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The Chair and Members of
Community Customer and
Organisational Scrutiny Committee

Please ask for Donna Cairns

Direct Line 01246 345236
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Thursday, 15 January 2015

Dear Councillor,

Please attend a meeting of the COMMUNITY CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE to be held on THURSDAY, 22ND JANUARY, 2015 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 - Progress Report on Workforce Strategy (Pages 3 - 34)
5.05pm
4. Scrutiny Project Groups Progress Updates (Verbal Report)
5.35pm
 - Health Inequalities.
5. Forward Plan (Pages 35 - 52)
5.45pm

Chief Executive
Huw Bowen



6. Scrutiny Monitoring (Pages 53 - 58)
5.55pm
7. Work Programme for the Community, Customer and Organisational
Scrutiny Committee (Pages 59 - 62)
6.00pm
8. Overview and Scrutiny Developments (Verbal Report)
6.15pm
9. Minutes (Pages 63 - 68)
6.20pm

Yours sincerely,

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

Local Government and Regulatory Law Manager

FOR PUBLICATION

WORKFORCE STRATEGY

MEETING: COMMUNITY, CUSTOMER AND ORGANISATION
SCRUTINY COMMITTEE

DATE: 22 JANUARY 2015

REPORT BY: HR & PAYROLL SERVICE LEAD - ARVATO

1.0 PURPOSE OF REPORT

- 1.1 To present an up date on the implementation of the actions agreed within the Workforce Strategy.
- 1.2 To discuss priorities for the 2015 – 2019 Strategy and enable Scrutiny Members to contribute to priorities of the Strategy.

2.0 RECOMMENDATIONS

- 2.1 That the committee receive and consider the update on progress of the implementation of the Workforce Strategy
- 2.2 The committee members comment on and contribute to priorities for the 2015 – 2019 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.

3.2 The full strategy is attached at Appendix 1

4.0 PROGRESS TO DATE

- 4.1 A report was submitted to this committee in September 2014 setting out the achievements to date. This document has been updated and is attached at Appendix 2.
- 4.2 Many of the planned actions have been completed with others still in progress. For example, a corporate wide Development Programme commenced in May 2014 which will be ongoing until Summer 2015. This commenced with Leadership Development for senior managers with adapted programmes for managers and employees being rolled across the whole organisation.
- 4.3 With limited budgets for staff development, we have been able to deliver a wide variety of training opportunities by accessing external funding.

Some of this is from European Social Funds which is provided to employers who can demonstrate innovative ways of developing their employees. The funding doesn't come direct to the Council but is administered by Price Waterhouse Cooper (PWC) who secured the contract for the Innovation Funding Project.

Further financial support has been gained from the Skills Funding Agency (SFA).

- 4.4 In 2013, a total of £51,824 external funding supported training for 303 employees in range of development opportunities including Lone Working, Customer Care and Cleaning Services.
- 4.5 In 2014 £137,580 of funding was secured for leadership and management development, and the Art of Change programme for all employees.
- 4.3 Another project still in progress is the review of the Pay and Reward for employees. A project commenced in 2013 to consider alternative options for rewarding employees whilst making savings for the Council. It was always the expectation that this would be a longer term project due to the negotiations with Trade Unions and changes to terms and conditions, but this will need to remain as a priority for the Council.

5.0 NEXT STEPS

- 5.1 The Workforce Strategy Group continues to meet with one of the current priorities 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 current strategy is a three year plan and therefore due to be updated in 2015. In December, a meeting was held to specifically consider the priorities for the revised strategy which is likely to be a four year plan.
- 5.3 The priorities and actions of a new Workforce Strategy must support the Council to achieve its corporate objectives. With the Corporate Plan currently being reviewed, the Workforce Strategy will be developed in line with this but key priorities discussed at the meeting in December include:
- Pay & Reward – reviewing the current terms and conditions and to also consider non financial benefits e.g. Wellbeing activities
 - Workforce planning – ensuring that the Council has the right number of people with the right skills to deliver services
 - Talent Management – recruiting and retaining employees, identifying potential, developing an Apprenticeship scheme
 - Engagement – improving communication, encouraging involvement and identifying barriers to staff engagement
 - Performance management framework – linking development and performance to corporate objectives and reviewing the appraisal scheme.
- 5.4 The Council has also agreed that it shall be reassessed for the Investors in People accreditation in June 2015. It has been four years since the last assessment, but we are confident that we can meet the requirements of the IIP Framework. With the majority of the priorities within the Workforce Strategy being met, we can clearly demonstrate that progress has been made since the last assessment. There will be some activities that still need to be improved and embedded e.g. Communications, but following the outcome of the Employee Survey last year, an agreed action plan is being implemented to improve in these areas.

6.0 RECOMMENDATIONS

- 6.1 That the committee receive and consider the update on progress of the implementation of the Workforce Strategy
- 6.2 The committee members comment on and contribute to priorities for the 2015 – 2019 Workforce Strategy.

