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The Chair and Members of
Community Customer and
Organisational Scrutiny Committee

Please ask for Brian Offiler

Direct Line 01246 345229
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11 September 2014

Dear Councillor,

Please attend a meeting of the COMMUNITY CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE to be held on THURSDAY, 18 SEPTEMBER 2014 at 5.00 pm in Committee Room 2, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' interests relating to items on the Agenda.
2. Apologies for Absence
3. Executive Member for Governance and Organisational Development - Update Report on Workforce Strategy (Pages 1 - 24)
5.05 – 5.30pm
4. Forward Plan (Pages 25 - 40)
5.30 – 5.40 pm
5. Scrutiny Monitoring (Pages 41 - 44)
5.40 – 5.45 pm
6. Work Programme for the Community, Customer and Organisational Scrutiny Committee (Pages 45 - 46)
5.45 – 5.50 pm

Chief Executive
Huw Bowen



7. Overview and Scrutiny Developments (Verbal Report.)
5.50 – 5.55 pm
8. Scrutiny Project Groups Progress Updates (Verbal Report.)
5.55 – 6.00 pm
 - Health Inequalities.
9. Minutes (Pages 47 - 54)
6.00 – 6.05 pm
10. Executive Member for Environment - Report on Draft Cemeteries
Strategy (Pages 55 - 82)
6.05 – 6.30 pm

Yours sincerely,

A handwritten signature in black ink, appearing to be 'S. Smith', written in a cursive style.

Local Government and Regulatory Law Manager

FOR PUBLICATION

AGENDA ITEM

UPDATE REPORT ON WORKFORCE STRATEGY

MEETING: COMMUNITY, CUSTOMER AND ORGANISATION
SCRUTINY COMMITTEE

DATE: 18 September 2014

REPORT BY: HR & Payroll Service Lead - arvato

WARD: N/A

KEY DECISION REFERENCE (IF APPLICABLE): N/A

FOR PUBLICATION

BACKGROUND PAPERS N/A.
FOR PUBLIC REPORTS:

1.0 PURPOSE OF REPORT

1.1 To present an up date on the progress of implementing the actions agreed within the Workforce Strategy.

2.0 RECOMMENDATIONS

2.1 To receive and consider the update on progress of the implementation of the Workforce Strategy

3.0 BACKGROUND

3.1 The Council's Workforce Strategy was agreed in March 2012 with the following key actions set out in the strategy document:

- **Organisational development**

Recommendations

That core corporate competencies are identified and published for all employees. Managers need to be skilled to promote the culture change through development activities.

Training should be delivered to assist employees in conducting improvement programmes and helping them meet the 'striving for improvement' competence.

- **Leadership development**

Recommendations

That the competency framework is extended to all employees to encourage the development of leadership skills and behaviours at all levels.

The new EPD scheme should be designed to identify and support the development of potential future leaders to aid succession planning.

- **Skills development**

Recommendations

That a development programme is introduced which supports the core competency framework and the key requirements of each role. It will also include a range of development activities including structured secondments and job shadowing programmes. The programme would also provide key skills to support business improvement processes.

- **Recruitment and retention**

Recommendations

That recruitment procedures are continuously reviewed in order to target under represented groups and that structured and supported apprenticeships and work placements are continued.

In order to attract and retain high calibre employees, and to increase the percentage of leaders from diverse backgrounds, the EPD scheme should be developed to identify and support the development of future leaders.

In addition, a fast track programme for Futures Managers to developed to aid succession planning and retention of talent (subject to available budget).

- **Pay & rewards**

- Recommendations*

- That the processes and administration of the job evaluation scheme (i.e. the scope and constitution of panels etc.) are reviewed and that all options are retained for discussion and negotiation to recognise and reward, by any means, employees at all levels.

4.0 PROGRESS TO DATE

4.1 Following formal approval of the strategy, a Workforce Strategy Group was established comprising officers, a Lead Member, Trade Union representatives and a CMT representative. The group has continued to meet on a regular basis to agree the key actions and review the implementation of projects.

4.2 Appendix 1 details the planned actions and the progress made to date. Many of the planned actions have been completed with others still in progress. For example, a corporate wide Development Programme commenced in May 2014. This started with Leadership Development for senior managers with adapted programmes being rolled out to the whole organisation through to Summer 2015. Appendix 2, 3 and 4 detail the programmes delivered to date.

5.0 NEXT STEPS

5.1 The Workforce Strategy Group will continue to meet to progress the actions with one of the key future actions being to evaluate the development programme. With so much time and resources invested in the programme it is essential that the learning is transferred to the workplace and employees are supported in making changes to their working practices and/or behaviours.

5.2 The Workforce Strategy was a three year plan which is due to be updated in 2015. Towards the end of 2014, the group will therefore be considering the workforce priorities for the next three years. These will be presented to the Scrutiny Committee at the meeting in January with a further update on progress. This will provide the committee with an opportunity to consider the revised priorities before the strategy is formally agreed.

6.0 FINANCIAL CONSIDERATIONS

- 6.1 There are no direct costs arising from this update report but the various programmes which have been developed have costs associated with them.
- 6.2 There was an additional budget of £20,000 agreed for the development programme. External funding was also provided through Loughborough College which has allowed the Council to extend the programme to include all employees.

7.0 EQUALITIES IMPLICATIONS

- 7.1 None arising from this report.

8.0 RECOMMENDATION

- 8.1 That the committee receive and consider the update on progress of the implementation of the workforce strategy.

JANE DACKIEWICZ

HR & PAYROLL SERVICE LEAD

You can get more information about this report from
Jane Dackiewicz (Tel. 01246 345257).

WORKFORCE STRATEGY UPDATE

AUGUST 2014

Organisational development	
<p>Deliver training for conducting improvement programmes (LEAN reviews - Business Process Reviews BPR) to ensure any reduction in the resources is led by work to create the necessary capacity</p>	<p>In February a CHAMPS2 Business Change Management programme was delivered to CMT/BT team and GPGS team and Project Officers</p> <p>A 10 day Master Lean programme is has been delivered to Senior Managers/GPGS Officers and Project Officers throughout March - May</p> <p>Senior Managers and Senior Service Managers have attended a “Managing the Change to Peak Performance” programme this training will equip managers with the knowledge, techniques and support to plan and successfully implement a lean improvement programme. (Fully funded training)</p> <p>To support employees in improving systems and processes it has been agreed by CMT that all employees will undertake a NVQ Level 2 in Improving Operational Performance which is a 12 month programme, with attendance 4 hours per month.</p> <p>The training is being delivered by ELPIS training and is being managed by Business Transformation.</p> <p>Training has now been commenced in support services, Licensing, Environmental, Leisure, Housing and Legal. There are now 21 employees currently on the programme.</p> <p>Training has been sourced fully funded.</p> <p>Five employees from across the council have undertaken the PRINCE2 Foundation and Practitioner qualification.</p>

	<p>Change Champions A 2 day training programme has been put together to support employees that are on the Volunteering groups for GPGS.</p> <p>30 employees from across the Council have attended this training.</p> <p>The cost of this training was £2k which has been supported with 40% innovation funding from Price Waterhouse Cooper (PWC).</p> <p>As a result of the funding obtained the cost to the Council for this training was £880.</p> <p>The overall investment on each employee is £71.43</p> <p>Feedback taken in the sessions, has resulted in KB/PS reviewing the Terms of Reference for the Volunteering groups.</p>
<p>Include "Striving for Improvement" in core competencies of all staff</p>	<p>This action has been included in the framework and task is now complete</p>
<p>Ensure managers are skilled to promote the culture change through development activities</p>	<p>Systems Change Management - Lean Training In February a CHAMPS2 Business Change Management programme has been delivered to CMT/BT team and GPGS team and Project Officers</p> <p>A 10 day Master Lean programme is currently has been delivered to Senior Managers/GPGS Officers and Project Officers throughout March - May</p> <p>Senior Managers and Senior Service Managers have attended a "Managing the Change to Peak Performance" programme this training will equip managers with the knowledge, techniques and support to plan and successfully implement a lean improvement programme. (Fully funded training)</p>

People - Change Management

A **Leadership development programme** has been developed to address “Change in the Public Sector”

This programme has been delivered to CMT/ Senior Service Managers and Commenced in May with a total of 29 managers attending

The programme will address:

Succession planning

Managing Change

Communication

Working in collaboration

Being you best at work

Sharing the Vision

Higher performing work teams

Coaching for engagement

Individual course programmes were created for all managers which were sent out with a letter from Huw Bowen.

Cost of delivery:

The cost of delivery for this programme was 9K. However Innovation funding has been sourced to support 40% of this delivery through Price Waterhouse Cooper (PWC) and as a result has cost the Council £5,250.00.

Two additional modules have been added which are to be delivered in Oct/Nov these are:

Horizon Scanning

Commercial Awareness

Further funding has been gained to support this delivery

A **Corporate Development Programme** has been developed to support Service Managers, Managers

The programme will address:

Introduction to Change in the Public sector

Barriers to Communication

	<p>Working in Collaboration Art of Being your best Sharing the vision Performance Management Transformational leadership Managing change Having difficult conversations Dealing with conflict Preparing for mediation Developing mediation skills</p> <p>This programme commenced in May and has been delivered to 35 service managers.</p> <p>Individual course programmes were developed and sent to managers with a letter from HB.</p> <p>This training has been full funded and at no cost to the Council</p> <p>Additional modules</p> <p>Two additional modules were added to this programme Higher performing work teams Coaching for engagement</p> <p>The training should have cost the Council £8k however as a result of funding obtained through PWC the two sessions have cost £3960.00</p> <p>A repeat of this programme will be delivered to a further tier of managers and will commence in October 2014.</p> <p>Managers/Supervisors/Team Leaders A programme has been put together for a further 75 Duty managers, supervisors and team leaders.</p> <p>There will be 5 groups and training will be delivered from October through to June 2015.</p> <p>Match funding has been gained to support this delivery.</p>
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Skills development	
Develop core competencies for all employees	Competencies developed and task complete
Identify the core competencies of each role (level)	Competencies developed for each role level and task now complete
Develop, agree and implement new EPD scheme based on the competency framework. The scheme will be flexible and designed to ensure it is appropriate to different levels of the council	New EPD process developed for all levels of employees based on the competency framework. Task complete
Develop a training programme based on identified core skills	A new plan will be produced for 2014-15 on receipt of all EPD returns.
Develop a training programme to support service delivery and appropriate personal development opportunities	<p>To support Service managers and anyone with line management responsibility managers are undertaking the Corporate Development Programme and Lean training.</p> <p>For all other employees an Employee Development Programme has been created some of which is mandatory for staff to attend i.e.</p> <p>Change and the Art of Being Your Best which looks at managing change / effective communication /behaviours / motivation/ the vision/emotional intelligence/core values.</p> <p>A booking process was set up for managers to book their staff onto the programme, which worked really well.</p> <p>A total of 51 sessions were offered out to staff.</p> <p>To accommodate the casual variable employees placed at the Leisure Centres and Venues, 12 shorter 3 hour sessions were offered out. Some of this training was delivered in the evening and was held at the Queens Park Leisure Centre.</p> <p>To date a total of 626 have attended training With 155 still to attend the programme.</p> <p>The training should have cost the Council</p>

£35,527 .00 and equates to £74 per employee investment.

The delivery of this programme so far has been **fully funded** and it is hoped that further funding can be gained this academic year to support the remaining delivery.

A total of 51 employees failed to attend the training sessions which has been at a cost to other employees that could have attended in their place.

The cost of non-attendance would have cost the council £3,774.00 had this training not been funded.

Lean Training

The Lean programme which looks at operational performance and lean processes. (Being managed by Business Transformation)

A booklet has been produced on the Employee Development Programme which will be issued to all employees when attending the Art of Being Your Best training (see attached).

A **mentoring programme** has been developed and currently we have 12 employees that have undertaken mentoring training and are being mentored by a manager. The programme is for 6 months and mentors/mentees meet on a regular basis.

As a result of the guidance from Mentors two employees have already started to make changes to their working lives.

