.76	245.28
Bulkeley	139.15	137.76
Bunbury	691.49	684.57
Burland	293.02	290.09
Calvey	139.06	137.67
Checkley-cum-Wrinehill	50.91	50.40
Chelford	767.79	760.12
Cholmondeley	92.61	91.69
Cholmondeston	91.42	90.51
Chorley	289.65	286.75
Chorley (Crewe)	62.53	61.91
Chorlton	511.67	506.55
Church Lawton	919.42	910.22
Church Minshull	221.83	219.61
Congleton	10,581.06	10,475.25
Coole Pilate	38.95	38.56
Cranage	687.03	680.16
Crewe	14,103.94	13,962.90
Crewe Green	97.60	96.63
Disley	2,083.45	2,062.61
Dodcott-cum-Wilkesley	220.33	218.13
Doddington	19.65	19.46
Eaton	362.08	358.46
Edleston	337.99	334.61
Egerton	34.67	34.32
Faddiley	85.82	84.96
Gawsworth	827.73	819.46
Goostrey	1,101.20	1,090.19
Great Warford	446.88	442.42
Handforth	2,356.27	2,332.71
Hankelow	179.15	177.35
Haslington	2,806.10	2,778.04
Hassall	113.29	112.16
Hatherton	186.05	184.19
Haughton	107.41	106.34
Henbury	377.12	373.35
Henhull	219.40	217.20
High Legh	915.86	906.70
Higher Hurdsfield	335.51	332.15
Holmes Chapel	2,824.35	2,796.11
Hough	345.59	342.14
Hulme Walfield & Somerford Booths	288.31	285.43
Hunsterson	81.84	81.02
Hurleston	36.62	36.25

COUNCIL TAX - TAXBASE 2021/22

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 99.00%
Kettleshulme	174.65	172.90
Knutsford	5,852.03	5,793.51
Lea	22.23	22.01
Leighton	1,922.39	1,903.16
Little Bollington	86.34	85.48
Little Warford	40.92	40.51
Lower Peover	77.30	76.53
Lower Withington	338.83	335.44
Lyme Handley	70.02	69.32
Macclesfield	18,900.97	18,711.93
Macclesfield Forest/Wildboardclough	119.36	118.17
Marbury-cum-Quoisley	136.42	135.06
Marton	116.65	115.48
Mere	491.21	486.30
Middlewich	4,981.03	4,931.22
Millington	102.85	101.82
Minshull Vernon	148.48	146.99
Mobberley	1,484.97	1,470.12
Moston	373.28	369.55
Mottram St Andrew	417.00	412.83
Nantwich	5,388.11	5,334.23
Nether Alderley	594.59	588.64
Newbold Astbury-cum-Moreton	362.93	359.30
Newhall	431.30	426.98
Norbury	104.34	103.30
North Rode	127.24	125.96
Odd Rode	2,010.80	1,990.69
Ollerton with Marthall	327.01	323.74
Over Alderley	232.20	229.88
Peckforton	78.08	77.29
Peover Superior	415.00	410.85
Pickmere	381.09	377.28
Plumley with Toft and Bexton	412.58	408.45
Poole	82.02	81.20
Pott Shrigley	155.79	154.23
Poynton with Worth	6,014.33	5,954.19
Prestbury	2,252.94	2,230.41
Rainow	616.52	610.36
Ridley	84.45	83.61
Rope	890.44	881.53
Rostherne	80.89	80.08
Sandbach	8,288.83	8,205.94
Shavington-cum-Gresty	2,255.93	2,233.37
Siddington	184.58	182.74
Smallwood	331.16	327.85
Snelson	84.13	83.29
Somerford	618.63	612.44
Sound	119.36	118.17
Spurstow	194.40	192.45
Stapeley	1,708.44	1,691.35
Stoke	114.92	113.77
Styal	416.05	411.89
Sutton	1,138.52	1,127.13
Swettenham	176.53	174.77
Tabley	235.44	233.09
Tatton	12.26	12.14
Twemlow	121.64	120.43
Walgherton	67.03	66.36
Wardle	68.44	67.76
Warmingham	116.10	114.93
Weston	963.46	953.82
Wettenhall	118.08	116.90
Willaston	1,495.16	1,480.21
Wilmslow	11,969.44	11,849.75
Wincle	94.64	93.69
Wirswall	41.41	41.00
Wistaston	3,182.23	3,150.40
Woolstanwood	249.13	246.64
Worleston	122.12	120.90
Wrenbury	531.12	525.81
Wybunbury	693.79	686.85
	155,349.60	153,796.10