JANE DACKIEWICZ

HR & PAYROLL SERVICE LEAD

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

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CHESTERFIELD BOROUGH COUNCIL

Workforce Strategy 2012-15

**Version 9
Date: February 2012**

1.0 Introduction

- 1.1 Chesterfield Borough Council has ambitious plans in place for the delivery of high quality services to its residents and businesses, and recognises that these plans can only be achieved if it develops and nurtures a diverse, committed, motivated and highly skilled workforce.
- 1.2 This document sets out Chesterfield Borough Council's Workforce Strategy for the period 2012-2015. It builds on the Workforce Strategy 2010-13 and sets out key actions the workforce in its broadest terms and provides a framework to ensure our people management practices are aligned to the delivery of our corporate aims.
- 1.3 Employees and staffing matters are at the heart of the Council's operations, a commitment which has been recognised in the corporate achievement of the 'Investor in People' standard since 2004. In particular the Council has:
- ◆ a track record of recruiting and retaining high quality employees
 - ◆ employees with the skills and knowledge to respond to the changing demands of our residents and businesses and the national policy agenda for local government
 - ◆ a positive and empowering culture
 - ◆ conditions of service that encourage flexibility, value diversity and address work life balance issues
 - ◆ achievement of the 'Achieving' level of the Equality Framework
 - ◆ robust performance management
 - ◆ excellent relationships with trade unions and trade union learning representatives.

2.0 Key Achievements in 2010-12

- 2.1 Key achievements against the Workforce Strategy actions for 2010 -12 are:
- The Council's aims in relation to a cleaner, greener environment have been supported by actions to create an appreciation and

understanding of EMAS which have successfully contributed towards a change of culture in the Council. The role of sustainability officer has been filled; new employees are briefed during induction; the Council produces the 'Green Leaves' publication; regular email briefings are distributed to staff and articles published in the Borough Bulletin. All have contributed significantly to the aim of reducing the Council's carbon footprint.

- The 'Streetscene' Improvement Plan was successfully underpinned by training for all relevant staff.
- The Council's aim to '*Provide services which are accessible to all of our customers through a range of channels*' has been supported by the successful implementation of a public/private partnership with *arvato Public Sector Services* in October 2010, to develop its customer interfaces. A new Customer Service Strategy is being developed which includes a revised channel strategy, plans for innovative development of the Council's web site to include much more accessible e-services and information. A competency framework has been developed for Customer Services Advisors in the call centre and a rigorous training programme for these staff completed.
- The Council's equalities agenda has made significant progress in that we achieved the "Achieving" level of the equalities framework in January 2011.
- The Council's aims in relation to economic promotion and its commitment to the *Destination Chesterfield* have been moved forwards by the provision of briefings for all service managers and key staff.
- The Council's skills gap relating to financial appraisal of development activities has been filled by provision of training for two members of staff.
- Progression of the Council's Health Inequalities Plan was hindered by a skills gap. Initially recruitment was considered but this has been successfully managed by implementing an alternative strategy in that a member of Derbyshire County PCT staff now works with the Council one day per week to help deliver this project.

- The Council's Community Safety Partnership Action Plan has been supported through dedicated Section 17 training sessions. However it has been recognised that the key to successful delivery of the plan is simple but effective communication between the Community Safety Team and Service managers who have ownership of the Plan. In the main this has been achieved for the present year.
- In support of the Council's efficiency aims a best value review of Value for Money (VfM) was undertaken. Development activities were undertaken to ensure Members and Heads of Service were familiar with the diagnostic tool and the approach to and importance of VfM. In addition the new performance management framework has been successfully implemented through coaching and mentoring of Heads of Service by executive officers (CE and Dep. CE) and the Head of Business Transformation.
- The Council delivered a very successful Apprenticeship Programme in a range of occupations across the Council. 30 unemployed people commenced the programme in 2010 where they gained valuable work experience and completed nationally recognised qualifications.
- Further development of the Council's senior team was successfully undertaken through the implementation of a leadership programme via action learning.
- The Council were reassessed for the liP Award at the end of 2010 which was successfully retained. This followed an Employee Survey in which the majority of employees who responded said that they were committed to the success of, and proud to work for the Council.
- The Council's Health and Safety Policy has been reviewed and updated to ensure that the workplace is safe for our employees and visitors.
- The Risk Management Group identified that Stress in the Workplace was becoming an increasing risk to the Council. A new Stress Policy has been developed followed by training for all managers to help them identify and prevent causes of stress, and provide support as appropriate.

3.0 Moving forwards

3.1 The overarching key issues facing the Council have been identified as:

- **Organisational development**

There has been a seismic shift in the context of delivery of local government services. Councils face an unprecedented period of declining resources and we need to do more with less funding.

Where we are now - The Council has taken steps to reduce management and back-office costs through restructuring and partnerships but needs to take further action to cut out wasteful processes and bureaucracy. Partnership working, in particular with public and 'not for profit' bodies, will continue to play an important part in the management of budgets, as will the need to harness new technologies to enable customer-focused transformation.

What success will look like – The Council's workforce embrace a change culture where each employee is encouraged, skilled and empowered to promote service process improvement and customer focused delivery. Its retained services are fully integrated with services provided by partner organisations that may have different cultures.

What we will do (key actions):

- Deliver training for conducting improvement programmes (Lean Reviews) to ensure that any reduction in resources is led by work to create the necessary capacity.
- Include 'striving for improvement' in core competencies of all staff.
- Ensure managers are skilled to promote the culture change through development activities.

- **Leadership development**

Where we are now – The Council restructured its Corporate Management Team (CMT) in 2009. Since the creation of the new senior team they have completed a leadership programme and have gained new skills and insight through the action learning provided. An initial draft of top tier management competencies has been

developed. This draft needs to be refined, published as used as basis for performance management.

Given the resourcing challenges facing the Council, it is vital that leadership skills are encouraged and developed at all levels to develop the next generation of senior managers. The competency framework needs to be extended to middle managers and first line managers.