- One employee has gained a secondment within the council as a support officer.

- another employee has enrolled onto an ILM level 3 in Management programme with Evolution Training which takes place in the evening.

	In addition training has been sourced to support individual personal development identified through the EPD process, this action is ongoing.
Develop a structured secondment and job shadowing programme	<p>Project Academy</p> <p>Two project officers have completed their PRINCE2 accredited training.</p> <p>Both are working on projects that are supporting GPGS.</p> <p>Additional training that they have undertaken is CHAMPS2 and Modules of the Master Lean programme.</p>
Leadership development	
Agree and publish core competencies for all staff and members	Competencies agreed with Members/CMT and Trade Unions Task now complete
Develop agree and implement new EPD scheme based on competency framework	New EPD process developed for all levels of employees based on the competency framework. Task now complete
Develop a training programme based on identified key management skills for existing and aspiring future managers	<p>A Corporate Development Programme has been developed to support Service Managers, Manager, Supervisors, Team Leaders</p> <p>The programme will address</p> <ul style="list-style-type: none"> Introduction to Change in the Public sector Barriers to Communication Working in Collaboration Art of Being your best Sharing the vision Performance Management Transformational leadership Managing change Having difficult conversations Dealing with conflict Preparing for mediation Developing mediation skills Higher performing work teams Coaching for engagement
Pay and Rewards	
Review process and administration of current job evaluation	Procedure developed including panel clarification. Panels now planned in advance as much as possible.

<p>Undertake a fundamental review of the EPD process and determine whether incremental progression should reflect performance. This will require detailed action in relation to consultation, training and culture change actions.</p> <p>Retain all options for discussion and negotiation to recognise and reward by any means, employees at all levels.</p>	<p>There is now a Steering group to review current Terms & Conditions.</p> <p>Terms of reference (TOR) have been agreed and following a series of meetings proposals were put to the Trade Unions.</p> <p>Further financials and proposals are currently being developed to enable the TU to consult with their members.</p>
Recruitment & Retention	
<p>Ensure new EPD scheme identifies and supports development of potential future leaders to aid succession planning</p>	<p>To support managers with the succession planning process and the identification of potential leaders, the Council has been successful in gaining funding to support a succession planning programme which is being supported by the Skills for Justice and delivered by Birmingham City Council.</p> <p>The competency framework has a competency which asks senior managers to “Value and Nurture Innovative and Creative Talent” which the succession programme will help to support managers with this process.</p> <p>The Succession Planning training initially commenced with a diagnostic survey being carried out by Birmingham City Council. The analysis of the survey indicated that the Council rates as having a ‘medium to low’ workforce planning capability, and that the Council would need to undertake significant development of its capability and activity in order to reach its future desired level.</p> <p>To start the thought process Birmingham City Council have delivered a succession planning intervention training day with CMT and Senior Service Managers.</p> <p>BCC started their journey by creating a ‘Workforce Canvas’. The template they used to do this they shared with us.</p> <p>As a result in the training session CMT and the Senior Management team started work in groups on the ‘CBC Workforce Canvas’.</p> <p>The information from the session has been</p>

	<p>put into a draft CBC Workforce Canvas, this now needs to be further developed and taken to the next stage.</p> <p>Pat Stevenson is arranging to visit Birmingham City Council with Karen Brown and Donna Reddish to view the tools/systems that they use to plan/carryout/monitor their succession planning process</p>
<p>Develop a "Future Mangers" fast track programme for at least two high achievers per year to aid succession planning and retention of talent (subject to available budget)</p>	<p>As a result of the 'Grow Your Own Talent' paper two senior managers have been put forward for the Strategic Management in Local Government programme.</p> <p>A mentoring programme has been developed and this has been offered to all employees. We have had 16 members of staff come forward for the programme, all of which have undertaken Mentee training.</p> <p>Currently 12 employees are being Mentored by Managers that came forward to support the programme. Managers have undertaken a Mentoring briefing session to support them with this process.</p> <p>The programme commenced in March 2014 which will last for 6 months.</p> <p>The District Council Network developing young talent programme was open to all employees under the age of 35 years old.</p> <p>We had four applications for the programme and an employee was put forward by CMT to the next stage of the recruitment process for the programme. Unfortunately the Council was not successful in gaining a place this year.</p>
<p>Continue to support apprentices and trainee placements and to support apprentices into employment on successful completion of their apprenticeship</p>	<p>A paper has been presented to CMT and the WFS group in support of having an apprenticeship programme. A request was made for this to be further developed.</p> <p>No action at present has been undertaken due to pending changes in the way funding is to be allocated in the future. The proposed changes are for Employers to take ownership of the funding rather than the training</p>

	<p>provider. If these changes go ahead corporately it will have an impact on how we recruit apprentices in the future across all service areas.</p> <p>Further updates will be given as they become available.</p>
<p>Continue to support managers at all levels to ensure that they have the relevant skills to deliver future requirements and that their experience is retained</p>	<p>Following a workshop with CMT to identify the skills required of a CBC manager, a programme outline was put together by Loughborough College; this was presented and agreed at CMT in February.</p> <p>In April a team from Loughborough College attended CMT to discuss the final content of the Corporate Development Programme.</p> <p>The Leadership Development Programme This has been developed with support from Loughborough College team to support the Corporate Management team and Senior Service managers.</p> <p>The programme will be delivered throughout May, June and July 2014.</p> <p>Programme content to include: Succession planning Managing Change Communication Working in collaboration Being you best at work Sharing the Vision Higher performing work teams Coaching for engagement Horizon Scanning Commercial Awareness</p> <p>Corporate Development Programme This programme has been developed to give managers/supervisors and teams leaders the core skills that will meet the competencies required for their level.</p> <p>The programme will be for 10 days and will commence in May and will cover the following: Introduction to Change in the Public sector Barriers to Communication</p>

Working in Collaboration
 Art of Being your best
 Sharing the vision
 Performance Management
 Transformational leadership
 Managing change
 Having difficult conversations
 Dealing with conflict
 Preparing for mediation
 Developing mediation skills
 Higher performing work teams
 Coaching for engagement

Funding has been secured for the majority of this delivery.

ILM programmes

ILM Level 5 in Leadership & Management
 Ten employees are in their final stages of their ILM programme. Funding for this programme has been sourced and is being delivered by Loughborough College.

ILM Level 3 in Management
 Funding has been gained to support another ILM Level 3 in Management programme.

This programme is being funded through Price Waterhouse Cooper 'PWC' who have a Government contract for the 'Employer Ownership of Skills pilot' programme.
The contact value for this programme is 78k and this is managed by Learning & Development

Training is being delivered by Loughborough College.
 The programme is for 18 months and there are 12 employees on the programme.

ILM Level 2 in Team Leading
 An ILM Level 2 in Team Leading programme commenced in January 2014 and is being delivered by Evolution Training.

There are 9 employees on the programme which will be delivered over a 12 month period.

	Funding has been sourced for this programme.
Continue to review recruitment procedures to target under-represented groups	<p>A review of the under- represented groups has been undertaken with Katy Marshall Policy Officer and new list has been issued to the HR admin team for use when carrying out recruitment.</p> <p>New recruitment policy agreed in 2013. Training on the revised policy has been carried out with 86 managers/supervisors that are experienced recruiters.</p> <p>28 managers/supervisors have undertaken a two day Recruitment & Selection programme.</p> <p>This has been delivered by Leicester College. Funding has been gained to support this training.</p>

CHESTERFIELD BOROUGH COUNCIL
LEADERSHIP DEVELOPMENT PROGRAMME
INTRODUCTION TO CHANGE IN THE PUBLIC SECTOR

DATES	VENUE	CONTENT	MEETS COMPETENCY
<p style="text-align: center;">Day 1 Friday 11th April 9.00am – 4.00pm</p>	<p>Committee room 1</p>	<p>Succession Planning – How to raise the strategic role of Workforce Planning. What are the barriers and challenges for the organisation, defining talent, critical roles and individuals, identifying talent, introducing a workforce canvas, looking at customer and business drivers, key resources required, workforce cost structure and return on people investment</p>	<p>Values and Nurtures innovative and creative talent Grows and Develops teams Models Social Responsibility</p>
<p style="text-align: center;">Day 2 Wednesday 7th May 9am – 4.30pm</p>	<p>Committee room 1</p>	<p>Introduction to Change in the Public Sector – Understand the fear of change, Understanding the change cycle, and why there is resistance to change, identifying strengths to build on and weaknesses to address</p> <p>Communication – Introduction to emotional intelligence. Effectively communicate the vision, remove obstacles, create quick wins, and build on the momentum. Understanding the culture of the organisation, What's different and how do you affect it? How do attitudes to change affect communication?</p>	<p>Encourages open dialogue and co-operation Team working Creates a positive team environment Manages change effectively Creates value for customers Drives for results</p>
<p style="text-align: center;">Day 3 Thursday 5th June 9am – 4.30pm</p>	<p>Committee room 1</p>	<p>Barriers to communication, Stakeholder engagement and how to generate solutions across the organisation. What are the main barriers faced by you, why are you on the programme? Overcoming the perceived barriers, overcoming the challenges created as a result of the change. Strategies for working with different responses to the change. Understanding the importance of the messages</p>	<p>Networking, Influencing and working in partnership Team working Creates a positive team environment Manages change effectively</p>

**CHESTERFIELD BOROUGH COUNCIL
LEADERSHIP DEVELOPMENT PROGRAMME**

Day 3 cont'd		Working in Collaboration Understanding the effects of working in silo's, breaking down the barriers using practical examples based on research done on English local authorities which focus on personal qualities and core values, engaging individuals, engaging the organisation and moving forward together	
Day 4 Tuesday 1st July 9am – 4.30pm	Committee room 1	Change and the art of being your best Being your best at work, delivering exceptional customer service. Look at the perception of excellent customer service within the organisation. Examination of case studies Sharing the vision How you can deliver these messages to a wide range of individuals from members of the public, peers and across the organisation	Leading the challenge on continuous service improvement Customer focus Demonstrates political sensitivity Models social responsibility Embodies Ethics and Values Drives for Results
Day 5 9am – 4.30pm		High Performance Work Teams – Using positive thinking This programme will enable you to engage your team effectively in the context of change in the public sector. Establish the importance of different roles within the team; explore how to create a team which “buys” in to the vision and goals of the organisation, and identifying the right person for the right task. Activities based on Personal qualities and core values, the centre for engaging transformational link to organisational vision and values	Embodies Ethics and Values Team working Creates a positive team environment Models social responsibility Motivates and supports performance Values and Nurtures innovative and creative talent
Day 6 Thursday 16th October 9.30am – 4.30pm	Committee Room 1	Horizon Scanning Programme details to be agreed and will be issued at a later date	Values and Nurtures innovative and creative talent Grows and Develops teams Models Social Responsibility Manages Change Effectively
Day 7 Wednesday 19th November 9.30am – 4.30pm	Committee Room 1	Commercial Awareness Programme details to be agreed and will be issued at a later date	Driving a culture of efficiency, excellence and innovation Financial management Creates value for customers Drives for results