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Workplace Recovery

The journey so far
Officer Presenting: Jo Brown

Working for a *brighter future* together

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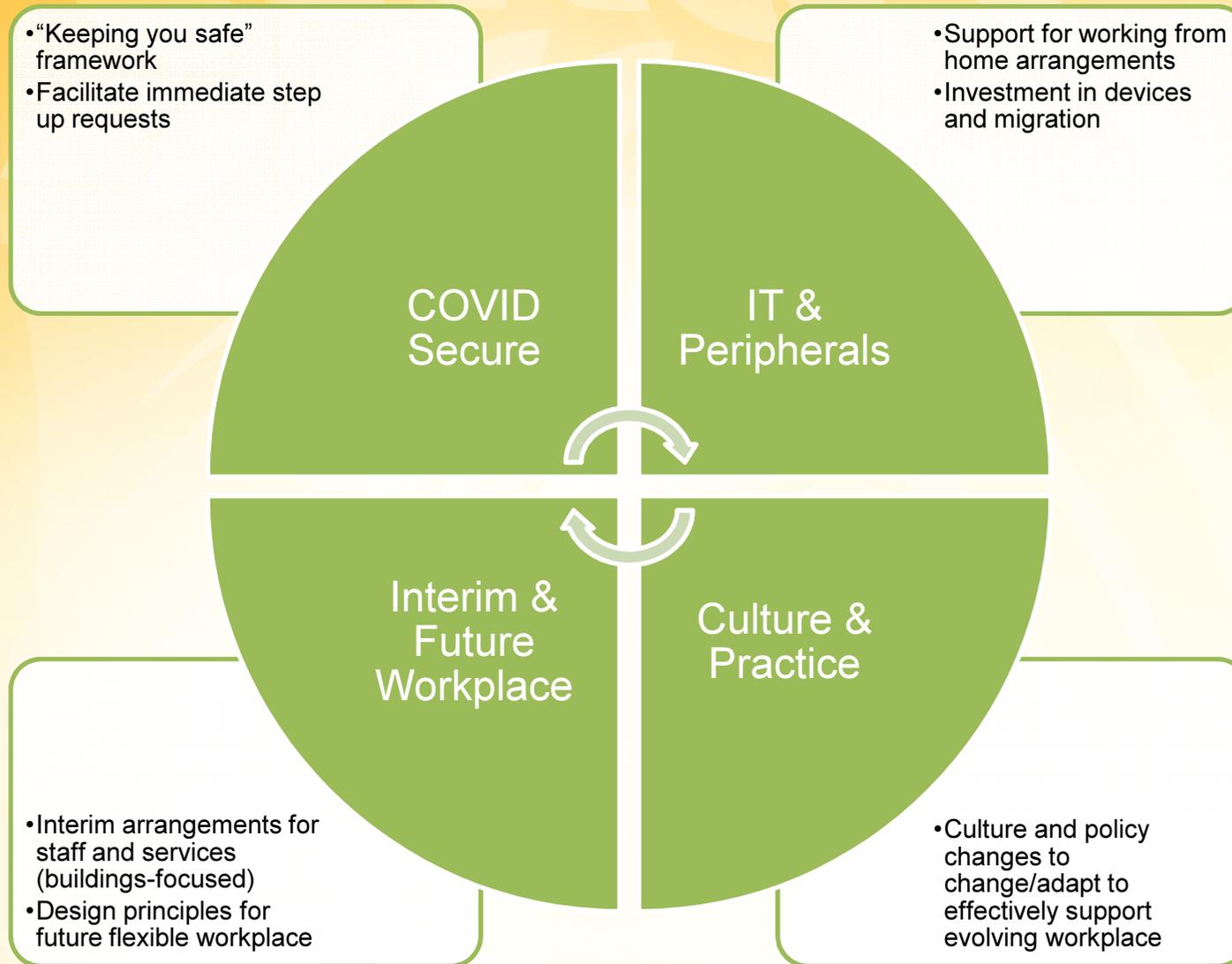
Background

- Workplace recovery was set up in June with the aim of:
 - Readying corporate buildings for staff to return, at least in part;
 - Stepping up areas such as registration services in a safe and supportive manner;
 - Equipping the workforce with the kit needed to undertake their role;
 - Providing advice and support to the workforce in a coordinated way;
 - Engaging with the workforce, champions and trade unions;
 - Linking across to the estates and ICT work in the transformation programme and help to articulate some design principles for the future design of the workplace.

