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The Chair and Members of  
Community, Customer and  
Organisational Scrutiny Committee

16 November 2015

Dear Councillor,

Please attend a meeting of the COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE to be held on TUESDAY, 24 NOVEMBER 2015 at 5.00 pm in Committee Room 3, 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. Cabinet Member for Business Transformation - Workforce Strategy (Pages 3 - 30)

5.05 pm

4. Scrutiny Monitoring (Pages 31 - 48)

Cabinet Member for Health and Wellbeing Progress Report on Review of Locking of Park Gates

5.40 pm

5. Briefing Note on Progress re Arrangements for Patients of the Former Holywell Medical Group (Pages 49 - 50)

6.00 pm

6. Forward Plan (Pages 51 - 68)

6.10 pm

7. Work Programme for the Community, Customer and Organisational Scrutiny Committee (Pages 69 - 72)

6.15 pm

8. Overview and Scrutiny Developments

Verbal Report.

6.20 pm

9. Minutes (Pages 73 - 80)

6.25 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 and Monitoring Officer

## **FOR PUBLICATION**

### **WORKFORCE STRATEGY**

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MEETING: COMMUNITY, CUSTOMER AND ORGANISATIONAL  
SCRUTINY COMMITTEE

DATE: 24<sup>th</sup> November 2015

REPORT BY: HR MANAGER - ARVATO

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#### **1.0 PURPOSE OF REPORT**

1.1 To present the draft 2015-2019 Workforce Strategy and enable Scrutiny Members to contribute to final decisions on content.

#### **2.0 RECOMMENDATIONS**

2.1 That the committee receive and consider the draft Workforce Strategy and comment on this as the final version.

#### **3.0 BACKGROUND**

3.1 The Council's 2012-2015 Workforce Strategy was agreed in March 2012 and a report was presented to scrutiny January 2015 providing updates on achievements. Members were also asked for contributions towards identifying priorities for the 2015-19 strategy.

3.2 During 2015 work has been ongoing to develop the 2015-2019 strategy which is attached at appendix 1 for consideration by Scrutiny Members.

#### **4.0 PROGRESS TO DATE**

4.1 The revised strategy builds on the successes of the 2012-2015 strategy and has used data from the Investors in People review, Employee Survey results, Workforce Planning Diagnostic, the Council Business Plan and Great Place Great Service plan to identify priorities for inclusion in the revised strategy.

4.2 The revised strategy is set out under the following headings as it is recognised that many of the ensuing actions are cross cutting and will achieve multiple aims :-

- Pay and Reward – key challenges face the council as it strives to become self-sufficient whilst also meeting budgetary targets.

The shift in emphasis towards a more commercial mind-set whilst also retaining a pay and reward structure that makes the council an employer of choice is a key challenge going forward.

- Leadership, skills and capabilities – whilst much has been achieved in recent years, the council recognises that it will need to continue to invest in the development of staff and elected members to deliver the challenging outcomes in the council plan.

More emphasis is needed on certain skills e.g. commercial awareness, risk management, working in partnership and collaboration whilst also maintaining excellent levels of customer service

- Talent Management – the council continues to face challenges in recruiting to certain specialised job roles and to compete more widely on salary with the private sector.

The council intends to develop a process for succession planning and a talent management programme to ensure that key talent is recruited and retained. The council plan recognises the demographic challenges faced by business in Chesterfield and promotes the take up of apprentices and therefore the council will also promote the recruitment of apprentices more widely throughout its services.

- Employee engagement - how employees feel about working for the council is a key priority and hence the strategy incorporates key actions from the employee survey around engagement of staff. Managers will work with their teams to develop action plans to tackle issues that are important to that team.

It is recognised that communication is critical to employee engagement and actions have been incorporated within the action plan to address communication and engagement.