**CHESTERFIELD BOROUGH COUNCIL
CORPORATE DEVELOPMENT PROGRAMME
INTRODUCTION TO CHANGE IN THE PUBLIC SECTOR**

DATES	VENUE	CONTENT	MEETS COMPETENCY
Day 1 Thursday 8th May 9am – 4.30pm	Assembly room 1	Managing Change - Understand the change cycle and how to manage resistance to change Communication - Introduction to emotional intelligence	Encourages open dialogue and co-operation Team working Creates a positive team environment Manages change effectively
Day 2 Wednesday 14th May 9am – 4.30pm	Assembly room 1	Barriers to Communication - Stakeholder engagement and how to generate solutions across the organisation Collaboration – Understanding the effects of working silo's and breaking down the barriers	Encourages open dialogue and co-operation Team working Creates a positive team environment Customer focus Grows and develops teams and individuals
Day 3 Wednesday 4th June 9am – 4.30pm	Assembly room 1	Being your best at work – Delivering exceptional customer service Sharing the Vision - Through stakeholders, both internal and external to the organisation	Customer focus Demonstrates political sensitivity Models social responsibility Embodies Ethics and Values
Day 4 Wednesday 11th June 9am – 4.30pm	Assembly room 1	Performance Management - Improving Employer Engagement Introduction to Transformational Leadership – Based on public sector research	Motivates and supports performance Drives for results Grows and develops teams and individuals
Day 5 Monday 16th June 9am – 4.30pm	Committee room 1	Managing Change – Implementing the change- managers responsibility-key drivers-expected performance and	Manages change effectively Team working Creates a positive team

		accountability Having Difficult Conversations – Effective communication methods, self reflection, common mistakes	environment Encourages open dialogue and co-operation
Day 6 Wednesday 25th June 9am – 4.30pm	Assembly room 1	Dealing with Conflict – Benefits of dealing with conflict, use of emotional intelligence, focusing on behaviours skills Introduction to Mediation – Preparing for and using mediation	Encourages open dialogue and co-operation Creates a positive team environment Embodies Ethics and Values
Day 7 Monday 30th June 9am – 4.30pm	Committee room 1	Developing Mediation Skills – Introducing mediation schemes into the workplace Self Reflection – Group and Individual Personal Action Plan	Encourages open dialogue and co-operation Creates a positive team environment Embodies Ethics and Values
Day 8 Tuesday 8th July 9am – 4.30pm	Assembly room 2	High Performance Work Teams – Activities based on Personal qualities and core values, the centre for engaging transformational link to organisational vision and values	Embodies Ethics and Values Team working Creates a positive team environment Models social responsibility
Day 9 Thursday 17th July 9am – 4.30pm	Assembly room 2	Coaching for Engagement – this one day programme will focus on the GROW coaching conversation model using the GROW toolkit	Grows and develops teams and individuals Motivates and supports performance Creates a positive team environment Embodies Ethics and Values
Day 10 To be confirmed 9am – 4.30pm	TBC	Commercial Awareness	Demonstrates commercial awareness Models social responsibility Drives for results Innovation

**GREAT PLACE
GREAT SERVICE
GREAT PEOPLE**

Employee Development Programme

Overview

When we launched Great Place, Great Service I promised to invest in staff training so we all have the knowledge and skills needed to cope with the changes and challenges we face in the next few years.

We are keeping that promise by offering some courses everyone must attend and some you can choose to attend if you want to. This is in addition to any job specific training you are offered.

The training will take place in a short space of time. There are two reasons for this. Firstly, we need to give you these skills as quickly as possible so we can make the necessary changes to services needed over the next three years. The second is that we have managed to get grants to pay for this programme but they come with a requirement to do the training by July.

These courses will help you understand how your job and the wider council is changing. It's also about developing a 'one council' approach. In other words, understanding that we don't just work in individual teams and that everything we do has to link up with the work of others and with the overall aims and objectives of the council.

The courses have been developed around the Competency Framework, the corporate plan and the council's values. The Competency Framework is the document you discuss at your Employee Performance and Development (EPD) review with your line manager each year. It sets out the skills we expect people to have when doing a particular job.

I do hope that you will embrace this development opportunity. I know you are all busy with your day-to-day job but it is important that you are equipped with the skills that will support you with the challenges and changes ahead.



Huw Bowen, Chief Executive

A handwritten signature in black ink that reads "Huw Bowen". The signature is written in a cursive, flowing style.

Training Programme - All Frontline Employees

Course Name	Course Detail	Competency The Course Meets	Who Does It
Change and the Art of Being Your Best	<p>You will learn how to understand the key drivers of behaviour and the key needs for well being.</p> <p>You will identify how to communicate effectively with others to achieve organisational objectives and how to apply this knowledge</p> <p>You will focus on personal qualities and the council's core values and understand the link between these and achieving the goals of the organisation</p>	<p>Personal organisation Strives for improvement Flexible and adaptable Communication Team working Embodies ethics and values Meets customer expectations</p>	<p>Mandatory for all employees that do not have line management responsibility</p>
Improving Operational Performance Level 2 Apprenticeship Programme	<p>This qualification teaches you about lean reviews and systems, which is the way the council will make changes under Great Place, Great Service. Lean training is about creating value for money by cutting out any activity or process that uses resources, adds cost or time without adding value.</p> <p>It also gives an overview of how to manage and sustain change programmes within the organisation. All staff will be required to do a literacy and numeracy skills assessment as part of this.</p>	<p>Strives for improvement Attention to detail Innovation Personal organisation Team work Flexible and adaptable</p>	<p>Mandatory for all employees that do not have line management responsibility</p>
Stress Awareness	<p>The aim of the training is to enable you to identify work related stress, its causes and triggers and possible solutions, both in yourself and others.</p>	<p>Health and safety Personal organisation Flexible and adaptable</p>	<p>Available to all employees - optional</p>
Mentoring Programme	<p>The programme is focused on the mentee (employee) and provides an opportunity to learn from an experienced member of staff who may assist you with your career development, particularly with regards to future roles.</p> <p>Taking part highlights areas where advice or assistance is required and as such participation can help improve your skills.</p>	<p>Strives for improvement Communication Personal organisation</p>	<p>A programme open to all employees by application</p>
Change Champions Programme	<p>This programme is for employees who have volunteered to be on one of the working groups for Great Place, Great Service.</p> <p>Following the training individuals will act as ambassadors for the introduction of the changes within the workplace</p>	<p>Strives for improvement Team working Models social responsibility Embodies ethics and values Communication Innovation Flexible and adaptable</p>	<p>All employees volunteering on working groups as part of Great Place, Great Service</p>

Competency Framework

The role of ALL CBC employees	The role of the first line manager	The role of the middle manager	The role of the senior manager
<ul style="list-style-type: none"> Satisfactory delivery of personal objectives Improving the customer experience To demonstrate at all times the ethics, values and competencies of CBC 	<ul style="list-style-type: none"> To have a clear understanding of service goals and objectives To provide leadership and collaborative direction to staff To coach, motivate and lead the team 	Demonstrating improvement in: <ul style="list-style-type: none"> Improved business processes Quality of the service provided Customer satisfaction Staff performance Their own development 	<ul style="list-style-type: none"> Providing Leadership Driving continuous organisational improvement in a political context Driving a culture of efficiency, excellence and innovation.
Core competencies for ALL CBC employees	Core competencies for first line managers	Core competencies for middle managers	Core competencies for senior managers
<ul style="list-style-type: none"> Strives for Improvement Meets Customers Expectations Communication Attention to Detail Team Working Flexible and Adaptable Personal Organisation Innovation Embodies Ethics and Values Models Social Responsibility 	<ul style="list-style-type: none"> Customer Focus Self Development Takes Ownership Encourages Open Dialogue and Cooperation Motivates and Supports Performance Creates a Positive Team Environment Builds Effective Teams Embodies Ethics and Values Models Social Responsibility Demonstrates Commercial Awareness 	<ul style="list-style-type: none"> Customer Focus Innovation Drives for Results Motivates and Supports Performance Grows and Develops Teams and Individuals Encourages Open Dialogue and Cooperation Team Working Creates a Positive Team Environment Embodies Ethics and Values Models Social Responsibility Demonstrates Commercial Awareness Demonstrates Political Sensitivity Manages Change Effectively 	<ul style="list-style-type: none"> Shapes and Communicates Purpose and Strategy Creates Value for Customers Values and Nurtures Innovative and Creative Talent Grows and Develops Teams and Individuals Drives for Results Motivates and Supports Performance Encourages Open Dialogue and Cooperation Embodies Ethics and Values Models Social Responsibility Manages Change Effectively
Essential learning for ALL CBC employees	Essential learning for first line managers	Essential learning for middle managers	Essential learning for senior managers
<ul style="list-style-type: none"> CBC Corporate Induction Understanding Health & Safety Customer Service Equality & Diversity Relevant ICT packages Relevant Continuous Professional Development <p>Attainment at Level 2</p>	As for ALL employees plus... <ul style="list-style-type: none"> Health & Safety for Manager/ Supervisors Conducting Effective EPDs Coaching and Mentoring Recruitment & Selection Managing Sickness Absence Managing conduct/ capability/performance Induction/Probation Procedures Risk Management Managing a Budget Presentation Skills <p>Attainment at Level 3</p>	As for first line managers plus... <ul style="list-style-type: none"> Managing Health & Safety Managing Customer Service Managing Equality & Diversity Managing Finances / Resources Information and Communication Management Project Management Effective Report Writing Working with Councillors <p>Attainment at Level 5</p>	<ul style="list-style-type: none"> Managing Health & Safety Managing Equality & Diversity Networking and Influencing / Working in Partnership Leading the challenge on Continuous Service Improvement. Organisational Effectiveness Project Management Financial Management <p>Attainment at Level 7+</p>

CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 OCTOBER 2014 TO 31 JANUARY 2015

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of key decisions to be made on behalf of the Council. As far as possible and in the interests of transparency, the Council will seek to provide at least 28 clear days notice of new key decisions (and many new non-key decisions) that are listed on this document. Where this is not practicable, such key decisions will be taken under urgency procedures. Decisions which are expected to be taken in private (at a meeting of the Cabinet or by an individual Cabinet Member) are marked "private".

This Forward Plan sets out the details of the 'key' and other major decisions which the Council expects to take during the next four month period. The Plan is rolled forward every month and is available to the public 28 days before the beginning of each month.

A 'Key' Decision is defined as:

Any executive decision which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

- a decision to spend £50,000 or more from an approved budget, or
- a decision to vire more than £10,000 from one budget to another, or
- a decision which would result in a saving of £10,000 or more to any budget head, or
- a decision to dispose or acquire any interest in land or buildings with a value of £50,000 or more, or
- a decision to propose the closure of, or reduction by more than ten (10) percent in the level of service (for example in terms of funding, staffing or hours of operation) provided from any facility from which Council services are supplied.

Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in one or more electoral wards. This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to information Procedure Rules.

The Forward Plan has been extended to now include details of any significant issues to be considered by the Executive Cabinet, full Council and Overview and Scrutiny Committee. It is hoped that this will better meet the needs of elected Members, Officers and the public. They are called "non key decisions". In addition the plan contains details of any reports which are to be taken in the private section of an Executive meeting.

Anyone wishing to make representations about any of the matters in the schedule below may do so by contacting the officer listed. Copies of the Council's Constitution and agenda and minutes for all meeting of the Council may be accessed on the Council's website: www.chesterfield.gov.uk.

Notice of Intention to Conduct Business in Private

Whilst the majority of the business at Cabinet meetings will be open to the public and media to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that the Cabinet meetings shown on this Forward Plan will be held partly in private because some of the reports for the meeting will contain either confidential information or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

A list of the reports which are expected to be considered at this meeting in private are set out in a list on this Forward Plan. They are marked "private", including a number indicating the reason why the decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating the financial or business affairs of any particular person (including the 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 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 particular decision to be conducted in private at this meeting then please email: democratic.services@chesterfield.gov.uk. Such representations must be received in advance of 5 clear working days before the date Cabinet meeting itself, normally by the preceding Monday. The Council is required to consider any representations received as to why an item should not be taken in private and to publish its decision.

It is possible that other private reports may be added at shorter notice to the agenda for the Cabinet meeting or for a Cabinet Member decision.

Cabinet meetings are held at the Town Hall, Chesterfield, S40 1LP, usually starting at 10.30 am on Tuesdays, but subject to change in accordance with legal notice periods.

Huw Bowen
Chief Executive



Meeting dates 2014/15

<u>Cabinet</u>	<u>Council</u>
23 September 2014	
7 October 2014 21 October 2014	15 October 2014
4 November 2014 18 November 2014	
2 December 2014 16 December 2014	17 December 2014
13 January 2015 27 January 2015	
10 February 2015 24 February 2015	26 February 2015
10 March 2015 24 March 2015	
7 April 2015 21 April 2015	
5 May 2015	18 May 2015 20 May 2015

To view the dates for other meetings please click [here](#).