Working collaboratively

- A multi-disciplinary team established, to drive activity and momentum;
- Includes senior officers from all directorates, to ensure all perspectives considered and accounted for – not a ‘done to’ or one size fits all approach;
- Subgroups established to ensure focus and pace in the right areas.

Workplace Recovery – areas of focus





Covid-19 Response

Key findings

Response rate: 55%

No of responses: 1977 of 3601



Part of the DJS Research group



83%

Happy with level of line manager communication



83%

Agree communication from the organisation has been effective



75%

Agree the council has provided effective wellbeing support during Covid-19



72%

Have had access to necessary systems and equipment



50%

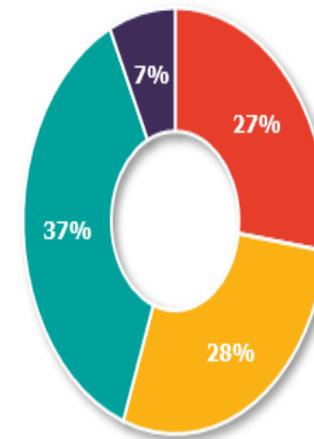
Have been migrated to Teams

Top areas of concern in relation to working at usual working location(s)	% concerned
The use of 'hot-desks' / shared-desks	79%
The use of shared kitchens to make drinks, prepare and eat food	74%
That people will follow public health guidelines relating to social distancing when we all start returning to the 'new normal'	73%
The ventilation of working spaces	73%
The use of shared equipment (e.g. printers)	72%

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Concerns: what are employees most concerned about in relation to working at their usual place of work?

Since lockdown in March 2020, have you...



- Regularly worked more than usual
- Occasionally worked more than usual
- Usually worked the same amount as usual
- Worked less than usual

Working patterns: how have workloads changed during Covid-19?

The council's Covid-19 response



Part of the DJS Research group

Views of the management of the response

The council has provided effective wellbeing support during Covid-19

75%

I have the systems / equipment to work from home effectively

72%

Communication from the council has been effective

83%

83%

I am happy with the amount of communication I have had with my manager

65%

The council's response to implementing social distancing and hygiene measures has been effective

Top safety concerns when returning to usual work location

79%

The use of 'hot-desks' / shared desks

74%

The use of shared kitchens to make drinks, prepare and eat food

72%

The use of shared equipment (e.g. printers)

73%

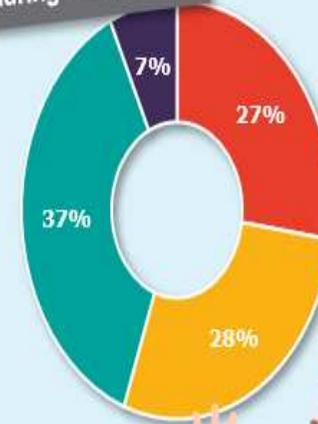
That people will follow social distancing guidelines

73%

The ventilation of workspaces

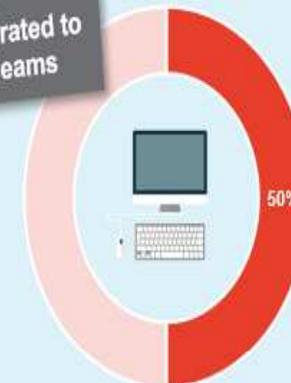
% concerned

Change in workload during Covid-19



- Regularly worked more than usual
- Occasionally worked more than usual
- Usually worked the same amount as usual
- Worked less than usual

50% have migrated to Microsoft Teams



Data collection in June 2020.
Response rate: 55%. No. of responses: 1,977 of 3,601

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Enabling and supporting workforce



Future of Work E-learning



Conversation Toolkits
(Work / Life Balance)



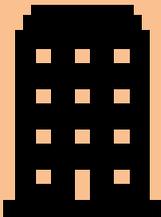
Support Sessions
(TLC / Manager)



Golden Practices

Launched “keeping you safe” framework

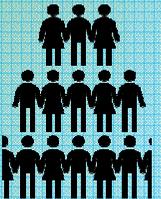
Keeping you safe



Level 1: In the Workplace

COMPLETE

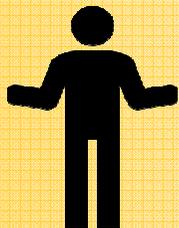
Corporate Buildings RA
Approved by TU



Level 2: As a Workforce

COMPLETE

Quality Assurance Completed



Level 3: As an Individual

Recommended for following staff:

Have underlying health conditions

Are pregnant

BAME ethnicity

White EU ethnicity and >70 years old

ONGOING

Revising Individual RA,
with BAME Network & Updated
Government Guidance

How we are keeping you safe

These 5 steps are the backbone of our new way of working, and are the Government's [“5 steps to working safely”](#).



Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

FIVE STEPS TO SAFER WORKING TOGETHER

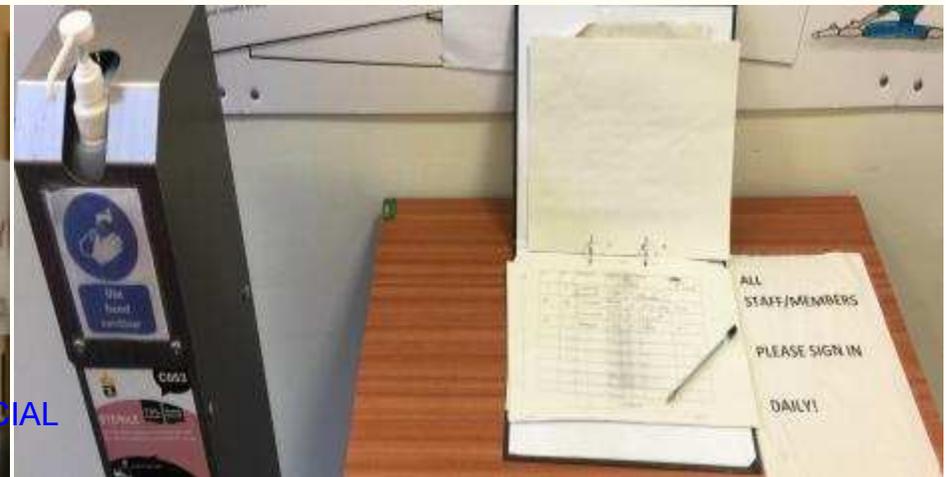
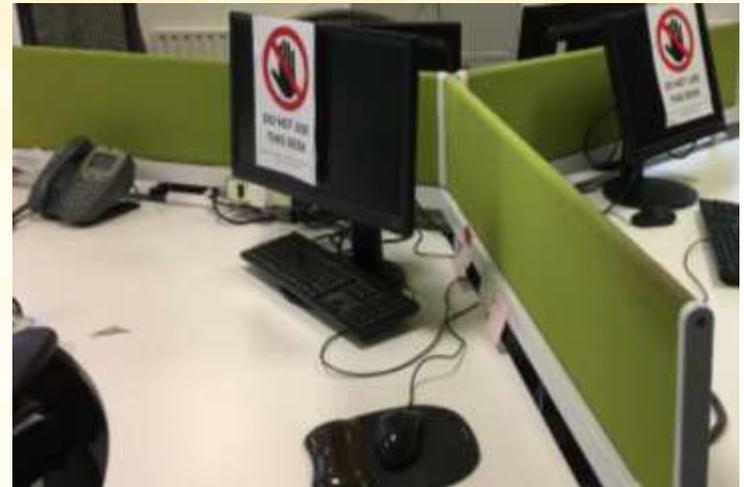
- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer _____ Date _____

Who to contact: _____ Your Health and Safety Representative
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)



Our Covid-secure measures



Support at Home



c94% of staff have now been migrated to Win10 and M365.

Home working risk assessments - used to ensure staff working safely, with some repurposed kit from office buildings where appropriate. Staff also purchasing elements themselves, balanced against savings made not commuting.

Research with other councils found the majority were not making payments to staff but emphasising the benefits for most of homeworking.

Our Covid-secure buildings are still an option if people are struggling with mental health, wellbeing or the home working environment.

Golden Practices for Staff

Our Golden Practices are designed to help you achieve the right balance between being productive and maintaining a positive approach to your health and wellbeing at work each day.



These are essential steps to take every working day



These are suggested steps to take regularly



Trust, confidence and availability

Your manager trusts you to get your job done wherever you are working. You feel confident to do your job and able to work flexibly to meet the demands of your role.



Starting your working day

Whether travelling to a building or working from home, how do you start your day? Does it include a healthy breakfast? A short walk? A mindful couple of minutes? Is your mind prepared for the day ahead?



Prepare your workspace

Don't forget the daily quick check: Is my chair at the right height? Is the computer in the correct position? Do I have enough light? etc.