- Health and Wellbeing – Having a healthy workforce is integral to the delivery of the Workforce Strategy and the council has a duty of care to ensure employees are safe and well.  
Workplace stress is the cause of increasing levels of sickness absence and the council has committed to the Time to Change mental health awareness campaign and through management training, Health and Safety group and the Health and Wellbeing group it is hoped to achieve an environment where employees are comfortable in dealing with these issues in an open manner.

Managers have also been trained in the stress risk assessment process and more needs to be done to encourage a preventative approach to this.

The Occupational Health provider is being reviewed with the aim being to improve the range of support available to employees and managers to maintain their good health.

## **5.0 NEXT STEPS**

- 5.1 The Workforce Strategy Group continues to meet to deliver against the action plan within the revised strategy.
- 5.2 The Workforce Strategy must be communicated to managers throughout the organisation to ensure the actions outlined are embedded in day to day business.

## **6.0 RECOMMENDATIONS**

- 6.1 That the committee receive, consider and comment on the 2015-1019 Workforce Strategy.

KATE HARLEY

HR MANAGER

You can get more information about this report from  
Kate Harley (01246 345366)

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# WORKFORCE STRATEGY

## 2015 – 2019 DRAFT

# The Workforce Strategy 2015 – 2019

## Introduction

Chesterfield Borough Council has ambitious plans in place for the delivery of a high quality service 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.

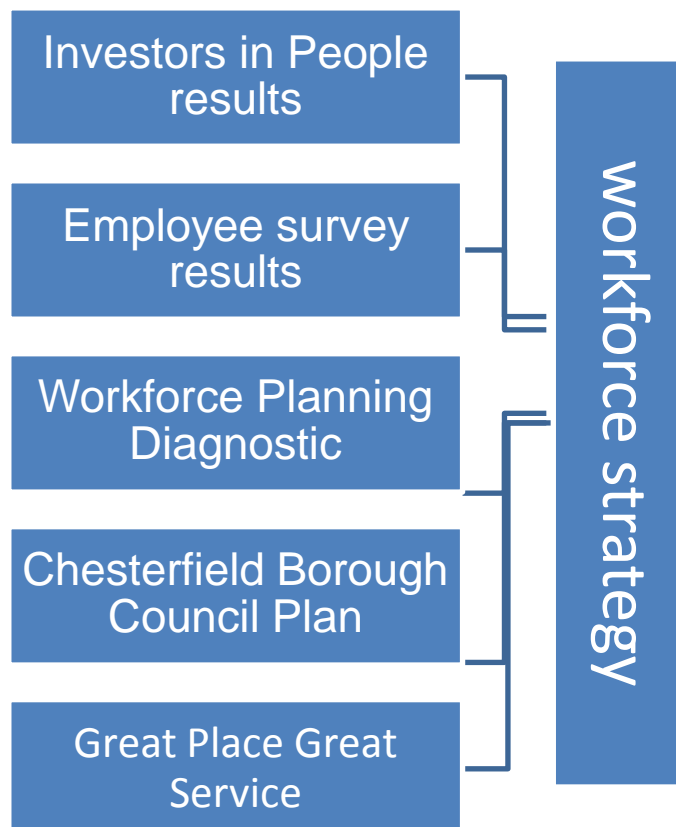
This document sets out the councils Workforce Strategy for the period 2015 – 2019 and builds on the successful outcomes of the Workforce Strategy 2012 – 15.

Key achievements during 2012-15 were:

- Developed a corporate wide development programme that supported the all staff and managers with changes being made
- Agreed and published a Competency framework
- A full review taken of the Employee Personal Development process
- Formation of Project Academy which lead to an award for **“Best Employee & Equality Initiative”**
- Retained and gained Bronze accreditation of the Investors in People standard
- Introduced a ‘Lean’ culture within the organisation
- As part of the “Skill Pledge “ delivered a functional skills programme
- Rolled out a change management programme to all employees called “Change and Art of Being Your Best”
- As part of the developing talent programme several accredited programmes were delivered leading to the ILM (Institute in Leadership) at levels 2/3 and 5
- Gained and award from Leicester College for” **Awards to Industry 2012”** for commitment to learning & development
- Provided support to all staff by offering Stress Awareness which was aimed at employee and managers at all levels
- Developed a Mentoring programme to support and develop employees
- Improved employee ICT skills by offering the Microsoft Office suite of training
- Delivered corporate related training and supported individuals with training for job related progression as identified through the Employee Personal Development (EPD) process.