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decisions									
Key Decision 296	Careline Consortium - Update on the current position regarding potential partnership arrangements with DCC.	Cabinet	Executive Member - Housing	7 Oct 2014	Assistant Executive Member	Meeting.	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 321	Review of Allocations Policy - Welfare Reform	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member	Meetings	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 329	Local Plan: Sites and Boundaries Development Plan document - to agree preferred options for public consultation.	Cabinet	Deputy Leader & Executive Member for Planning	18 Nov 2014		Meetings	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 337	THI Scheme Project Evaluation - to receive a final evaluation of the THI project for Chesterfield Town Centre.	Cabinet	Deputy Leader & Executive Member for Planning	18 Nov 2014		Meetings	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public
Key Decision 339	Proposals for future use of the former garage site of Hady Lane	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member	Meetings.	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 340	Caravan and Mobile Home Park Licensing	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member	Meetings.	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Public
Key Decision 389	Staveley Area Action Plan	Cabinet	Deputy Leader & Executive Member for Planning	18 Nov 2014		Meetings	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 395	Review of fees and charges for the Venues, including the Winding Wheel, Pomegranate Theatre, Hasland Village Hall and the Market Hall Assembly Rooms	Cabinet	Executive Member - Leisure, Culture and Tourism	7 Oct 2014	Assistant Executive Member	Meetings	Report of Cultural and Visitor Services Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Public
Key Decision 398	Sale of CBC Land/Property - Sale of Housing Shops and Flats, 28 - 34 Walton Drive, Boythorpe	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	9 Sep 2014		Meeting.	Report of Head of Kier	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains financial information
Key Decision 402	Treasury Management Report for 2013/14	Council	Deputy Leader & Executive Member for Planning	15 Oct 2014	Standards Committee Cabinet	Meeting	Report of Head of Finance	Helen Fox Tel: 01246 345452 helen.fox@chesterfield.gov.uk	Public
Key Decision 410	Report of Stock Condition Survey	Cabinet	Executive Member - Housing	7 Oct 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 419	Review of Tenant Involvement	Cabinet	Executive Member - Housing	23 Sep 2014	Assistant Executive Member for Housing	Meeting	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3 Report contains information relating to the financial or business affairs of the Council.
Key Decision 420	Adoption of Revised Statement of Community Involvement	Cabinet	Deputy Leader & Executive Member for Planning	7 Oct 2014		Meeting	Report of Strategic Planning and Key Sites Manager	Louise Briggs Tel: 01246 345794 louise.briggs@chesterfield.gov.uk	Public
Key Decision 426	Community Engagement Strategy	Cabinet Council	Executive Member - Customers and Communities Executive Member - Customers and Communities	23 Sep 2014 15 Oct 2014	Assistant Executive Member for Customers and Communities	Meeting	Report of Policy Manager	Katy Marshall Tel: 01246 345247 katy.marshall@chesterfield.gov.uk	Exempt 3

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 427	Playing Pitch Strategy	Cabinet	Executive Member - Environment	4 Nov 2014	Assistant Executive Member – Environment	Meeting	Report of Sports and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Public
Key Decision 433	Budget Monitoring for 2014/2015 and Updated Medium Term Financial Plan	Cabinet Council	Deputy Leader & Executive Member for Planning Deputy Leader & Executive Member for Planning	9 Sep 2014 15 Oct 2014		Meeting.	Report of Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 434	Housing Services Fire Management Policy	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member for Housing	Meeting.	Report of the Business Planning and Strategy Manager- Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 435	Restructure of the Private Sector Housing Service	Joint Cabinet and Employment & General Committee	Executive Member - Housing	7 Oct 2014	Assistant Executive Member for Housing	Meetings.	Report of the Business Planning and Strategy Manager- Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 436	Derbyshire County Council's Consultation on Proposed Budget Cuts - Potential Impact on Housing Service	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member for Housing	Meetings	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Public
Key Decision 437	Review of the future of the 4 rest rooms that are currently closed - Sunny Croft, Rest-A-While, Welcome Centre and Golden Age Options for closed Community Rest Rooms.	Cabinet	Executive Member - Leisure, Culture and Tourism	21 Oct 2014	Assistant Executive Member - Leisure, Culture and Tourism	Meetings.	Report of Cultural and Visitor Services Manager	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public
Key Decision 438	Six Month Review of PPP Performance	Cabinet	Executive Member - Governance and Organisational Development	7 Oct 2014	Assistant Executive Member	Meetings	Report of GP:GS Programme Manager	John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk	Public
Key Decision 439	Great Place, Great Service Six Month Update	Cabinet	Executive Member - Governance and Organisational Development	23 Sep 2014	Assistant Executive Member	Meetings.	Report of GP:GS Programme Manager	John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 440	Renewal of Microsoft Enterprise Agreement	Executive Member - Governance and Organisational Development - Executive Member Decisions	Executive Member - Governance and Organisational Development	23 Sep 2014	Assistant Executive Member – Governance and Organisational Development	Meeting	Report of ICT Manager and Client Manager	Jon Alsop Tel: 01246 345249 jonathan.alsop@chesterfield.gov.uk	Public
Key Decision 441	Innovation Centres Digital Connectivity and Upgrade Works	Cabinet Council	Leader & Executive Member for Regeneration Leader & Executive Member for Regeneration	7 Oct 2014 15 Oct 2014		Meetings	Report of Development and Growth Manager	Neil Johnson Tel: 01246 345241 neil.johnson@chesterfield.gov.uk	Public
Key Decision 442	To approve the Council's External Communications Strategy	Council	Leader & Executive Member for Regeneration	17 Dec 2014	Overview and Performance Scrutiny Forum	Meetings	Report of Communications and Marketing Manager	John Fern Tel: 01246 345245 john.fern@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 443	Update on properties affected by subsidence at Westwood Avenue, Middlecroft	Cabinet	Executive Member - Housing	21 Oct 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 444	Housing Revenue Account Business Plan	Cabinet	Executive Member - Housing	2 Dec 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 445	Housing Revenue Account and Rent Review	Cabinet	Executive Member - Housing	16 Dec 2014	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 446	Housing Capital Programme 2015/16, 2016/17 and 2017/18	Cabinet	Executive Member - Housing	13 Jan 2015	Assistant Executive Member	Meetings	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Private Items -Non Key/ Significant but non-Key									
Non- Key Decision 363	Application for Home Repairs Assistance	Executive Member - Housing	Executive Member Housing - Executive Member decisions	12 Sep 2014	Assistant Executive Member	Meeting	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Exempt 1, 3 Information relating to an individual Information relating to financial affairs
Non- Key Decision 364	Application for Waiver of Private Sector Housing Discretionary Decisions (including Home Repair Assistance and Disabled Facilities Grants)	Executive Member - Housing	Executive Member - Housing	30 Sep 2014	Assistant Executive Member - Housing	Meeting	Report of Local Government and Regulatory Law Manager	Stephen Oliver Tel: 01246 345313 stephen.oliver@chesterfield.gov.uk	Exempt 1 Contains information relating to an individual.

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Non-Key 365	Outstanding Debts for Write Off	Executive Member for Customers and Communities - Executive Member Decisions Executive Member - Customers and Communities	Executive Member - Customers and Communities	31 Jan 2015	Assistant Executive Member – Customers and Communities	Meeting	Report of Customer Centre Services Manager	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Non-Key 366	Representatives on Outside Bodies 2014/2015	Executive Member - Governance and Organisational Development	Executive Member - Governance and Organisational Development	10 Sep 2014	Assistant Executive Member for Governance and Organisational Development	Meetings	Report of Democratic Services Manager	Martin Elliott Committee & Scrutiny Co-ordinator martin.elliott@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Key Decision 367	Lease of Commercial and Industrial Properties - Lease Renewal of Five Year Agreement of Mall Space at the Pavements Shopping Centre to Sky	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	9 Sep 2014			Report of Kier Asset Management	Christopher Oakes Tel: 01246 345346 christopher.oakes@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Non Key Decision									
Non Key Decision 28	Consideration of the report on the Annual Review of Overview and Scrutiny Arrangements 2013/14	Cabinet Council	Executive Member - Governance and Organisational Development Executive Member - Governance and Organisational Development	23 Sep 2014 15 Oct 2014	Assistant Executive Member for Governance and Organisational Development Overview and Performance Scrutiny Forum	Meeting Email	Report of Policy Manager	Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk	Public

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Private
Non Key 24	List of Buildings of Local Interest - to consider the list of nominated buildings and agree an assessment panel and process	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	13 Jan 2015	Consultation with property owners	Meeting	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public
Non-Key 33	Consideration of the Report and Recommendations of the Enterprise and Wellbeing Scrutiny Committee on matters regarding the New Leisure Facilities	Cabinet	Executive Member - Leisure, Culture and Tourism	7 Oct 2014	Assistant Executive Member for Leisure, Culture and Tourism	Meeting	Report of Policy Manager	Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk	Public
Non-Key 34	Review of Hackney Carriage and Private Hire Licensing Policy	Appeals and Regulatory Committee		10 Sep 2014	Taxi Consultative Committee	Meeting	Report of Licensing Manager	Trevor Durham Tel: 01246 345203 trevor.durham@chesterfield.gov.uk	Public
Non-Key 35	Application For Discretionary Rate Relief	Executive Member - Customers and Communities	Executive Member - Customers and Communities	23 Sep 2014	Assistant Executive Member	Meeting	Report of Customer Centric Services Manager	Fran Rodway Tel: 01246 345475 fran.rodway@chesterfield.gov.uk	Exempt 3

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SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING FORM

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>)	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
OP4	Review into External Communications (SPG)	OP 19.06.14 Cabinet 29.07.14	<ol style="list-style-type: none"> 1. Adopt clear branding 2. Review marketing / communication activities. 3. Introduce use of analytics. 4. Adopt a 'digital first' approach. 	6 month progress report		Monitoring due 15.01.15
EW4	Hackney Carriage Licence Limit (SPG)	EW 16.01.14 Appeals & Regulatory Ctte on 12.02.14	<ol style="list-style-type: none"> 1. Produce clear comparison survey by taxi rank. 2. Produce written procedure for future reviews & include in the Forward Plan. 3. That Appeals & Regulatory Ctte consider other options to reduce number of Hackney licences when new legislation permits. 	6 month progress report.		Monitoring due 08.09.14
EW3	Parking Policy (SPG)	14.02.13 Approved at Cabinet on 05.03.13	<ol style="list-style-type: none"> 1. The barrier system of parking control which gives change, be extended to other car parks. 2. Improvements be implemented for the New Beetwell Street 	6 month progress report	Progress provided EW on 05.09.13 and 05.06.14.	Progress report requested for 31.07.14.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>)	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
			<p>MSCP to bring the facility up to a standard equivalent to that at Vicar Lane.</p> <p>3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken.</p>			
Page 42 W2	Review of Water Rates Payment Policy (SPG)	<p>16.01.14 and 05.06.14</p> <p>Cabinet 29.07.14.</p>	<p>1. Provide 6 month update on collection process and technology review.</p> <p>2. Provide update when contract signed and again after 1 year.</p> <p>3. Support review of Tenant's information.</p> <p>4. Provide 6 month update on number of evictions for water rates.</p> <p>5. Amend Policy wording.</p>	6 months	Progress received 27.06.13 SPG set up for further review. completed & approved by EW 16.01.14. Further recommendations approved on 05.06.14.	Monitoring due 05.02.15
OP3	Anti Social Behaviour (SPG)	<p>17.01.13</p> <p>Cabinet 10.09.13.</p> <p>12.12.13</p>	<p>See report and minute.</p> <p>1. Support use of vacant post funding to employ 0.6 (FTE) case worker.</p>		Executive Report to OP 12.12.13 for pre-decision scrutiny.	Reported to Joint Cabinet / Employment & General Committee on 08.04.14.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>)	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
CCO1	Statutory Crime & Disorder Scrutiny	29/09/11 (No 0044)	1. Progress report on sharing information re alcohol related health problems and hospital admissions.	6 months from 29/09/11.	1. Update provided 30.05.13. Statistics awaited.	Report received 05.12.13, and 10.04.14. Next report due 20.11.14 (to be confirmed)
		(No 0045)	2. Consult Committee on internal Review of Community Safety before submission to Cabinet.		2. Update received 05.12.13 to confirm internal review tied into report on Anti Social Behaviour.	
		04/10/12	3. Consult Committee on Redeeming our Communities Proposals when completed.		3. Awaited.	
		30/05/13 (No 0003)	4. Recommendation to Community Safety Partnership regarding introduction of Shopwatch scheme.	Letter sent 25.07.13	4. CCO awaiting response to letter from Community Safety Partnership.	
		10.04.14 (No 58)	5. Derbyshire County Council Health Scrutiny Committee requested to obtain / share information regarding alcohol related hospital admissions.	Request made 13.05.14.	Awaiting response.	
CCO3	Cumulative Impact Policy	SB 14/07/11 (No 0015) Licensing Ctte	1. Supports consultation on introduction of CIP.		1. Completed.	