Good morning all

Have a morning check in with each other using email, Teams etc.



Get up, get moving, throughout the day

Make a conscious effort to move regularly throughout the day, stay hydrated and take breaks between meetings where possible.



Respect the lunch break

As a general rule, avoid booking meetings between 12.30pm and 1.30pm to enable everyone, including yourself, to take a lunch break.



Plan quiet time

Book a couple of one-hour slots a week into your diary so that you can have some focus, planning or admin time. Take the opportunity to visit the Learning Lounge or complete courses as part of your job role.



Regular checking in

Make a point of asking open questions to check in with colleagues. What are you looking forward to working on this week? How are you feeling physically in your workspace (feeling comfortable, feeling safe?) How can I help you today?



Reach out

If you notice that you are not feeling quite right, your mood is low, you are struggling to sleep or unable to switch off your thoughts, then speak up and reach out for support. Your manager, a trusted colleague, a Time to Change Ambassador, or a Mental Health First Aider are just a few of the people that can support you.



Coffee time

Have a virtual coffee break once a week/fortnight, to catch up on all your team news.



Respect the end of day

Wherever possible, avoid arranging meetings after 5.00pm.



Switching off

End your day by switching off all devices and closing your workspace. Resist the temptation to answer a work call on your personal mobile after you have signed off. Take time to reflect on the day while doing an activity such as a short walk or a task that gives space for some mindfulness, ready for what the evening has to offer.

Communications, support and engagement

- We have adapted our communications & engagement channels to suit the virtual arrangements:
 - Cascade of messages through Chief Exec Vlogs, Wider Leadership Team, CEMART and bronze cells as needed;
 - Dedicated Workplace recovery cell and its senior rep's;
 - Staff FAQs – living document based on the most up-to-date guidance
 - Regular Team Voice articles and weekly staff and Member briefings;
 - Trade Union involvement;
 - Conversation With sessions;
 - Manager support sessions, Time to Listen and Chat sessions (both new during the pandemic);
 - Staff and member packs;
 - Champions – ongoing engagement and testing ideas;
 - Dedicated Centranet site accessible to all staff whether logged in corporately or not;
 - New support group for staff who are Clinically Extremely Vulnerable or who support a family member who is.

Communication examples

Keeping you safe

Guidance to working in and visiting
our COVID-Secure Buildings

Workplace Recovery
Release September 2020

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Member Advice Pack from Workplace Recovery

Release October 2020

Working for a brighter future together

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Coronavirus - COVID-19

Supporting you during the COVID-19 outbreak

[Home](#) / [System Pages](#) / Information for Staff

Cheshire East staff pages

Welcome to the Cheshire East staff pages. You can find resources for staff that you can access without needing to log into the Council's IT network (in most cases).

Covid-19 information for staff

- [Staff briefings](#) - 2 November 2020
- [Your wellbeing](#)
- [Workplace Recovery - Guidance for staff and managers](#)
- [COVID-19 Advice to staff - your questions answered \(MS Word, 26KB\)](#)

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Flexible, proactive and responsive

- The situation remains fluid as we enter lockdowns, move between tiers and so on:
 - Complexities for our FAQs arise as guidance changes or new scenarios emerge – dealt with proactively, collaboratively and promptly;
 - Some staff live outside of the CEC area, so dealing with two sets of arrangements;
 - Additional asks/ requirements placed on councils.
- Increased pressure on the front line - we are responding to this with a joint planning piece, seeking to identify additional capacity and scenario plan to ensure we can support these critical services.
- Also examining the pressures elsewhere to see where we can pause activity and release capacity.

Going forward

- Trade Unions have reported they are happy with the engagement and support they've seen;
- Similarly, staff have said they feel connected to what is going on;
- We will continue to listen and where messages aren't getting through via the channels mentioned, we will continue to flex and adapt our approach.
- Additional support will be developed and put in place as needs are identified e.g. through our capacity planning work, e-learning, specific sessions for staff and managers.

Looking to the future (beyond COVID):

Core messages that we are continuing to emphasise with our staff are:



Flexible



Digital



Collaborative

Our way of working has changed.



Our workplace has changed,
and we have the opportunity to accelerate
our transformation.

We will keep listening and engaging
as we continue to develop our
future working arrangements.