What success will look like – The Council encourages the development of leadership skills and leadership behaviours at all levels. The Council's managers demonstrate the following behaviours, aptitudes and skills:

- Provides vision, leadership and direction and works effectively with peers to deliver corporate messages and champion corporate priorities.
- Grows and develops people.
- Embodies the Council's standards and values.
- Champions and leads change and keeps promises.
- Demonstrates high level analytical, presentational, communication and interpersonal skills.
- Delegates effectively, in spires and expects high standards of professionalism and performance.

What we will do (key actions):

- Agree and publish core competencies for all staff and members (see skills development, below).
 - Develop, agree and implement new EPD scheme based on competency framework.
 - Develop a training programme based on identified key management skills for existing and aspiring future managers.
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- **Skills development**

Where we are now – The Council currently has a framework for employee development based on the Employee Performance and Development (EPD) scheme supported by both a corporate training programme and service specific development. It is recognised that

development provision needs to be more structured and in synergy with the Council's values and its corporate aims and priorities.

The Council revised its Corporate Planning Framework in 2011. As part of that planning process 'key projects', which underpin achievement of the defined outcomes, were agreed. A review has been undertaken to identify the skills development implications of each of the key projects.

What success will look like – The Council has a competency framework for all its leaders including elected members, managers and employees, which reflect its values, supported by an EPD scheme which measures performance against those competencies. The Council defines the most important current and future skills needs and takes effective action to attract, develop or share these skills.

A training and development programme which reflects the identified needs of Corporate Plan, service objectives and the professional aspirations of employees, is in place. The Council has a culture in which employees engage and invest in their own development and that of their team.

What we will do (key actions):

- Agree and publish core corporate competencies for all employees
 - Identify the core requirements of each role
 - 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 in the Council.
 - Develop a training programme based on identified key core skills.
 - Develop a training programme to support service delivery and appropriate personal development opportunities.
 - Developing structured secondments and job shadowing programmes.
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- **Recruitment and retention**

In the current economic context there is a need for the Council to focus on retaining the right people with the right skills and attitudes needed to achieve its vision and aims.

56% of the top 5% of earners in the Council are aged over 50 years. 65% of the total workforce are 40 years of age or over with 38% being aged 50 years or over. This age profile makes it evident that many skilled staff are approaching retirement, so it needs to look ahead to make sure that it will have enough people to provide future services.

The reduction in management posts will make it more difficult for the Council to significantly improve its senior diversity profile through recruitment over the next few years. Formal succession planning for future leaders would assist with the retention of talent within the Council.

The recession has increased unemployment in the Borough. The Council aims to increase employment opportunities and increase the life chances of young people. It is important that the Council sets an example to other local employers by taking on apprenticeships and offering work placements.

What success will look like – and attracts, develops and retains the political and managerial leaders of the future, taking effective action to increase the percentage of leaders from diverse backgrounds.

The Council identifies future occupational skills requirements and takes action to address these for example by promoting key future jobs, organising apprenticeship and trainee programmes and student placements.

What we will do (key actions):

- Ensure new EPD scheme identifies and supports the development of potential future leaders to aid succession planning.
- Develop a Future Manager fast track programme for at least two high achievers per year to aid succession planning and retention of talent (subject to available budget).
- Continue to support apprentices and trainee placements and to support apprentices into employment on the successful completion of their apprenticeship.

- Continue to support employees and managers at all levels to ensure that they have the relevant skills to deliver future requirements and that their experience is retained
- Continue to review recruitment procedures to target under represented groups.
- **Pay and rewards**
Where we are now – The Council completed ‘Single Status’ and implemented the collective agreement relating to the Local Pay, Conditions and Grading Review with effect from 1 January 2008. The Council’s pay and benefits scheme operates on the basis of an entitlement culture in which increments are awarded on the basis of service, regardless of performance.

What success will look like:

A fair and efficient job evaluation process in place which reflects best practice

A new appraisal scheme established with managers fully equipped with the skills to assess performance and determine progression in a fair and equitable way

A revised pay agreement, with creative and flexible approaches to pay and reward, which recognises the need for equality of opportunity and work life balance, whilst meeting the Council’s future business needs.

What we will do (key actions):

- Review the process and administration of the current job evaluation scheme bringing in good practice and learning from other Councils.
- 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.
- Retain all options for discussion and negotiation to recognise and reward, by any means, employees at all levels.

4.0 Review

The Workforce Strategy is not designed to be prescriptive. It will be updated annually to reflect changes to the Council's business needs and priorities and changes within Local Government. The Workforce Strategy will be reviewed regularly to reflect practical progress, external influences and any redefinition of corporate and service aims and objectives.

The Workforce Strategy will be refreshed following the annual review of the Corporate Plan.

DRAFT WORKFORCE STRATEGY ACTIONS

This action plan sets out the key actions that are required to meet the success criteria of the strategy.

A group will need to be established shortly after formal approval to agree on final priorities and timescales.