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees)	Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>)	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
Page 44			2. A further report on consultation outcome be reported to Licensing Ctte and Cabinet before Council. 3. Scrutiny Board /Ctte to be involved with monitor and review of CIP after 12 months in operation. 4. Impact of alcohol consumption on health service to be brought to attention of Licensing Committee.	3. Following 12 months in operation.	2. Completed. 3. Completed. Report received 31.01.13. 4. Update received 01.08.13. Hospital statistics not yet available.	Statistics requested for meeting on 10.04.14. (see CCO 1)

Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee).

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME : COMMUNITY, CUSTOMERS AND ORGANISATIONAL SCRUTINY COMMITTEE on 18 SEPTEMBER 2014

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
1	18.09.14	Cemeteries Strategy	Ready for reporting to scrutiny.	<i>Head Environment</i>	<i>Environment</i>
2	18.09.14	Workforce Strategy	Ongoing implementation. Last reported 02.02.12. Further report proposed for January.	<i>CCO Chair (Scrutiny Business Meeting)</i>	<i>Governance & Organisational Development</i>
3	20.11.14	Customer Services Strategy	Annual progress report. Last reported 01.08.13.	<i>Executive Member on 18.08.11.</i>	<i>Customers & Communities</i>
4	20.11.14	Outside Market Reconfiguration	Business Case proposals planned for presentation to scrutiny 26.06.14.	<i>CCO Chair (at Scrutiny Business Meeting)</i>	<i>Leisure, Culture & Tourism</i>
5	20.11.14 TBC	Equality, Diversity and Social Inclusion Strategy & Action Plan	6 monthly progress report - last received 10.04.14.	<i>CCO / Executive Member & Officer</i>	<i>Customers & Communities</i>
6	TBC	Health Scrutiny (Reducing Inequalities / Health Inequalities Plan / (Health & Wellbeing Board / Strategy)	Report / draft HI Plan received on 29.11.12 . Derbyshire County Council Health Scrutiny Members attended 06.02.14. Clinical Commissioning Group attended 26.06.14.	<i>Executive Member (Forward Plan presentation). Executive Member & CCO on 31.05.12</i>	<i>Leisure, Culture & Tourism</i>

CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
7	December (Special Meeting)	Crime and Disorder Scrutiny (plus Police & Crime Panel Update)	Last met 10.04.14.	<i>Statutory requirement once per year</i>	<i>Customers & Communities</i>
8	June 2015 (Annual Report) TBC	Corporate Health and Safety Improvement Plan – (2012 to 2015)	Cabinet approved May 2012. Revised targets for 2013/14 approved. Progress report received 03.10.13 & 26.06.14.	<i>Executive Member consultation CCO (29.03.12)</i>	<i>Governance & Organisational Development</i>
9	June 2015 (Annual Report) TBC	Community Assemblies Progress Report	Progress update received 26.06.14.	<i>O&P</i>	<i>Customers & Communities</i>
<i>Scrutiny Project Groups :</i>					
10	Every meeting.	Health Inequalities Plan Project Group	Agreed 29.11.12. Terms of reference approved 01.08.13. Final report now expected 20.11.14.	<i>CCO (29.11.12)</i>	<i>Leisure, Culture & Tourism</i>
<i>New Business Items Proposed :</i>					

Note: Items for monitoring (from scrutiny reviews and other recommendations) are not included above but are listed in the Scrutiny Monitoring Form a separate item to the agenda. Members may wish to schedule items from the Forward Plan and Scrutiny Monitoring Form into the work programme.

[KEY to abbreviations : O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = To be confirmed]. (Next meeting date is 20 November 2014).

COMMUNITY CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

Thursday, 26th June, 2014

Present:-

Councillor Innes (Chair)

Councillors	Bagley	King+++
	Blank++++	Lowe
	Borrell	Serjeant++
	Brown++++	Simmons
	Hill+++	

Kirsty Ball - Locality Manager, North Derbyshire Clinical Commissioning Group+

Andy Bond - Town Centre Operations Manager++

Anita Cunningham – Policy and Scrutiny Officer

Marc Jasinski - Corporate Safety Advisor+++

Donna Reddish - Policy Manager++++

Mary Stead – Democratic Services Officer

+ Attended for Minute No. 3

++ Attended for Minute No. 4

+++ Attended for Minute No. 5

++++ Attended for Minute No. 6

1 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA.

No declarations were received.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Tom Murphy.

3 NORTH DERBYSHIRE CLINICAL COMMISSIONING GROUP

An update on the North Derbyshire Clinical Commissioning Group was provided by Kirsty Ball, Locality Manager for Chesterfield for the North Derbyshire Clinical Commissioning Group.

The update included information on the following matters:-

- the role and remit of the Clinical Commissioning Group;
- the partnership possibilities it offered in the local area;
- an explanation of the different tiers of the health service structure, from central NHS England (national budget and healthcare delivery planning), through to the Nottinghamshire and Derbyshire Area Team (responsible for directly commissioning primary medical services, including General Practitioner services and public health), to the North Derbyshire CCG (planning and paying for local healthcare).

The work of the North Derbyshire Clinical Commissioning Group included:

- responsibility for 36 GP practices, 298,000 registered patients and a £380 million budget;
- commissioning all non-GP and non-dentist health care, including mental health, community health services, urgent care, some primary care, Hospital services including the Royal and our community hospitals;
- work with the private and voluntary sector organisations dealing with health care.

It was said that the CCG differed from the former structure, the PCT, because it was a clinically-led membership organisation, with representatives from GP practices. Details of the doctors' roles within the CCG were given. There were doctors leading in each of the medical specialist areas. Information was also provided about the governance structure of the CCG and about the administration of its finances.

The CCG was represented on the local Health and Welfare Board. It was actively engaged in the process to bring health care and social care closer together into a more integrated structure, to provide better care and reduce overall costs.

Discussion focused decision-making about priorities in the health service, and on the timescales within which the changes were being implemented. Partnership working between GP practices, and the emphasis on locally-

decided priorities was supported. Interest was expressed in new ways of developing primary care.

RESOLVED –

That the speaker be thanked for the presentation, and an update be given after six months, so that progress could be monitored.

4 EXECUTIVE MEMBER FOR LEISURE, CULTURE AND TOURISM - REPORT ON OUTSIDE MARKET RECONFIGURATION

The Executive Member for Leisure, Culture and Tourism and the Town Centre Operations Manager provided an update on plans to reconfigure the Open Market in Chesterfield town centre.

The report included details of current occupancy levels on the four different market days, and provided information on the current layout of the market.

The position of stalls affected the price that could be charged for that stall, with the edges of the market providing the most sought-after sites because there was greater footfall there, compared with stalls in the interior of the market. The development of a street market in Central Pavement, Packers Row and part of Vicar Lane showed that there was demand for stalls that were in a good location to attract sufficient trade to be viable.

The problems of making a living from running a stall in the market had been discussed in depth with market traders, at the Markets Consultative Committee meetings. Issues that would make it easier and more profitable to run a stall had been fully explored.

These issues included:

- changes in the market layout to improve visibility
- wider spaces between stalls to make them more accessible
- a layout that would make it easier to provide bad weather protection
- improved drainage where possible

- retention of the traditional nature of the market
- encouragement of street traders back into the market place
- reduction of stall numbers to reflect demand, while maintaining flexibility to cater for the greater demand from the flea market
- upgrade of electricity supply to stalls.

The Council needed to maintain or increase its income stream, source funding to implement changes, deliver the requirements of traders and shoppers and take account of the market being in a conservation area.

More work would be done to develop the market as a destination, attracting people to Chesterfield, and encouraging local people to come into the town centre to shop.

It was proposed that a business case be developed to present the value for money analysis of proposals for a revised stall layout, followed by a consultation exercise on the proposed changes. A consultant would be appointed to develop the revised layout, taking into account the consultation outcome, so that a design could be agreed, and external funding sought to implement it in 2015.

RESOLVED –

That thanks be given for the presentation, and a further update be requested in November 2014.

5 EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT - PROGRESS REPORT ON CORPORATE HEALTH AND SAFETY IMPROVEMENT PLAN

The Executive Member and Assistant Executive Member for Governance and Organisational Development and the Corporate Safety Advisor submitted a performance update on the Occupational Health and Safety Improvement Programme.

The report summarised the Council's performance against the programme since 2012. The programme included four objectives: to reduce accidents, to improve the management of health and safety, to

improve the health and safety climate among employees and to develop a more effective occupational health policy and practice.

Details were given of performance on the eleven targets identified in the plan. A summary of the costs of occupational ill health and accidents was also provided. Issues identified included the relatively high reporting of stress, which was being tackled by a stress working group and by stress risk assessments.

RESOLVED –

That staff and Members be congratulated on the progress made in health and safety at the Council, and that further progress updates be requested.

6 EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES - REPORT ON COMMUNITY ASSEMBLIES

The Executive Member and Assistant Executive Member for Customers and Communities and the Policy Manager submitted a report on the Community Assemblies Annual Report for 2013 -14 for consideration, before it was forwarded to Cabinet for approval.

The report highlighted progress made since the recommendations of the Community Forum Review had been agreed in 2013. Community Assemblies had been established to replace the Community Forum structure, and to deal with issues raised in communities, by encouraging greater community engagement and involvement.

Standard and special single-issue meetings, workshops, action planning, participatory budgeting and other community events had been held, and the use of social media, community chairing and engagement of partner agencies had been promoted. Community development had been undertaken with a variety of organisations, including schools. Priorities including financial inclusion, healthy eating, inter-generational understanding and support for the Armed Forces Community Covenant had been established.

Funding programmes, including the Minor Grants Fund and the Community Chest had been used to bring additional funds into the area from sources beyond the Borough Council.

The community development worker had been successful in empowering communities to take action to resolve their own problems, rather than simply relying on the Council and other organisations to do so. The aim was to facilitate community activities, and to work closely with partner agencies. It was believed that there had been significant cultural change in communities, as a result of this work.

It was generally agreed that Community Assemblies were achieving more for their local areas than Community Forums had been able to do.

RESOLVED –

That the Policy Officer and Community Development Worker be thanked for the work done to successfully implement the Community Assemblies.

7 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 July to 31 October 2014.

An update on the Review of Tenant Involvement was requested, and would be emailed to members of the committee.

RESOLVED –

That the Forward Plan be noted.

8 SCRUTINY MONITORING

The Scrutiny Monitoring Report was considered, and the following matters were raised:-

- authorisation for the replacement of stolen signs on Reynolds Way;
- the request for statistics from the Royal Hospital on alcohol-related hospital admissions.

RESOLVED –

That both matters would be followed up, and a report made at the next Crime and Disorder Committee meeting, which would take place at the

November meeting of the Community, Customer and Organisational Scrutiny Committee.

9 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

The Committee considered a list of items raised to date for its Work Programme.

RESOLVED –

(1) That the Customer Services, Workforce and Cemeteries Strategies would be considered at the next meeting in September 2014.

(2) That updates be provided on the Outdoor Market, the Equality and Diversity report and a report on Social Inclusion be considered in November 2014.