Clearly this progress needs to continue and this updated strategy seeks to reflect the councils vision and values for the next 5 years and incorporates the Corporate Plan, the transformation programme 'Great Place Great Service' goals, key actions from the Investor in People Assessment and Employees Survey Engagement Plan and workforce profiles to ensure our people management practices are aligned to the delivery of the corporate aims and values.



The plan has been developed utilising 'hard' and 'soft' metrics and further work is needed to develop sources of intelligence to inform the longer term plan. It is critical to long-term sustainable performance that short and long-term priorities are identified and balanced alongside each other in this plan.

To achieve the councils' long-term ambitions, further analytical work is needed to identify critical skills gaps and solutions identified to meet these.

## Purpose and context

The council has in place a corporate planning framework to deliver its strategic priorities. The framework has a hierarchy of plans that ensure the priorities are cascaded down the organisation.

Chesterfield Borough Council has set out its vision for 2015-2019 which is:

### **Putting our communities first**

This is expressed in the One Council, One Team approach and demonstrated by the key priorities:

- 1. To make Chesterfield a thriving borough.** To deliver this we will focus on four objectives:
  - a. To make sure local people benefit from growth in our borough
  - b. To continue delivering regeneration projects to make our borough a better place
  - c. To develop our great town centre
  - d. To improve access to technology that meets the needs of our residents, businesses and visitors
  
- 2. To improve the quality of life for local people.** To deliver this we will focus on four objectives:
  - a. To increase the supply and quality of housing to meet current and future needs
  - b. To improve open space in the borough for which we are responsible
  - c. To improve the health and wellbeing of our communities
  - d. To reduce inequality and to provide support for vulnerable members of our communities
  
- 3. To provide value for money services.** To do this we will focus on a single objective:
  - a. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

As a council we are here to serve and support communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great

place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

As part of One Council – One Team ambitions we will establish a more consistent approach to the development of the organisation.

At a time of limited resources, facing significant financial challenges and with an ambitious transformation programme for improvements underway, we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress.

We need a strategy to clearly articulate our objectives in relation to our people and identify the actions required to deliver the key objectives set out in the Council's Corporate Plan and vision and supporting service plans.

The Workforce Strategy provides an overarching direction to the development and improved utilisation of our existing and future workforce in order to meet the key priorities and principles in the Council's Corporate Plan.

The Council values underpin not only the aspirations and actions in this strategy, but also form the essence of the relationship between the Council and its employees.

The Strategy is focused on these values and the underpinning principles that the management and deployment of the workforce can have the greatest impact on, they are:

- **Customer focused** – delivering great customer service, meeting customer needs.
- **Can do** – striving to make a difference by adopting a positive attitude
- **One Council, one team** – proud of what we do, working together for the great and good.
- **Honesty and respect** – embracing diversity and treating everyone fairly.

We believe this provides a solid framework to develop the organisation and identify actions under these headings for our annual programmes of work.

Whilst the corporate plan will provide some of the underlying initiatives required for the implementation of the Workforce Strategy, much of the activity to realise our objectives will be delivered not at the corporate level but by departments and individual services. This will ensure that our activity is tailored to meet the needs of our customers and allows us to work effectively with partners.

Each of the key actions identified within our strategy will have its own project plan for delivery.

## Council Staff Survey

Understanding our workforce, their needs and their views on working for Chesterfield Borough Council is essential to positioning us to deliver the highest quality service to the people of Chesterfield.

One of the methods we use to engage our employees and to assess their views is the staff survey, which is carried out on an annual basis to assess the levels of employee engagement and give employees the opportunity to provide feedback.