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FORWARD PLAN FOR THE PERIOD ENDING 28TH FEBRUARY 2021

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
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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 19/20-53 - Crewe Regeneration and Investment Programme	<ol style="list-style-type: none"> <li data-bbox="360 395 680 944">1. <u>Towns Fund / Town Investment Plan / Crewe Town Board</u> To authorise officers in consultation with relevant Portfolio Holders to facilitate arrangements for the Council to act as Accountable Body for the Crewe Town Board; to delegate authority on economic development and regeneration matters to the Portfolio Holder for Environment and Regeneration; and to authorise the development and submission of a Crewe Town Investment Plan. <li data-bbox="360 976 680 1248">2. <u>Future High Streets Fund</u> To authorise officers in consultation with relevant Portfolio Holders to accept a government grant to support the regeneration of Crewe town centre, with associated financial approvals. <li data-bbox="360 1279 680 1576">3. <u>Crewe HS2 Hub</u> To consider an update on the HS2 programme including the Covid Impact Assessment for the Crewe hub station scheme and business case; and to approve the further development of the revised (post-Covid) scheme. 	Cabinet	10 Nov 2020		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 20/21-7 Covid-19 - Update on Response and Recovery	<p>To receive an update report on the Council's response to Covid-19 and the Recovery Plan.</p> <p>To note the financial effects of Covid-19 on the Council, as regards additional expenditure and loss of income, and to consider the potential options for managing residual financial implications within the Council's Medium-Term Financial Strategy.</p> <p>An update report will be presented to each successive Cabinet meeting up to and including 4th May 2021.</p>	Cabinet	10 Nov 2020		Jane Burns, Executive Director of Corporate Services	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 20/21-9 Household Waste Recycling Centre New Contract Service Provision	The household waste recycling centre contract is due for renewal in 2023 and the open procurement process will start in 2021. The report will present a review of the current contract and options available for how the service could be run in the future.	Cabinet	10 Nov 2020		Ralph Kemp, Corporate Manager for Commissioning	N/A
CE 20/21-10 Social Value Policy	The review and refresh of the Council's Social Value Policy. The new policy will be underpinned by a new set of supportive resources to facilitate the implementation of the policy and the delivery of effective social value and corporate social responsibility.	Cabinet	10 Nov 2020		Shelley Brough	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 19/20-42 Congleton Leisure Centre Redevelopment Project	To seek authority to enter into the construction contract with Rock Merchating (T/A Pulse Fitness) for the redevelopment of Congleton Leisure Centre.	Portfolio Holder for Communities	November 2020		Paul Bayley	Fully exempt - para 3

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 20/21-6 Development of a Gypsy and Traveller Transit Site	To approve the progression of the project, subject to planning approval, to enable the scheme to be developed in line with the capital budget outlined within the report; and to authorise the Executive Director of Place, in consultation with the Portfolio Holder for Environment and Regeneration and the Portfolio Holder for Communities, to enter into a construction contract with the preferred bidder and make related decisions to deliver the Cledford Hall project.	Cabinet	1 Dec 2020		Karen Carsberg, Strategic Housing and Intelligence Manager	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 20/21-14 Adult Social Care: Our Covid-19 Winter Plan 2020/21	To provide Cabinet with an overview of the Council's response to the Government's publication of the adult social care winter plan. Officers are to be authorised where necessary to implement the adult social care recommendations/actions.	Cabinet	1 Dec 2020		Nichola Thompson, Director of Commissioning	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 20/21-15 Better Care Fund S75 Agreement	To enter into a new S75 Partnership Agreement with the local health partner (NHS Cheshire Clinical Commissioning Group) to cover the period from 1st April 2020 until 31st March 2021 with the option to extend the agreement for a further period of one year, subject to there being a national requirement to operate the Better Care Fund as a Section 75 pooled budget agreement until 2021/22.	Cabinet	1 Dec 2020		Nichola Thompson, Director of Commissioning	N/A
CE 19/20-49 Council Tax Base 2021-22	For Cabinet to consider the Council Tax Base for Cheshire East and identify any changes to the calculation of the tax base for 2021-22 with a view to recommending the amount calculated to Council.	Council	16 Dec 2020		Paul Manning	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 20/21-11 Procurement of Facilities Management Service and the Council's Energy Supply	To approve the re-procurement of facilities management services, to include maintenance, statutory compliance and energy supply management and to authorise officers to take all necessary actions to implement the proposal.	Cabinet	12 Jan 2021		Denise Griffiths	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 20/21-3 Flowerpot Junction Improvement Scheme	To approve procurement of works to improve Flowerpot Junction, utilising the NPIF allocation from DfT and local funding contributions from s106 contributions and council match funding. Authorise the preparation and making of a CPO relating to land required for the junction improvements where this cannot be acquired through negotiation, and delegate authority to the Director of Infrastructure and Highways, in consultation with the Portfolio Holder for Strategic Transport to finalise the scheme details and enter into an agreement with the Council's appointed Highways Term Services to deliver the scheme.	Cabinet	2 Feb 2021			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 20/21-8 Carbon Action Plan Key Decisions	To authorise Officers to take all necessary actions relating to land allocation and procurements for initial projects contributing to sustainable energy generation and green sequestration.	Cabinet	2 Feb 2021		Ralph Kemp, Corporate Manager for Commissioning	N/A
CE 20/21-16 Third Quarter Review (Finance) 2020/21	To note and comment on the three quarter year finance and performance position, and to approve any supplementary estimates and virements.	Cabinet	2 Feb 2021			N/A
CE 19/20-50 Medium Term Financial Strategy 2021-25	To approve the Medium Term Financial Strategy 2021-25 incorporating the Council's priorities, budget, policy proposals and capital programme. The report will include the capital, treasury management, investment and reserves strategies.	Council	17 Feb 2021	Corporate Overview and Scrutiny Committee – 1 February 2021 Cabinet – 2 February 2021		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 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Cabinet	4 May 2021		David Malcolm	N/A