ACTION	LEAD	BY WHEN
Identify the core requirements of each role	Managers/HR	Completed
Agree and publish core competencies for all employees to include 'striving for improvement' for everyone	HR	April 2012
Develop, agree and implement new EPD scheme based on the competency framework (flexible and designed to ensure it is appropriate to different levels in the Council).	HR	April 2012 (provisional date)
Ensure new EPD scheme identifies and supports the development of potential future leaders.		April 2012 (provisional dependent on above)
Develop Learning Programme that supports <ul style="list-style-type: none"> - core learning in accordance with competency framework - delivery of Council services - key management skills for both current aspiring managers 	HR	Mid 2012 (dependent on completion of EPD's)
Review the administration and process of job evaluation scheme	HR	June 2012
Developing structured secondments and job shadowing programmes.	HR	July 2012

Develop a Future Manager fast track programme for two high achievers per year.	HR/CMT	July 2012
Deliver training for conducting improvement programmes (Lean Reviews).	Business Transformation/arvato	TBA
Continue to support apprentices and trainee placements.	HR/CMT	Ongoing
Continue to review recruitment procedures to target under represented group.	HR	Ongoing

WORKFORCE STRATEGY UPDATE

JANUARY 2015

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>28 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 however will be reviewed again due to low return rate in 2014.
Develop a training programme based on identified core skills	Training is delivered according to the requirements identified from EPD's. In 2014, the priority however has been the delivery of the Leadership and Development. Other core training is delivered as required.
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</p>

	<p>With 155 still to attend the programme.</p> <p>The training should have cost the Council £35,527 .00 and equates to £74 per employee investment.</p> <p>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.</p> <p>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.</p> <p>The cost of non-attendance would have cost the council £3,774.00 had this training not been funded.</p> <p>Lean Training The Lean programme which looks at operational performance and lean processes. (Being managed by Business Transformation)</p> <p>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).</p> <p>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.</p> <p>As a result of the guidance from Mentors two employees have already started to make changes to their working lives.</p> <p>In addition training has been sourced to support individual personal development identified though the EPD process, this action is ongoing.</p>
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Develop a structured secondment and job shadowing programme	<p>Project Academy</p> <p>This was developed in 2013 with employees from across the Council successfully being seconded to the programme and delivering on key projects.</p> <p>Some employees have been successful in promotion with others now working on the Great Place Great Service programme as Project Officers.</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. Further review is required to ensure the process is fit for purpose.
Undertake a fundamental review of the EPD process and determine whether incremental	A Steering Group was established to review Terms & Conditions with formal terms of

<p>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>reference (TOR) agreed. Options have been discussed and presented and research undertaken through a visit to Oxford.</p> <p>A proposal now needs to be developed for the TU's to consider.</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. 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’. The information from the session has been put into a draft CBC Workforce Canvas, this now needs to be further developed and</p>

	<p>taken to the next stage. 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 provider. If these changes go ahead corporately it will have an impact on how we</p>

	<p>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>The Leadership Development Programme</p> <p>The Leadership programme commenced in April and will be delivered until November 2015.</p> <p>A total of 21 CMT managers have undertaken this training and 4 senior managers from arvato & Kier also attend the programme.</p> <p>Programme content: Succession planning Managing Change Communication Working in collaboration Being you best at work Sharing the Vision Higher performing work teams Coaching for engagement</p> <p>The total investment for the Leadership programme is £9K with funding gained from PWC to support this delivery, the cost of delivery £5520.00 to the council.</p> <p>Total investment per manager £485.56, councils investment £286.02</p> <p>Horizon Scanning/Commercial Awareness</p> <p>The Horizon Scanning and Commercial Awareness was an add on to the programme.</p> <p>The Horizon Scanning is being delivered to the Leadership groups which is made up of CMT.</p> <p>The Commercial Awareness is being delivered to all Service Managers.</p> <p>The cost of delivery of these two training programmes will be part funded from the</p>

2014-15 funding streams that we have been able to access.

Corporate Development Programme

This is a 10 day programme that has been developed to give managers the core skills that will meet the competencies required for their level.

The programme commenced in May and will be complete in November and will cover the following:

- 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
- The Higher performing work teams
- Coaching for engagement

Funding has been secured for the majority of this delivery.

The total investment for this programme was £17,094.00 this was fully funded by the Skills Funding Agency, making this no cost for the Council.

Total investment per service manager £694.02, councils investment £96.02

ILM programmes

ILM Level 5 in Leadership & Management

Ten employees are in their final stages of their ILM programme.

ILM Level 3 in Management

	<p>Funding has been gained to support another ILM Level 3 in Management programme.</p> <p>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 , this is managed by Learning & Development.</p> <p>Training is being delivered by Loughborough College with quarterly returns submitted to PWC on progress</p> <p>The programme is for 18 months and there are 12 employees on the programme.</p> <p>A meeting has taken place with Karen Brown to look at how Lean training can be incorporated into this programme to save Apprentices that are on the programme having to undertake a Lean qualification at a later date. This training would be delivered at a higher level and unit accreditation would be given for the training.</p> <p>Delivery of this training would be supported with funding from the programme.</p> <p>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.</p> <p>There are 9 employees on the programme which will be delivered over a 12 month period.</p> <p>Funding has been sourced for this programme.</p>
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>A new Recruitment Policy was agreed in 2013 following consultation with</p>

	<p>managers, TU's and the Equalities Action group. Internal training was then delivered for 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>
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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 FEBRUARY 2015 TO 31 MAY 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.

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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