The last Council survey was conducted in 2014 and showed an employee engagement score of 58%.

The Councils Survey measures the factors that are directly linked to employee engagement. There are 9 factors, About your Job, About your Work Environment, My Manager and Team, Leadership, Learning & Development, Councils Objectives and Purpose, Communication, Equality & Diversity and Great Place Great Service .

The survey results have indicated specific areas for the Workforce Strategy plan, particularly in relation to the review of HR policies, the re-launch of the Employee Rewards Scheme and a review of the EPD and Competency Framework

The latest survey has enabled us to understand the knowledge that staff have about the key corporate issues, and provides information on the areas for development and improvement. This enables the Council to realise its full potential as an organisation.

## Investors in People

The Council was originally recognised as a Investor in People in 2004, and was reassessed against the standard in June 2015, achieving recognition at Bronze level. The feedback highlighted the following areas to be particular strengths for the Council:

- The clear vision for the future of the Council
- The high financial investment in staff development
- The continual focus on improving methods of communicating with staff
- The ongoing commitment to staff to encourage participation in decision making, taking ownership and responsibility for decision that affect their own performance and that of their teams.
- The growing culture of continuous improvement – continuing to learn and improve the approach to managing and developing people in order to improve organisational performance.

During the review the Council was found to be meeting 65 evidence requirements and as a result recognised at the Bronze level of the standard.

The assessment also highlighted areas for development which included:

- Leading & inspiring people
- Living the organisations values
- Empowering & involving people
- Managing performance
- Recognising and reward high performance
- Structuring work
- Building capacity
- Delivering continuous improvement
- Creating sustainable success

These are key themes against the standard and will be developed into the action plan.

The next review of the continuous improvement plan will take place in June 2016 and a re-assessment against the new VI generation standard will take place in December 2016.

The recommendations from the assessment are included in the workforce plan.

## Current Workforce Profile

The profile set out below reflects the staffing position as at January 2015 and this section covers not only the composition of the workforce under a number of headings, but also on equality and diversity issues generally in the council and borough.

### Context

The borough of Chesterfield has an estimated population of 103,800 (Census 2011) which is an increase of around 5,000 people compared to the 2001 census. The population has become more diverse, with more than 900 households with no residents for whom English is their main language.

The level of skills and qualifications of our residents remain below the county and national averages and whilst unemployment has fallen, it remains above the national average and particular issues remain for younger people and those who are long-term unemployed.

There are significant variations in the health of those in the borough with life expectancy in the most deprived areas 10 years lower for men and 7.6 years lower for women compared with the least deprived areas. Almost a fifth of children aged 10-11 are classes as obese and alcohol related admissions, smoking related deaths

and adult obesity remain key concerns. The borough contains a number of areas that rank among the 10 per cent most deprived in the country and around 3,900 children live in poverty.

### Workforce

Clearly the demographics of the borough will have a bearing on our workforce both now and in the future. As at January 2015 the total workforce numbered 904 employees which equates to a Full Time Equivalent staffing of 696.01. The workforce split based on **gender** is:-

Female	44.9%	Full time	28.4%	Part time	69.1%
Male	55.1%	Full time	71.6%	Part time	30.1%

This highlights that the higher percentage of employees are male and work full time whilst comparatively nearly 70% of the part time workforce are women.

Pay scale distributions are shown below by gender:

Pay scale	% at this scale that are male	% at this scale that are female	% of workforce at this scale
Scale 1 (starts £12,145)	20%	80%	4.9%
Scale 2 (starts at £12,787)	34.7%	65.3%	5.3%
Scale 3 (starts at £13,874)	38.9%	61.1%	9.7%
Scale 4 (starts at £15,725)	46.6%	53.4%	16.0%
Scale 5 (starts at £17,161)	49.3%	50.7%	14.9%
Scale 6 (starts at £19,621)	32.6%	67.4%	9.3%
Scale 7 (starts at £22,221)	63.2%	36.8%	7.3%
Scale 8 (starts at £25,472)	56.1%	43.9%	4.4%
Scale 9 (starts at £28,636)	71.4%	28.6%	4.5%
Scale 10 (starts at £30,851)	44.4%	55.6%	1.0
Scale 11 (starts at £34,549)	63.2%	36.8%	2.0%
Scale 12 (starts at £38,042)	46.7%	53.8%	1.6%
Scale 13 and above (starts at £41,616)	86.2%	13.8%	3.1%