10 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer reported that she had attended an East Midlands Scrutiny meeting, with Councillor Innes.

Minutes would be circulated for discussion, and reports from the meeting were available on request from the Policy and Scrutiny Officer.

The meeting had focused on scrutinising performance, and had been attended by the Director of the Centre for Public Scrutiny.

Meetings were held quarterly, and Members would be kept informed about issues relevant to Chesterfield..

11 SCRUTINY PROJECT GROUPS PROGRESS UPDATES

Health and Inequalities Scrutiny Project Group

Progress had been slow, but the group had realised the scale of the task, and had decided that they would work more closely with other organisations, including the Clinical Commissioning Group, and with local GPs.

Two more meetings were scheduled for July and September, and it was hoped that the report would be ready for discussion at the November meeting of the Scrutiny committee.

To allow time for discussion in November it was suggested that the Crime and Disorder Committee be deferred until a date to be decided in December.

RESOLVED –

That the Crime and Disorder Committee be deferred until December 2014 to allow time for a full discussion of the Health and Inequalities report at the November meeting of the Community, Customer and Organisational Scrutiny Committee..

12 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 10 April, 2014, were presented.

RESOLVED –

That the Minutes be approved as a correct record and signed by the Chair.



Chesterfield Cemeteries Strategy

September 2014

Cemeteries Strategy

1.0 Introduction

- 1.1 Cemeteries in the UK have traditionally been considered to be a ‘Cinderella Service’ for many authorities, indeed in 2001 a Select Committee Inquiry stated this and made a number of comments about the provision of cemeteries in the UK.
- 1.2 The Inquiry identified the lack of priority given to cemeteries, the need for a thorough review of legislation, the shameful condition of some cemeteries and a commendation to managers who were attempting to improve standards.
- 1.3 Whilst Chesterfield’s cemeteries could not be described as ‘shameful’, neither could they currently be considered to be well cared for or provided to a high standard of maintenance, despite being valuable areas of green space with considerable heritage value for the community. A strategy is required to guide the development of cemeteries for the next five years.
- 1.4 A number of issues specific to the future provision of cemeteries in the UK will also be considered including:
- The need to understand the historical, ecological and educational significance of cemeteries
 - The implications in changes in legislation such as grave reuse. Whilst only approved for London at moment, it could apply elsewhere in future when burial space runs out
 - MoJ memorial safety guidance
 - Potential changes in Death Certification which may cost an additional £150 to the bereaved
 - 100 years since the First World War and how best to commemorate the war dead in our cemeteries
- 1.5 It is the intention of this cemetery strategy to broadly define the way forward for the next 5 years, however, the detailed development will be addressed through individual management plans for each of the sites.
- 1.6 Sir William Gladstone once said, “Show me the manner in which a nation looks after its dead and I will measure with mathematical exactness, the tender mercies of its people, their respect for the laws of the land and their loyalty to high ideals.” It is in this context that this cemeteries strategy is considered whilst realising the financial constraints within which the Council must operate.
- ## 1.7 Historical Position
- 1.7.1 It is important to understand the historical and legislative framework in which the cemeteries and closed churchyards operate within Chesterfield. Historically burial was the responsibility of the Church. The ‘churchyard’, the area around a church, usually no more than a couple of acres in extent, had become a common place for burial in England by the eighth century, and

was the principal location for interment for the majority of the population until the nineteenth century. Until Victorian times these churchyards were operated on the basis of 'reuse', when the churchyard was full, they started burying again in the oldest areas, burying any remains back into the grave. The practice was mostly stopped following the Burial Act 1825 which prohibited the disturbance of human remains unless by faculty (a formal church approval) or licence.

- 1.7.2 During the 1800's massive urban population growth fuelled by the industrial revolution meant private companies and burial boards began to provide cemeteries as the churchyards could no longer cope.
- 1.7.3 From the 1890s, newly created local authorities were empowered to lay out cemeteries, and burial boards went into decline. The responsibility for providing and maintaining cemetery land was much simplified in 1972, when the Local Government Act abolished all burial boards. New burial authorities were defined, which included metropolitan and non-metropolitan authorities, London councils and, in rural areas, parish councils. These authorities took over the management of the burial board cemeteries. With the exception of a small number of company cemeteries, all cemeteries are now owned by local authorities or parish councils.
- 1.7.4 Local government currently faces many challenges and this cemeteries strategy will consider balancing the need to raise the profile of the cemeteries service, the importance of meeting the needs of the bereaved and the financial climate in which the Chesterfield Council must operate.

1.8 Legislative Background

- 1.8.1 The provision of cemeteries is widely recognised as a vital service provided by Chesterfield Borough Council. To maintain and improve this service for the future will need the Council to take a number of strategic decisions, which may affect the direction in which the cemeteries are managed.
- 1.8.2 It is the public duty of the Church of England to provide for burials in open churchyards, however, there is, at present, no statutory requirement on any public authority in England or Wales to make available a place for burial. The opportunity for the public to bury those who have died in ground set aside for this purpose is dependent on the exercise of the discretionary powers of the Authority.
- 1.8.3 Provision of burial grounds is also dependent on normal application of planning legislation. No dispensation in relation to burial grounds is provided, nor are there any financial incentives or relaxation of financial burdens.
- 1.8.4 Although there is no legal requirement for a Council to provide burial or cremation facilities, this Authority has acted as a burial authority for over 100 years. The main legislation that governs cemeteries in England and Wales is the Local Authorities' Cemeteries Order 1977 (LACO). The Order sets out the general parameters under which municipal cemeteries operate and allows considerable management discretion and regulates matters such as:
- Provision of chapels, mortuaries and biers
 - Plans and record keeping, registration of burials and disinterments, and storage of records
 - Grant of exclusive burial rights, rights to erect memorials and agreements for maintenance of graves and memorials

- Fees and other charges
- Maintenance, including removal of memorials
- Depth of burial and special provisions in relation to walled graves and vaults
- Offences and penalties

1.9 Excess Deaths

1.9.1 At times deaths may exceed the number anticipated, as can occur during an influenza pandemic. Chesterfield must be prepared for such occurrences and Derbyshire County Council has prepared a Mass Fatalities and Excess Deaths Emergency Plan to deal with an emergency pandemic situation. Government guidance continues to suggest that a serious pandemic resulting in high numbers of excess deaths is inevitable within the foreseeable future and authorities must be prepared, the UK Influenza Pandemic Preparedness Strategy 2011 states:

1.9.2 *“The number of additional deaths expected as a result of a pandemic is impossible to predict ahead of a pandemic. However, local authorities in conjunction with local service providers should ensure that they have plans in place to surge their capacity to cope with an increase in burials and cremations during a pandemic. When planning for excess deaths, local planners should prepare to extend capacity on a precautionary but reasonably practicable basis, and aim to cope with up to 210,000 - 315,000 additional deaths across the UK over a 15 week period (or a higher level where possible). In a less widespread and lower impact influenza pandemic, the number of additional deaths would be lower.”*

1.9.3 Within the Mass Fatalities and Excess Deaths Emergency Plan is a plan for the disposal of the dead, using the crematorium and available burial space. As part of the Cemeteries Strategy, Chesterfield Borough Council must review their plans for dealing with the disposal of the dead during such periods and in particular will need to re-visit how deaths will be dealt with when crematoria are unable to cope with the numbers and temporary storage is not available. In such circumstances a controlled and sensitive system of trench burial will need to be considered. The revised plan will then need to be included in the Council’s own procedures and any training needs identified.

2.0 What is the Current Position in Chesterfield?

2.1 Chesterfield cemeteries are managed within Bereavement Services, who are also responsible for the operation of the crematorium, which is jointly owned by Chesterfield, Bolsover and North East Derbyshire Councils and managed by the Joint Crematorium Committee, rather than Chesterfield Borough Council.

2.2 Bereavement Services currently manage four cemeteries with responsibility for maintenance of closed churchyards lying within the Green Spaces section. It is proposed that following the implementation of the cemeteries strategy, responsibility for the management of churchyards will transfer to Bereavement Services.

2.3 Cemeteries

2.4 The Council manages the following four cemeteries:

2.4.1 Brimington Cemetery

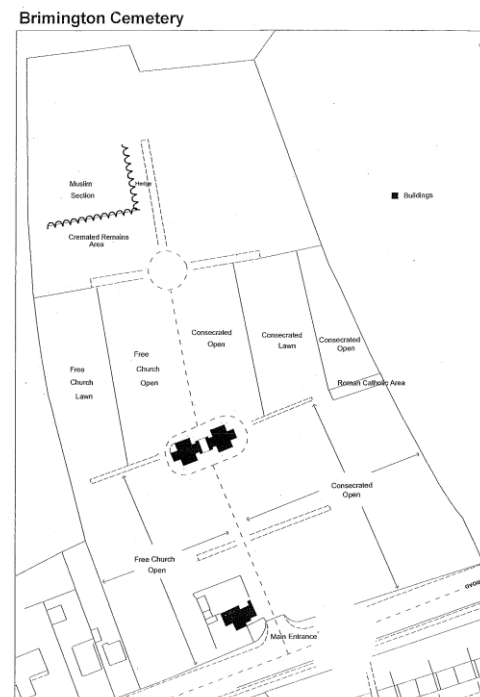


A 2.9 hectare site that opened in 1878 and carries out approximately 68 burials (including cremated remains) each year. The site is fairly well maintained and contains lawned, open, cremated remains and Muslim sections. There are two unused chapels on site, which would require extensive refurbishment if they were to be brought back in to use. It may be feasible to bring at least one of

the chapels back into use and utilise this as a second chapel for the crematorium. However, the need for a second chapel for the crematorium will need to be assessed now a private sector crematorium is to open in Swanwick.

A site management plan will be developed in conjunction with the local community and key service users. A range of measures have been considered for inclusion in the management plan for the site.

- Signage and furniture provision
- Landscape and grounds maintenance improvements
- Path Improvements
- Memorial refurbishment
- Chapel provision
- Improvements to Muslim Section



2.4.2 Boythorpe Cemetery

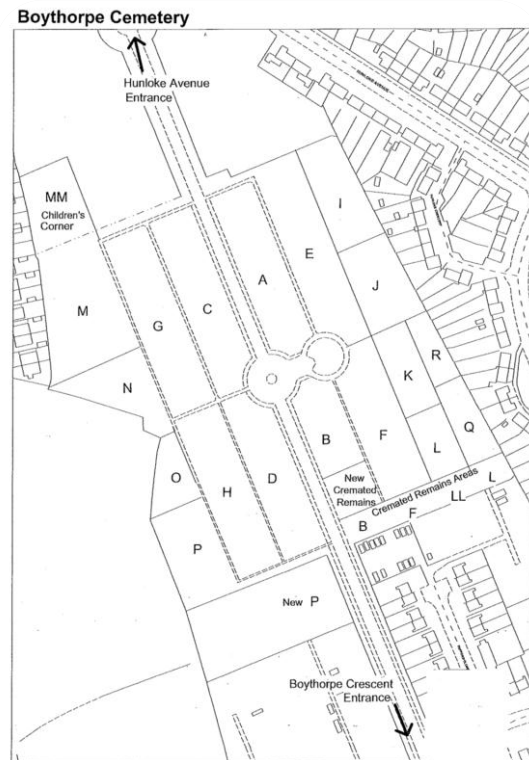


A 5.9 hectare site that opened in 1919 and carries out approximately 128 burials each year (including cremated remains). The site is fairly well maintained and contains lawned, open and cremated remains section. There is a separate area for baby burials within the site, the Bereavement Services team are currently working with Chesterfield Sands who are fund raising to develop this area into a special baby burial garden, due to be opened in June 2014.

There are no buildings within the cemetery.

A site management plan will be developed in conjunction with the local community and key service users. A range of measures have been considered for inclusion in the management plan for the site.