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 321	Review of Allocations Policy - Welfare Reform	Cabinet	Executive Member - Housing	13 Jan 2015	Assistant Executive Member	Meetings	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3 Information in relation to financial or business affairs
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	10 Feb 2015		Meetings	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public
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	27 Jan 2015		Meetings	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@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 339	Proposals for future use of the former garage site of Hady Lane	Cabinet	Executive Member - Housing	27 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 340	Caravan and Mobile Home Park Licensing	Cabinet	Executive Member - Housing	10 Feb 2015	Assistant Executive Member	Meetings.	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Public
Key Decision 398	Sale of CBC Land/Property	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	30 Jan 2015		Meeting.	Report of Head of Kier	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains financial information
Key Decision 434	Housing Services Fire Management Policy	Cabinet	Executive Member - Housing	27 Jan 2015	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 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 438	Six Month Review of PPP Performance	Cabinet	Executive Member - Governance and Organisational Development	27 Jan 2015	Assistant Executive Member	Meetings	Report of GP:GS Programme Manager	John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk	Public
Key Decision 443	Update on properties affected by subsidence at Westwood Avenue, Middlecroft	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	Exempt 1, 3
Key Decision 444	Housing Revenue Account Business Plan	Cabinet	Executive Member - Housing	7 Apr 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 445	Annual Housing Revenue Account Rent and Service Charge Increase	Cabinet	Executive Member - Housing	27 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
Key Decision 446	Housing Capital Programme 2015/16, 2016/17 and 2017/18	Cabinet	Executive Member - Housing	10 Feb 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 448	Environmental Health Fees and Charges 2015/16	Cabinet	Executive Member - Environment	10 Mar 2015	Assistant Executive Member	Meetings.	Report of Environmental Health Manager	Russell Sinclair Tel: 01246 345397 russell.sinclair@chesterfield.gov.uk	Public
Key Decision 449	Trade Waste and Miscellaneous Fees and Charges 2015/16	Cabinet	Executive Member - Environment	27 Jan 2015	Assistant Executive Member	Meetings	Report of Waste and Street Cleaning Manager	Dave Bennett Tel: 01246 345122 dave.bennett@chesterfield.gov.uk	Exempt 3
Key Decision 451	Parks and Open Spaces Fees and Charges 2015-16 (including Cemeteries and Outdoor Recreation)	Cabinet	Executive Member - Environment	27 Jan 2015	Executive Member for Leisure, Culture and Tourism Assistant Executive Member	Meetings	Report of Leisure and Amenities Manager	Andy Pashley Tel: 01246 345099 andy.pashley@chesterfield.gov.uk	Public
Key Decision 452	Fees and charges for Sport and Leisure (Indoor Facilities) 2015/16	Cabinet	Executive Member - Leisure, Culture and Tourism	27 Jan 2015	Assistant Executive Member	Meetings	Report of Sports and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Public

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Key Decision 453	Chesterfield Open Market Fees and Charges 2015/16	Cabinet	Executive Member - Leisure, Culture and Tourism	27 Jan 2015	Assistant Executive Member	Meetings	Report of Town Centre Operations Manager	Andy Bond Tel: 01246 345991 andy.bond@chesterfield.gov.uk	Public
Key Decision 466	Accountancy Service Restructure	Joint Cabinet and Employment & General Committee	Leader & Executive Member for Regeneration	27 Jan 2015		Meeting	Report of Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 1, 3 Relating to individuals and financial and business affairs
Key Decision 467	Strategic Housing Acquisitions	Cabinet	Executive Member - Housing	17 Feb 2015	Assistant Executive Member	Meeting	Report of Strategy and Policy Officer	James Crouch Tel: 01246 345150 james.crouch@chesterfield.gov.uk	Public
Key Decision 468	HRA Revenue Budget 2014/15 to 2019/20	Cabinet	Executive Member - Housing	10 Feb 2015	Assistant Executive Member	Meeting	Report of Business Planning and Strategy Manager - Housing Services and Head of Finance	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 469	Housing Repairs Budget 2015/16	Cabinet	Executive Member - Housing	10 Feb 2015	Assistant Executive Member	Meeting	Report of Operational Services Manager	Martyn Bollands Tel: 01246 345020 martyn.bollands@chesterfield.gov.uk	Public
Key Decision 472	Parks and Open Spaces Strategy	Cabinet Council	Executive Member - Environment	27 Jan 2015 26 Feb 2015	Executive Member for Leisure, Culture and Tourism, Assistant Executive Members, Enterprise and Well-being Scrutiny Committee	Meetings	Report of Leisure and Amenities Manager	Andy Pashley Tel: 01246 345099 andy.pashley@chesterfield.gov.uk	Public
Key Decision 473	Anti Social Behaviour Crime and Policing Act 2014 Amendments to the previous 2003 Act	Cabinet	Executive Member - Customers and Communities	17 Feb 2015	Assistant Executive Member	Meetings	Report of Policy Manager	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public
Key Decision 474	Cemeteries Strategy	Cabinet Council	Executive Member - Environment	17 Feb 2015 26 Feb 2015	Assistant Executive Member	Meetings	Report of Bereavement Services Manager	Angela Dunn Bereavement Services Officer Tel: 01246 345881 angela.dunn@chesterfield.gov.uk	Public

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Key Decision 475	Support Vulnerable Tenants - An Update	Cabinet	Executive Member - Housing	13 Jan 2015	Assistant Executive Member	Meetings	Report of Housing Services Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs
Key Decision 476	Sports Facilities Strategy	Cabinet	Executive Member - Leisure, Culture and Tourism	13 Jan 2015	Assistant Executive Member	Meetings	Report of Sport and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Public
Key Decision 478	London Boroughs Estate – Barrow Hill Environmental Improvements To sign off programme of environmental improvements to the London Boroughs Estate	Cabinet	Executive Member - Housing	10 Feb 2015	Assistant Executive Member	Meeting	Report of Housing Services Manager - Business Planning and Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 483	Homelessness Strategy - review of current position and update	Cabinet	Executive Member - Housing	13 Jan 2015	Assistant Executive Member	Meetings	Report of Housing Services Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Public