Working for a brighter future together

Corporate Overview and Scrutiny Committee

Date of Meeting: 26 November 2020

Report Title: Work Programme

Senior Officer: Jane Burns, Executive Director of Corporate Services

1. Report Summary

- 1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

2. Recommendation

- 2.1. That the work programme be reviewed and amended as required.

3. Reason for Recommendation

- 3.1. It is good practice to regularly review the work programme and update it as required.

4. Background

- 4.1. The committee has responsibility for updating and approving its own work programme. Scrutiny liaison meetings – held between the Chairman and Vice-Chairman of the committee, alongside the portfolio holders and key senior officers – ensure that there is continued awareness and discussion of upcoming policies, strategies and decisions within the committee's remit area.

5. Determining Which Items Should be Added to the Work Programme

- 5.1. When selecting potential topics, members should have regard to the Council's three year plan and to the criteria listed below, which should be considered to determine whether scrutiny activity is appropriate.
- 5.2. The following questions should be considered by the committee when determining whether to add new work programme items, or delete existing items:

- 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 or underspends?
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service?

5.3. The committee should not add any items to its work programme (and should delete any existing items) that fall under any one of the following:

- The topic is already being addressed elsewhere by another body (i.e. this committee would be duplicating work)
- The matter is sub-judice
- Scrutiny would not add value to the matter
- The committee is unlikely to be able to conclude an investigation within a specified or required timescale

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There are no direct legal implications.

6.2. Finance Implications

6.2.1. There are no direct financial implications.

6.3. Policy Implications

6.3.1. There are no direct policy implications.

6.4. Equality Implications

6.4.1. There are no direct equalities implications.

6.5. Human Resources Implications

6.5.1. There are no direct human resources implications.

6.6. Risk Management Implications

6.6.1. There are no direct risk management implications..

6.7. Rural Communities Implications

6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

6.8.1. There are no direct implications for children and young people.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

6.10. Climate Change Implications

6.10.1. There are no direct implications for the environment and climate change.

7. Ward Members Affected

7.1. All members are potentially affected.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author.

9. Contact Information

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

Name: Joel Hammond-Gant

Job Title: Scrutiny Officer

Email: joel.hammond-gant@cheshireeast.go.uk

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26.11.20	07.01.21	01.02.21	08.04.21
Extraordinary meeting	2.00pm	2.00pm	2.00pm
Virtual meeting	Committee suite, Westfields	Committee suite, Westfields	Committee suite, Westfields

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Update on ASDVs from the Shareholder Committee	To receive an update on the council’s ASDVs from the Shareholder Committee. <i>Meetings are being held through November 2020 – an update could be provided in January 2021.</i>	Executive Director of Place and Deputy Chief Executive	Deputy Leader	Chairman	To monitor activity and progress in relation to ASDVs	A responsible effective and efficient organisation.	Standing item to be received when updates are available
Update on ORACLE (Best4Business) from the Joint Scrutiny Working Group	To receive an update on the Best4Business Programme from the Joint Scrutiny Working Group. <i>The next meeting is scheduled for end of November 2020 - an update could be provided in January 2021.</i>	Executive Director of Place and Deputy Chief Executive	Finance, IT and Communications	Portfolio Holder	Monitor the development and progress of the project	Cheshire East has a strong and resilient economy	Standing item to be received when updates are available