- Signage and furniture provision
- Landscape and grounds maintenance improvements
- Path Improvements
- Memorial refurbishment
- Chapel provision
- Provision of a new baby garden



2.4.3 Spital Cemetery



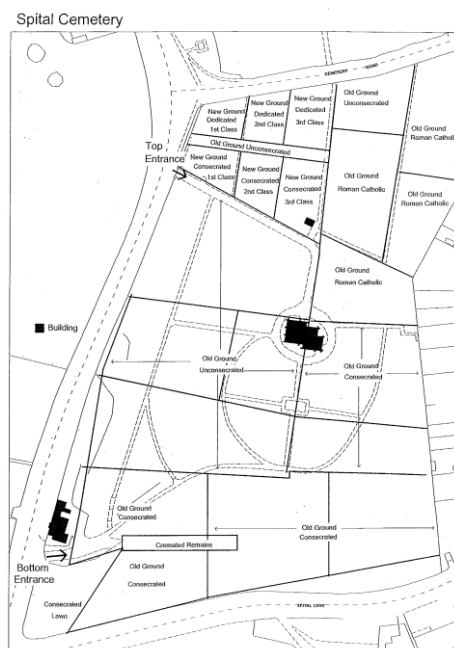
A 4.2 hectare site that opened in 1857 and carries out approximately 28 burials each year (including cremated remains). Maintenance on this site is difficult due to the built up nature of the site and its location on Hady Hill. Space in this cemetery is running out with new graves only available on the lawned section.

The cemetery contains a number of fine memorials, which provide an interesting insight into Chesterfield's social, political, cultural and economic history from the 19th Century. Many of the memorials refer to those who worked in local industries and those who fought and died during the First and Second World Wars. This is of particular significance as in 2014 it is the 100th anniversary of the start of the First World War.

The graves also provide a factual record of the various communities who have lived in the town, and the many that continue to do so. There are two chapels on site, both listed buildings and both in very poor condition and requiring significant funding if they are to be restored. Funding grants available are currently being explored and an Options Appraisal has been carried out.

There is a Friends of Spital Group who carry out some work in the cemetery as well as some community events.

A site management plan will be developed in conjunction with the local community and key service users, including the Spital Cemetery Friends Group. A range of measures have been considered for inclusion in the management plan for the site.



- Signage and furniture provision
- Landscape and grounds maintenance improvements
- Path Improvements
- Memorial refurbishment
- Chapel provision
- Development of a heritage trail
- Conservation management and wildlife areas
- WW1 Commemoration event

2.4.4 Staveley Cemetery

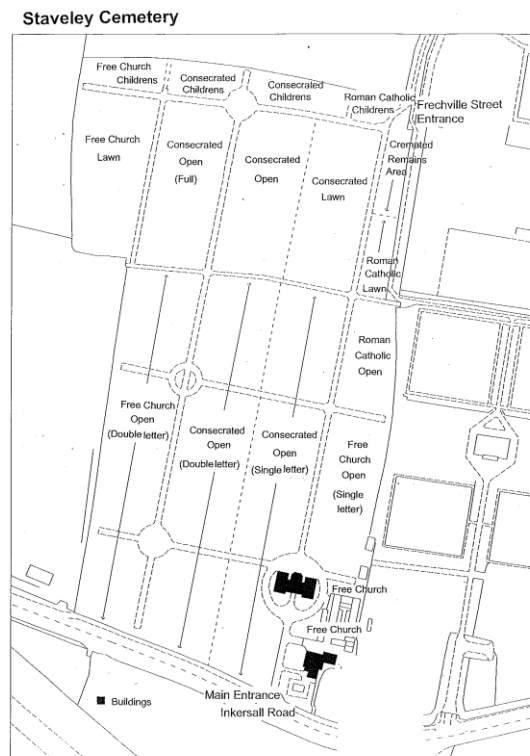


A 4.2 hectare site that opened in 1884 and carries out approximately 66 burials each year (including cremated remains). The site has suffered from some anti-social behaviour which will need to be addressed. There are lawned, open, cremated remains and children's sections within the cemetery.

A site management plan will be developed in conjunction with the local community and key service users. A range of measures have been

considered for inclusion in the management plan for the site.

- Signage and furniture provision
- Landscape and grounds maintenance improvements
- Path Improvements
- Memorial refurbishment
- Chapel provision
- Improvements to children's burial section



2.4.5 Closed Churchyards

The Council maintains the following 6 closed churchyards:


1. St Mary's and All Saints, Chesterfield
2. Holy Trinity Church, Newbold
3. St John the Evangelist, Newbold
4. St Bartholemew's Church, Old Whittington
5. St John The Baptist Church, Staveley Churchyard
6. St Michael & All Angels, Brimington Churchyard

The churchyards are currently managed and maintained by Spirepride, however this is now under review and the potential for them to be managed in the future by Bereavement Services is being explored.



2.5 Maintenance Standards

- 2.5.1 There has been little investment in the above cemetery sites, however, all are maintained to an adequate standard, primarily by a hard working maintenance team who also excavate all the graves. Some maintenance work is also carried out by Spirepride, however, charging arrangements are in need of review. There is considerable room for improvement, as can be seen in some of the comparison photographs shown in Appendix 2 which show cemeteries maintained by other authorities. A review is currently being undertaken and there is confidence that improvements can be achieved. This will include a new approach to memorial safety, much of which is already in place
- 2.5.2 It is believed that the fragmented approach to staffing of the cemeteries has contributed to the deterioration in standards of maintenance and the lack of significant links with the community. This has led to a review of staffing arrangements and working procedures within Bereavement Services and it is clear that maintenance and grave digging operations should be carried out by one team within Bereavement Services to provide a more flexible approach to the delivery of the service. A less fragmented and more flexible approach to grounds maintenance will allow the service to provide a more targeted approach to grounds maintenance and the development of our cemetery landscapes. It will also allow us to develop better links with the local communities with use of some site based staff. Customer care is good and staff understand the requirements of the bereaved and go out of their way to deliver this, however, the provision of some staff able to provide local services could be beneficial to both grounds maintenance standards and links with the local community. At present there is no succession strategy for staff, which will be important to achieve and sustain to ensure high standards of provision, this will be better achieved using a less fragmented workforce.

- 2.5.3 There is adequate provision for other faith groups, with a Muslim section in place at Brimington Cemetery, however, more could be done to promote these services and this will be reviewed and included in any new marketing documentation prepared to promote Bereavement Services.
- 2.5.4 There is currently no provision for natural / woodland burial and whilst this will be reviewed as a possible area where the service could be expanded, it should be noted that local authority provision of woodland burial areas is largely unsuccessful as it is often provided in areas that are too small and cannot truly be regarded as natural/woodland burial areas. More frequently they are areas that adjoin formal burial areas but are unable to be developed in a similar manner to the remainder of the site, hence they are allowed to become overgrown and are identified as a 'woodland burial' area, unable to provide a truly natural feel and therefore largely unused. Space in the cemeteries is limited and there is little opportunity to provide a suitably large area that will provide a natural area likely to be used by those seeking an environmentally friendly burial. A review of other land available within the borough will be carried out.
- 2.5.5 Signage is generally poor and needs upgrading to improve both the quality of the signage and the standard of information provided to users of the cemeteries. Seating, litter bins and other site furniture are also in need of improvement and will be considered alongside a review of memorialisation options.
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- 2.5.6 The chapels that are situated in three of the cemeteries pose significant problems as they are all unused for burial services and are now in need of significant investment if they are to be retained. The chapel at Brimington was being considered as a potential second chapel for Chesterfield Crematorium, however, with the opening of a new crematorium in Swanwick, this project may need to be deferred until the impact of the new crematorium can be assessed. A review of the chapel in Spital Cemetery is being carried out, however, a recent Options Assessment indicates little likelihood of finding a new use for the chapel, together with the high costs of refurbishment, it appears only an extremely innovative option for the possible use of the chapels will allow them to be utilised in the future.
- 2.5.7 Currently only one friends group exists, Spital Cemetery Friends Group, and more structured work now needs to take place with them. It is hoped that the review of staffing arrangements will allow the Council to work more closely with Spital Friends Group and allow further work with the community to develop more groups interested in working within the cemeteries.
- 2.5.8 2014 will mark 100 years since the start of the First World War. Events will be taking place across Europe to commemorate those who died in the subsequent wars and it is intended that Bereavement Services will take part in a wider intergenerational project within the Council, developing commemorative packs with individual cemetery leaflets identifying soldiers buried in our cemeteries, as well as working with schools and planting areas of poppies within the grounds.

2.6 Demographics

- 2.6.1 The recent 2011 census figures show a 4.8% increase in population in Chesterfield, rising from 98,800 in 2001 to 103,800 in 2011. This is significantly less than the average figures for both East Midlands (8%) and England (7.3%). However, the proportion of the population that is over 65 is 18.6%. This is a little higher than both East Midlands (17.1%) and England (9.4%). It is likely that the population will continue to rise steadily with a predicted population of 109,000 in 2026, by which time it is expected that people over 65 will make up around 24% of the population.
- 2.6.2 The death rate for Chesterfield is higher than the average for the East Midlands, with around 10.2 deaths per 1,000 (1.02%) in Chesterfield and 8.9 per 1,000 (0.89%) for the East Midlands. Interestingly, Sheffield statistics indicate only 8.6 deaths per 1,000, around the average for England and Wales.
- 2.6.3 The death rate is predicted to continue to gradually decrease over the next 10 – 15 years, at which point it is expected to rise once again when those born during the post war ‘Baby Boom’ begin to die. There is also an uncertainty regarding the possible influence of obesity rates in the UK as young deaths are beginning to increase due to obesity in the modern day society. This may require larger size graves which will have a slight impact on layout and space available in cemeteries.
- 2.6.4 The net result of the population increase and the reduction in the death rate is that there is likely to be a very slow increase in the numbers of deaths over the next 10 to 15 years. After this time the numbers of deaths may begin to increase a little more dramatically. If all other things remain equal there will be very little effect on the numbers of burial carried out by Chesterfield Borough Council in the next 15 years.
- 2.6.5 Ethnicity – the Borough has a higher proportion of residents from minority ethnic backgrounds than in Derbyshire. In 2001 98.1% of the Chesterfield Borough population were White British compared to 94.9% in 2011.
- 2.6.6 More people describe themselves as Christian (63.8%) than in England, East Midland and Derbyshire. The second largest religious group is Muslims at 0.7%. 27.2% of Chesterfield Borough residents stated that they have no religion. Bereavement Services provide specific burial areas for various faith groups, including Muslims.

2.7 Finance

- 2.7.1 The cemetery service is currently run at a deficit of around £160,000. Fees and charges are lower than average in our family group and are in need of review.

Consideration needs to be given to reducing the deficit whilst improving standards

- Review maintenance arrangements to seek to provide a higher maintenance standard at a lower cost.
- Compare fees and charges with others in our family group
- Current pricing structure been in place for some years, need to review

3.0 What are we aiming for?

3.1 Four primary aims

- To provide a service that meets the needs of the bereaved and other visitors to the cemeteries
- To provide cemeteries for the burial and commemoration of the dead in a secure, sustainable and well maintained environment.
- To raise awareness of cemeteries and churchyards as valuable, historic green spaces promoting wellbeing, biodiversity, learning and recreation.
- To manage the service in the most cost efficient manner, incrementally reducing the deficit whilst improving standards

3.2 Within the four primary aims are a number of objectives as follows:

3.2.1 Provision of a service that meets the needs of the bereaved

- We want to have site specific management plans to reflect the uniqueness of individual sites and meet the needs wants and aspirations of local communities.
- We want to put in place robust procedures to provide an efficient service that protects the needs and rights of the bereaved and those of the Council.
- We want to provide and permit memorialisation in cemeteries that gives additional choice to the bereaved within regulations that ensure standards are maintained.

3.2.2 Provision of cemeteries in a secure, sustainable and well-maintained environment:

- We want to adopt management methods which meet current and future needs in respect of local burial options while providing accessible green space, biodiversity and sustainable environmental practices.
- We want to improve aesthetics while reducing costs by reviewing maintenance provision and standards.
- We want to continue to implement the Council's memorial management policy to ensure safety in our cemeteries and to develop procedures for dealing with memorials laid flat or dilapidated.