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Key Decision 484	Home Energy Conservation Act Update To seeking approval for the adoption and publication of the Home Energy Conservation Act Report.	Cabinet	Executive Member - Housing	10 Mar 2015	Assistant Executive Member	Meetings	Report of Private Sector Housing Manager		Public
Key Decision 485	Housing Strategy Update To advise on progress since the report to Council on 24 April 2013 and seeking approval for the adoption and publication of the Council's Housing Strategy 2013-16	Cabinet	Executive Member - Housing	24 Mar 2015	Assistant Executive Member	Meeting	Report of Business Planning and Strategy Manage - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public

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Key Decision 486	Conversion of Grange Court Communal Room To convert property into 3 one bedroom homes to meet local housing needs	Cabinet	Executive Member - Housing	13 Jan 2015			Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public
Key Decision 487	Collection Fund Revised Estimates 2014/15	Cabinet	Deputy Leader & Executive Member for Planning	27 Jan 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 488	Treasury Management and Annual Investment Strategies	Cabinet Council	Deputy Leader & Executive Member for Planning	10 Feb 2015 26 Feb 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 489	Risk Management Strategy	Cabinet Council	Deputy Leader & Executive Member for Planning	10 Feb 2015 26 Feb 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public

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Key Decision 490	Capital Strategy and General Fund Capital Programme	Cabinet Council	Deputy Leader & Executive Member for Planning	17 Feb 2015 26 Feb 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 491	2015/16 Budget and Medium Term Financial Plan	Cabinet Council	Leader & Executive Member for Regeneration	17 Feb 2015 26 Feb 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 492	Council Tax for 2015/16	Council	Leader & Executive Member for Regeneration	26 Feb 2015			Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public
Key Decision 493	Senior Pay Policy To approve the Senior Pay Policy in accordance with the Localism Act 2010	Cabinet Council	Executive Member - Governance and Organisational Development	17 Feb 2015 26 Feb 2015			Report of HR and Payroll Service Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@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 494	Derby and Derbyshire Combined Authority To determine whether the Council's role in promoting economic development and regeneration, and improving transport within its area can be more effectively and efficiently delivered through working as part of a new Combined Authority for Derby and Derbyshire.	Cabinet Council	Leader & Executive Member for Regeneration	10 Feb 2015 11 Feb 2015			Report of Chief Executive, Executive Director, Development and Growth Manager and the Local Government and Regulatory Law Manager. Governance Review Proposed Scheme of Governance	Neil Johnson, Michael Rich Tel: 01246 345241 neil.johnson@chesterfield.gov.uk, michael.rich@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 495	Local Government Pension Scheme To approve the revised Discretions in accordance with the changes to the Local Government Pension Scheme Regulations	Cabinet Council	Executive Member - Governance and Organisational Development	17 Feb 2015 26 Feb 2015			Report of HR and Payroll Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@chesterfield.gov.uk	Public
Key Decision 496	Approval of Chesterfield Borough Council's Corporate Plan 2015-16	Cabinet Council	Leader & Executive Member for Regeneration	17 Feb 2015 26 Feb 2015			Report of Corporate Management Team	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public
Private Items -Non Key/ Significant but non-Key									
Non-Key 363	Application for Home Repairs Assistance	Executive Member - Housing	Executive Member Housing - Executive Member decisions	30 Jan 2015	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

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 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 Jan 2015	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.
Non-Key Page 65 Page 49	Outstanding Debts for Write Off	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 367	Lease of Commercial and Industrial Properties	Deputy Leader & Executive Member for Planning	Deputy Leader & Executive Member for Planning	30 Jan 2015			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 372	Creation of Digital Content Editor post	Joint Cabinet and Employment & General Committee	Leader & Executive Member for Regeneration	24 Feb 2015		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
Non Key Decision									
Non-Key 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	10 Mar 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 25	Corporate Plan 2014/15 Six Month Update	Cabinet	Deputy Leader & Executive Member for Planning	10 Feb 2015		Meetings	Report of Policy Manager	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public
Non-Key 27	Consideration of the recommendations of the Enterprise and Wellbeing Scrutiny Committee on the Parks and Open Spaces Strategy	Cabinet	Executive Member - Environment	27 Jan 2015			Report of Committee and Scrutiny Co-ordinator	Donna Cairns Committee & Scrutiny Co-ordinator donna.cairns@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 28	Consideration of the recommendations of the Enterprise and Wellbeing Scrutiny Committee on the Sports Facilities Strategy	Cabinet	Executive Member - Leisure, Culture and Tourism	13 Jan 2015			Report of Policy and Scrutiny Officer	Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk	Public
Non-Key Page 51	Representatives on Outside Bodies 2014/18 To approve appointments to Sheffield City Regions Combined Authority Audit Committee, Chesterfield and District Joint Crematorium Committee, and Markets Consultative Committee.	Executive Member - Governance and Organisational Development - Executive Member Decisions	Executive Member - Governance and Organisational Development	10 Feb 2015			Report of Committee and Scrutiny Co-ordinator	Donna Cairns Committee & Scrutiny Co-ordinator donna.cairns@chesterfield.gov.uk	Public

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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)
EW5 Page 53	New Leisure Facilities (SPG) (<i>now Leisure, Sport and Cultural Activities SPG including various sub groups</i>)	EW 05.06.14 Cabinet 23.09.14	<ol style="list-style-type: none"> 1. Consider Community Engagement Strategy principles throughout corporate projects. 2. Pre consultation dialogue takes place with key stakeholders. 3. Internal communications and engagement plan be developed for projects impacting on employees. 	6 month progress report		Monitoring due 23.04.15
	- Playing Pitches Strategy	EW 20.10.14 Full Council 17.12.14	<ol style="list-style-type: none"> 1. Support the draft Playing Pitches Strategy as received by EW on 02.10.14. 2. Progress report be received in 12 months to confirm delivery progress including on impact in reversing Junior Teams shortfall and interest of young people in playing. 	12 months progress report.		Monitoring due October 2015.