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Review of the Council's Political Management Structure	To consider an update on the council's political management structure.	Executive Director of Corporate Services	Public Health and Corporate Services	Committee	To contribute to matters of strategy, finance and governance, in respect of the committee system.	A responsible, effective and efficient organisation	Standing item to be received when updates are available
Update on Workplace Recovery	To consider an update on the council's workplace recovery work following the Covid-19 pandemic.	Director of Transformation	Public Health and Corporate Services	Chairman	Scrutiny	A responsible effective and efficient organisation	November
Council Tax Base	To consider the forthcoming report due for Council on 14 December 2020.	Director of Finance and Customer Services	Finance, IT and Communications	Chairman	Scrutiny	Cheshire East has a strong and resilient economy	November
Covid-19 Update	To consider the Covid-19 Update report, going to Cabinet on 1 December 2020.	Executive Director of Corporate Services	Public Health and Corporate Services Finance, IT and Communications	Committee	Scrutiny	A responsible effective and efficient organisation	November

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Pre-Budget 2021/22 Consultation	To consider the 2021/22 budget proposals.	Director of Finance and Customer Services	Finance, IT and Communications	Committee	Budget scrutiny	Cheshire East has a strong and resilient economy	07.01.2020
Corporate Peer Challenge	To receive an update on progress of the Corporate Peer Challenge that took place in January 2020 and link this item with the item above on the Councils Political Management Structure.	Executive Director of Corporate Services	Public Health and Corporate Services	Chairman	Pre-Cabinet report consideration	A responsible effective and efficient organisation	07.01.21
Draft Cheshire East Corporate Plan	To consider an update on the production of the council's forthcoming Corporate Plan.	Executive Director of Corporate Services	Finance, IT and Communications	Chairman	Performance monitoring / plan development	A responsible, effective and efficient organisation	07.01.21
Merging the Three Member Panels	The Head of Democratic Services and Governance to advise as to how a report on the activity and performance of the Members' Enquiry Service, Member Technology and Development Panel and Members' Brighter Future Group will be disseminated to Members.	Head of Democratic Services and Governance	Public Health and Corporate Services	Chairman	Performance monitoring	A responsible effective and efficient organisation	07.01.21
Budget 2021/22 Consultation	To consider the proposed budget for 2021/22 prior to Cabinet consideration; provide any final	Director of Finance and	Finance, IT and	Committee	Budget scrutiny	Cheshire East has a strong and	01.02.21

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
	feedback, comments and scrutiny to Cabinet.	Customer Services	Communications		Pre-decision scrutiny	resilient economy A responsible effective and efficient organisation	
Medium Term Financial Strategy 2021-25	To consider the proposed Medium Term Financial Strategy 2021-25 prior to Cabinet (2 nd February) and full Council (17 th February).	Director of Finance and Customer Services	Finance, IT and Communications	Committee	Budget scrutiny Pre-decision scrutiny	Cheshire East has a strong and resilient economy A responsible effective and efficient organisation	01.02.21
Procurement Framework	To consider a report on the council's procurement framework and processes; how it has worked, what difficulties have been encountered, and what areas have progressed well.	Director of Finance and Customer Services	Finance, IT and Communications	Chairman	Performance monitoring	A responsible, effective and efficient organisation	TBD – potentially a workshop item

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
						Cheshire East has a strong and resilient economy	
Briefing on Consultation Processes	To consider the consultation process undertaken by the council for the budget-setting process, and other consultations, and investigate whether any improvements could be made to ensure it is as user friendly and engaging as possible, to encourage as many members of the public and stakeholders to respond.	Director of Finance and Customer Services	Finance, IT and Communications	Chairman	Strategy review/development	A responsible, effective and efficient organisation	TBD
Task and Finish Group – Members’ Facilities, Accommodation and Culture	To consider the final report of the task and finish group for approval.		Finance, IT and Communications	Committee	Adoption of scrutiny report	A responsible, effective and efficient organisation	TBD
Member Survey Results	To consider the results of the members’ survey on the Members’ Enquiry Service, Member Technology and Development Panel and Member Brighter Futures Group	Executive Director of Corporate Services	Public Health and Corporate Services	Chairman		A responsible effective and efficient organisation	TBD

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