3.2.3 Valuable historic green spaces, promoting wellbeing, biodiversity, learning and recreation:

- We want to provide a supportive and inclusive service that fully reflects the religious, ethnic and cultural diversity of Chesterfield.
- We want to develop a policy on the future use of chapels that will consider the historical significance and architectural value of the buildings balanced against funding streams available

3.2.4 Managed in the most cost efficient manner:

- We want to deliver a value for money cemeteries service by introducing a policy and pricing strategy that will ensure the long term sustainability of the cemeteries and the provision of a good standard of service for the bereaved.

3.3 In all four of the cemeteries there needs to be improvements to the general standards of grounds maintenance, however in addition to this there needs to be specific improvements to the following :-

- Drives and paths are in need of some maintenance, many are in a very poor condition.
- Gates all need painting and some need repairing.
- Flowers beds need to be re-introduced in some places and existing beds improved
- There is a need for a policy on memorial benches as there are too many in Brimington and not enough everywhere else.
- A policy is required to enable staff to deal with unauthorised memorials. This would ultimately improve the overall look of the cemeteries
- Children's sections need to be improved. Whilst Chesterfield SANDS are working with Bereavement Services to provide a baby memorial garden in Boythorpe Cemetery, the existing children's garden at Staveley needs some attention too.

3.4 Sustainability of the cemeteries for the future needs to be carefully addressed as this involves some sensitive decision making. Available space within the existing cemeteries is limited and in Spital Cemetery it is likely that there is less than 15 years worth of burial space remaining. The first option in the past for most authorities would be to purchase additional burial land, although this is becoming very expensive and there is no guarantee that sites will be suitable due to new regulations. Chesterfield Council will need to investigate all aspects of usage of the existing sites including:

- Available burial space in public graves
- Previously sold graves where the rights have not been used
- Areas where additional burials may be able to be included
- Reuse of consecrated public burial space
- Impact of future legislation on reuse of burial space

4.0 How are we going to get where we want to be?

4.1 Provision of a service that meets the needs of the bereaved

- We want to have site specific management plans to reflect the uniqueness of individual sites and meet the needs wants and aspirations of local communities.

Actions

- Develop site specific management plans
 - Continue to work closely with our stakeholders including Funeral Directors, clergy, celebrants, friends and bereavement support groups.
 - Develop regulations that reflect the religious, ethnic and cultural diversity of Chesterfield.
- We want to put in place robust procedures to provide an efficient service that protects the needs and rights of the bereaved and those of the Council.

Actions

- Offer grave owners the opportunity to top up Exclusive Right of Burial every five years for a fee
 - Allow existing grave owners to top up Exclusive Right of Burial for a fee
 - Introduce a policy and pricing strategy for Extending Exclusive Rights of Burial once existing rights have expired.
 - Develop a policy of permitting burial in a shroud or wooden / biodegradable coffin only.
 - Review and update all systems
 - Put in place revised procedures for dealing with Exclusive Right of Burial
 - Obtain a memorial safety inspection package to link to our existing IT system.
 - Make effective use of technology for cemetery bookings and records.
 - Digitise cemetery maps
 - Assess the architectural and heritage value of buildings and identify whether or not grant funding is available
 - Consider and consult on use of Brimington chapel for cremation services.
- We want to provide and permit memorialisation in cemeteries that gives additional choice to the bereaved within regulations that ensure standards are maintained.

Actions

- Provide memorials for cremated remains
- Amend cemetery regulations to permit a wider range of memorialisation
- Ensure all memorials are fixed to national standards and suitably monitored
- Ensure all memorial masons working in our cemeteries are members of a national registration scheme.

4.2 **Provision of cemeteries in a secure, sustainable and well-maintained environment:**

- We want to adopt management methods which meet current and future needs in respect of local burial options while providing accessible green space, biodiversity and sustainable environmental practices.

Actions

- Encourage biodiversity and sustainable environmental practices
 - Promote the educational and heritage value of cemeteries
 - Raise the profile of cemeteries
- We want to improve aesthetics while reducing costs by reviewing maintenance provision and standards.

Actions

- Review maintenance standards and recharges
 - Establish budgets for directly employed staff and equipment.
 - Recruit one additional member of staff
 - Re-erect where possible memorials that have fallen or been laid flat
 - Remove dilapidated memorials
 - Develop and implement a policy on dealing with unauthorised memorials
- We want to continue to implement the Council's memorial management policy to ensure safety in our cemeteries and to develop procedures for dealing with memorials laid flat or dilapidated.

Actions

- Implement an annual programme of inspections in the councils cemeteries
- Implement a requirement for masons to be part of a national registration scheme.
- Liaise with Diocese to establish inspections within closed churchyards.

4.3 **Raising awareness of cemeteries and churchyards as valuable, historic green spaces promoting wellbeing, biodiversity, learning and recreation**

- We want to provide a supportive and inclusive service that fully reflects the religious, ethnic and cultural diversity of Chesterfield

Actions

- Develop a policy of permitting burial in a shroud
 - Review service times available
 - Develop a programme of events in cemeteries in conjunction with friends and bereavement support groups
- We want to develop a policy on the future use of chapels that will consider the historical significance and architectural value of the buildings balanced against funding streams available.

Actions

- Assess the architectural and heritage value of buildings and identify whether or not grant funding is available
- Consider and consult on use of Brimington chapel for cremation services.

4.4 Managed in the most cost efficient manner:

- We want to deliver a value for money cemeteries service by introducing a policy and pricing strategy that will ensure the long term sustainability of the cemeteries and the provision of a good standard of service for the bereaved.

Actions

- Increase fees on an annual basis to reflect local charges and service improvements
- Include fee to erect a memorial in the charge for purchase of Exclusive Right of Burial.
- Excavate graves to a maximum depth and charge one interment fee
- Increase prices of Exclusive Right of Burial for cremated remains graves
- Restrict the length of time Exclusive Right of Burial is sold for.
- Where graves are bought in advance, restrict the rights to a ten year period.

APPENDIX 1

Action Plan

Aim 1: To provide a service that meets the needs of the bereaved and other visitors to the cemeteries

Objective 1

Development of site specific management plans to reflect the uniqueness of individual sites and meet the needs, wants and aspirations of local communities

ACTION	LEAD PERSON	DATE
Develop a management plan for: Spital Cemetery Staveley Cemetery Boythorpe Cemetery Brimington Cemetery	Angela Dunn	2015 2016 2017 2018
Continue to work closely with our stakeholders including Funeral Directors, Clergy, Celebrants, Friends, support groups	Angela Dunn Sue Ramsey Cemeteries team	Annual liaison meeting Quarterly meeting with Friends
Develop regulations that reflect the religious, ethnical and cultural diversity of Chesterfield.	Angela Dunn Sue Ramsey	March 2015

Objective 2

Put in place robust procedures to provide an efficient service that protects the needs and rights of the bereaved and those of the Council

ACTION	LEAD PERSON	DATE
<p>Develop revised procedures for granting of Exclusive right of Burial:</p> <ul style="list-style-type: none"> • Implement revised procedures for transfer of Exclusive Right of Burial. • Introduce a policy and pricing strategy for extending exclusive right of Burial after rights have expired. • Offer the opportunity to top up grave rights every five years. • Allow existing grave owners to top up Exclusive Right of Burial. 	<p>Angela Dunn</p> <p>Diane Collett</p> <p>Sue Ramsey</p> <p>Sue Ramsey</p> <p>Sue Ramsey</p>	<p>Implemented June 2014</p> <p>June 2014</p> <p>April 2015</p> <p>April 2015</p> <p>April 2015</p>
<p>Review and update all systems</p> <ul style="list-style-type: none"> • Review all administrative and operational systems • Make effective use of technology for cemetery bookings and records • Digitise cemetery maps 	<p>Sue Ramey</p> <p>Diane Collett</p> <p>Sue Ramsey</p>	<p>March 2015</p> <p>December 2015</p> <p>March 2015</p>

Objective 3

Provide and permit memorialisation in cemeteries that gives additional choice to the bereaved within regulations that ensure standards are maintained

ACTION	LEAD PERSON	DATE
Provide memorials for cremated remains	Sue Ramsey	September 2015
Amend cemetery regulations to permit a wider range of memorials	Angela Dunn Sue Ramsey	March 2015
Ensure all memorials are fixed to a national standard and that all memorial masons are members of a national registration scheme	Sue Ramsey	December 2014

Aim 2: To provide cemeteries for the burial and commemoration of the dead in a secure, sustainable and well maintained environment.

Objective 1

To adopt management methods which meet current and future needs in respect of local burial options while providing accessible green space, biodiversity and sustainable environmental practices.

ACTION	LEAD PERSON	DATE
Encourage biodiversity and sustainable environmental practices	Sue Ramsey Sustainability Officer	Ongoing
Promote the educational and heritage value of cemeteries	Cemeteries team Friends Group	Annual events
Raise the profile of cemeteries	Darran West Angela Dunn Cemeteries team	Annual events
Permit burial in a shroud or wooden / biodegradable coffin only	Sue Ramsey	March 2015

Objective 2

Improve aesthetics while reducing costs by reviewing maintenance provision and standards

ACTION	LEAD PERSON	DATE
Review maintenance standards and recharges	Bereavement / Green Spaces team	2014
Establish budgets for directly employed staff and equipment to include recruitment of one additional member of staff	Angela Dunn	2014
Implement procedures for dealing with dilapidated and unauthorised memorials: <ul style="list-style-type: none"> ○ Re-erect where possible memorials that have fallen or been laid flat ○ Remove dilapidated memorials ○ Develop and implement a policy on dealing with unauthorised memorials 	Sue Ramsey Cemeteries team Cemeteries team Angela Dunn	2014 Annual schedule Annual schedule 2016

Objective 3

Continue to implement the Council's memorial management policy to ensure safety in our cemeteries and to develop procedures for dealing with memorials laid flat or dilapidated

ACTION	LEAD PERSON	DATE
Implement an annual programme of inspections in the Council's cemeteries and develop procedures for dealing with dilapidated memorials	Sue Ramsey Ross Fawbert	Annual programme
Liaise with the Diocese to establish inspections within closed churchyards	Sue Ramsey	December 2014
Implement requirement for memorial masons to be part of a national registration scheme	Sue Ramsey	December 2014
Obtain memorial safety package to link to existing IT system	Angela Dunn	December 2015

Aim 3: To raise awareness of cemeteries and churchyards as valuable, historic green spaces promoting wellbeing, biodiversity, learning and recreation.

Objective 1

ACTION	LEAD PERSON	DATE
Encourage biodiversity and sustainable environmental practices	Sue Ramsey	Ongoing
Promote the educational and heritage value of cemeteries	Sue Ramsey	Ongoing
Develop a programme of events in cemeteries in conjunction with Friends and bereavement support groups.	Sue Ramsey Cemeteries team	Annual events

Aim 4: To manage the service in the most cost efficient manner, incrementally reducing the deficit while importing standards.

Objective 1

ACTION	LEAD PERSON	DATE
Increase fees on an annual basis to reflect local charges and service improvements.	Angela Dunn	Annually
Include fee to erect a memorial in the charge for purchase of Exclusive Right of Burial	Angela Dunn	March 2016
Increase prices of Exclusive Right of Burial for cremated remains graves.	Angela Dunn	March 2015
Restrict the period Exclusive Right of Burial is sold for and allow grave owners to top up rights every five years.	Angela Dunn	March 2015
Where graves are purchased in advance, restrict the period to ten years.	Sue Ramsey	March 2015
Directly employ cemeteries staff to carry out all non-specialist maintenance / grave digging operations.	Angela Dunn	2014

Appendix 2 - Maintenance Standards

4.3.1 Burial areas



Boythorpe Cemetery



Comparative Cemeteries



Buildings and Surrounds



Spital Cemetery



Comparative Cemeteries



Signage



CBC Cemeteries



Comparative Cemetery



Chesterfield Crematorium Signage

Conservation Areas



Spital Cemetery



Other cemetery with signage