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 54	- Sports Facilities Strategy	EW 18.12.14 Cabinet 13.01.15	<ol style="list-style-type: none"> 1. Prioritise facilities to be community focused, aiming for good health impacts especially for those with mental health issues and the elderly. 2. Physical access to comply with Sport England standards to encourage community based delivery and participation. 			
	- Parks and Open Spaces Strategy sub group.	EW 18.12.14 Pending Cabinet	<ol style="list-style-type: none"> 1. Community consultation take place when making proposals for investment in a park / open space, whilst also promoting health benefit awareness. Consultation to be in line with Council's Community Engagement Strategy with regard to University of Nottingham students' engagement workshop model. 2. Prioritise disability access when developing such investment proposals. 3. Review Play Strategy in next 12 months. 	6 month progress report. 12 month progress report for Play Strategy.		Monitoring due June 3015.

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)
			<ul style="list-style-type: none"> 4. Use Council website more effectively to promote parks and open spaces. 5. Use signs and notices better to promote parks and open spaces. 			
OP4 Page 55	Review into External Communications (SPG)	OP 19.06.14 Cabinet 29.07.14	<ul 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 June 2015
EW4	Hackney Carriage Licence Limit (SPG)	EW 16.01.14 Appeals & Regulatory Ctte on 12.02.14	<ul 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. Information requested by E&W 18.12.14.

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)
EW3	Parking Policy (SPG)	14.02.13 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 MSCP to bring the facility up to a standard equivalent to that at Vicar Lane. 3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken. 	6 month progress report	Progress provided EW on 05.09.13 and 05.06.14.	Progress report requested by E&W 18.12.14.
EW2	Review of Water Rates Payment Policy (SPG)	16.01.14 and 05.06.14 Cabinet 29.07.14.	<ol style="list-style-type: none"> 1. Provide 6 month update on collection process and technology review. 2. Provide update when contract signed and again after 1 year. 3. Support review of Tenant's information. 4. Provide 6 month update on number of evictions for water rates. 5. Amend Policy wording. 	<i>6 months</i>	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. Progress report requested by EW on 18.12.14.

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 <i>(6 monthly progress reports)</i>
CCO1	Statutory Crime & Disorder Scrutiny Ctte			Meeting held 08.01.15.		Next 6 monthly meeting due July 2015.
Page 57	“ “	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. Statistics received 08.01.15.	1. Agreed 08.01.15 statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.
		(No 0045)	2. Consult Committee on internal Review of Community Safety before submission to Cabinet.		2. Report received 08.01.15.	2. Agreed 08.01.15 remove item from monitoring.
	“ “	04/10/12	3. Consult Committee on Redeeming our Communities Proposals when completed.		3. Report received 08.01.15.	3. Agreed 08.01.15 remove item from monitoring.
	“ “	30/05/13 (No 0003)	4. Recommendation to Community Safety Partnership regarding introduction of Shopwatch scheme.	Letter sent 25.07.13	4. Community Safety Partnership response reported 08.01.15.	4. Agreed 08.01.15 removed item from monitoring.

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)
	“ “	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. Matter related to Item 1 above.	1. Agreed 08.01.15 statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.

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

* Note recommendation wording may be abridged.

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME : COMMUNITY, CUSTOMERS AND ORGANISATIONAL SCRUTINY COMMITTEE for 22 JANUARY 2015

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
1	04.12.14 (Special Meeting)	Crime and Disorder Scrutiny (with Police & Crime Panel Update)	Last met 10.04.14. <i>[Note: The extra meeting originally scheduled for 04.12.14 took place on 08.01.15]</i>	<i>Statutory requirement once per year</i>	<i>Customers & Communities</i>
2	22.01.15	Workforce Strategy	Ongoing implementation. Last reported 18.09.14. Further report requested for 22.01.15.	<i>CCO Chair (Scrutiny Business Meeting)</i>	<i>Governance & Organisational Development</i>
3	22.01.15	Scrutiny Project Group Report on Health Inequalities Plan	See item 8 below.	<i>CCO</i>	<i>Leisure, Culture & Tourism</i>
4	June 2015 TBC	Equality, Diversity and Social Inclusion Strategy & Action Plan	6 monthly progress report - last received 10.04.14. Annual report due June 2015.	<i>CCO / Executive Member & Officer</i>	<i>Customers & Communities</i>
5	June 2015 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. Annual report due June 2015.	<i>Executive Member consultation CCO (29.03.12)</i>	<i>Governance & Organisational Development</i>

CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
6	June 2015 TBC	Community Assemblies Progress Report	Progress update received 26.06.14. Annual report due June 2015.	O&P	<i>Customers & Communities</i>
7	June 2015 TBC	Outside Market Reconfiguration	Last report received 20.11.14. Tender specification details requested. Rescheduled for progress report in new civic year.	<i>CCO Chair (at Scrutiny Business Meeting)</i>	<i>Leisure, Culture & Tourism</i>
Scrutiny Project Groups :					
8	Every meeting.	Health Inequalities Plan Project Group	Agreed 29.11.12. Terms of reference approved 01.08.13. Final report due 20.11.14.	<i>CCO (29.11.12)</i>	<i>Leisure, Culture & Tourism</i>
Items Pending Reschedule or Removal :					
9		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>
10		Cemeteries Strategy	Draft strategy received 18.09.14. Information requested 20.11.14.	<i>Head Environment</i>	<i>Environment</i>

CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
11		Customer Services Strategy	Annual progress report. Last reported 20.11.14.	<i>Executive Member 18.08.11.</i>	<i>Customers & Communities</i>
<i>New Business Items Proposed :</i>					
		None.			

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]. (The following meeting date is 19 March 2015).

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**COMMUNITY CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 20th November, 2014

Present:-

Councillor Innes (Chair)

Councillors	Bagley	Simmons
	Blank ++	Tom Murphy
	Borrell	

Andy Bond – Town Centre Operations Manager +
Damon Bruce – Customer Services Manager ++
Anita Cunningham – Policy and Scrutiny Officer
Brian Offiler – Committee and Scrutiny Coordinator
Bernadette Wainwright – Cultural and Visitor Services Manager +
Scott Webster – Great Place; Great Service Project Officer ++

+ Attended for Minute No. 25

++ Attended for Minute No. 26

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

No declarations of interest were received.

24 APOLOGIES FOR ABSENCE

No apologies for absence were received.

**25 EXECUTIVE MEMBER FOR LEISURE, CULTURE AND TOURISM -
BUSINESS CASE FOR PROPOSED OPEN MARKET
CONFIGURATION**

The Cultural and Visitor Services Manager and the Town Centre Operations Manager presented a report outlining the issues that inhibited the development of the open market and including a business case on how any proposed improvements to the open market could be funded.

The report included details of the current layout of the Market Place, the stall rents for 2014/15 and occupancy levels for the general market days and for the flea market. Following consultation with market traders through the Markets Consultative Committee, their aspirations for the market were summarised within the report.

It was anticipated that any proposed improvements to the Market Place would probably reduce the number of stalls, in order to improve sightlines and aisle widths, but result in increased income from a simplified pricing structure.

A proposal would be submitted to the Council's Cabinet in December for £15,000 to be allocated from the Service Improvement Fund to appoint a consultant to undertake a feasibility study in liaison with Members, officers and market traders to provide options and estimated costs for redesign and upgrade of the Market Place. It was expected that this would then be reported with recommendations to Cabinet in May 2015.

In response to questions from Members, it was confirmed that the required retail expertise that could be obtained through use of a consultant was not currently available within the Council and it was hoped that this expertise would lead to options to secure the long term future of the market, providing positive options to attract traders from street stalls to locate in the Market Place. It was explained that benchmarking exercises had shown the current level of stall rents to be competitive, albeit unnecessarily complicated.

Members of the Committee thanked the officers for attending and presenting the report.

RESOLVED –

- (1) That the proposal to appoint a consultant to provide options and costs for the redesign and upgrade of the Market Place be supported and that officers be requested to circulate a copy of the tender specification for the appointment of the consultant to Members of the Committee once available.
- (2) That the Committee be given opportunity to consider the final report including proposed options prior to this being submitted to Cabinet in May 2015.

26 **EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES -
PROGRESS REPORT ON CUSTOMER SERVICES STRATEGY**

The Executive Member for Customers and Communities, the Customer Services Manager and the Great Place; Great Service Project Officer presented a progress report on the Customer Service Strategy Action Plan 2012 - 2014.

The report included details of progress achieved against each of the following elements of the Strategy:

- Avoidable contact strategy
- Channel shift strategy
- Accessibility of contact strategy
- Telephone strategy
- Mobile phone strategy
- Web strategy
- Face to face strategy
- Post/paper communication strategy
- Email strategy
- New media strategy

It was explained that the Channel shift strategy aimed to move more customer transactions to lower cost channels, such as telephone or online, in order to reduce transaction costs and provide a higher standard service available for longer periods. The Great Place; Great Service Board had approved business cases to purchase online self service technology and to appoint a Web Editor.

In response to questions from Members, it was confirmed that careful consideration would be given to the most appropriate channels to be used for each type of transaction, taking account of evidence, research and consultation with users. Support would be provided to encourage customers to use new channels. The Customer Services Manager agreed to provide further information on comparative costs of using text messaging services.

Members of the Committee thanked the Executive member and officers for attending and presenting the report.

RESOLVED –

- (1) That the progress report on the Customer Service Strategy Action Plan be noted.
- (2) That the Channel shift action plan 2015-17 be supported.

27 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 December, 2014 to 31 March, 2015.

RESOLVED –

That the Forward Plan be noted.

28 SCRUTINY MONITORING

The Scrutiny Monitoring report was considered.

RESOLVED –

That the Scrutiny Monitoring report be noted.

29 SCRUTINY PROJECT GROUP PROGRESS UPDATES

Health Inequalities Scrutiny Project Group

No report was available.

RESOLVED –

That a report from the Health Inequalities Project group be considered at the next meeting of the Committee.

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

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

It was noted that the Crime and Disorder Scrutiny meeting was scheduled to be held on 4 December, 2014

RESOLVED –

- (1) That the progress report on implementation of the Workforce Strategy be considered at the January, 2015 meeting.
- (2) That the progress report on the Equality, Diversity and Social Inclusion Strategy and Action Plan be considered at the June, 2015 meeting in order to fit in with the annual report to Council.
- (3) That the report on the options for the Market reconfiguration be considered in May/June, 2015.
- (4) That Members of the Committee be provided with a brief written update on the progress on the Cemeteries Strategy and Action Plan prior to the Cemeteries strategy being considered by Cabinet in January, 2015.

31 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer reported that the corporate review of Overview and Scrutiny was progressing well.

Members welcomed the presentation which had been given on the Forward Plan.

32 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 18 September, 2014 were presented.

RESOLVED –

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

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