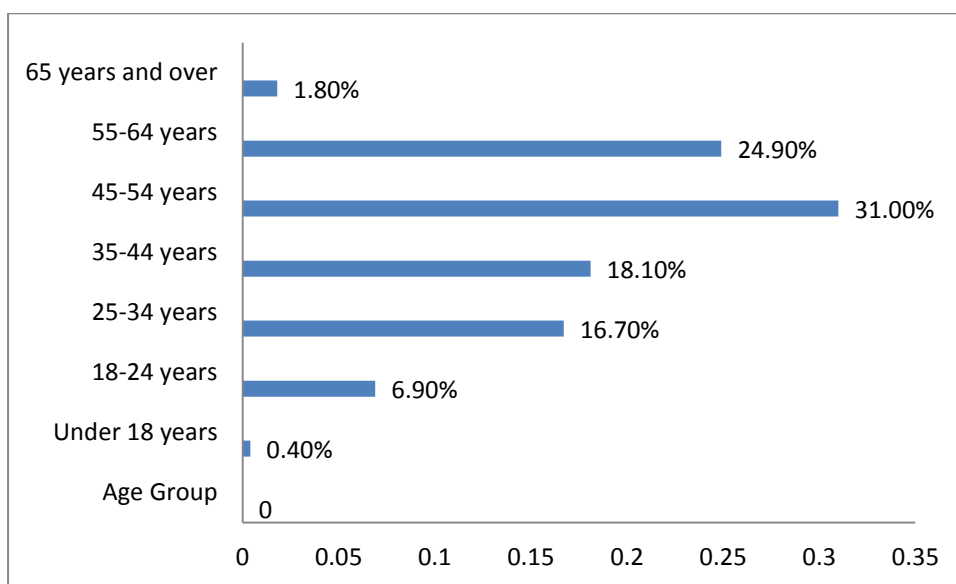
The figures above demonstrate that there is a gender imbalance at specific grades with more women in the lower grades and more men in senior management posts.

Figures for **Disability** are reliant on individuals being prepared to identify themselves as having a disability and therefore are not a reliable indicator however the figures at January 2015 show that 7.4% of the workforce identifies themselves as having a disability.

In terms of **Ethnicity** 94% of the workforce are White British, 3.3% are unknown leaving a small percentage making up other ethnic groups.

As far as the **age** of the working population at CBC is concerned the figures below demonstrate that 58% of the workforce is over 45 years of age and a quarter of the workforce (27%) is 55 and over.

Age Group	Percentage of employees
Under 18 years	0.4%
18-24 years	6.9%
25-34 years	16.7%
35-44 years	18.1%
45-54 years	31.0%
55-64 years	24.9%
65 years and over	1.8%



Clearly this presents some challenges for the council in recruiting young people and with succession planning. Recruiting to certain roles i.e. planning, legal, procurement etc has become more difficult given the economic climate and the need for wage restraint.

### Turnover rates

During 2014 131 people left the council which gives a turnover figure of 14.94%.

The figures are potentially distorted as staff can have several posts with the authority so the number of leavers may include one individual leaving several posts.

The main categories of leavers were end of contract (80), resignations (79), voluntary redundancy (11), compulsory redundancy (5), early retirement (2), normal retirement (32), ill-health retirement/incapacity (5), dismissal (1). Unfortunately, no analysis of exit interviews is available currently to explain these figures but this is being reviewed and exit interviews will be held and analysed in future.

## Workforce Strategy for Chesterfield

Building on the success of previous years this strategy articulates the priorities for action to achieve the council's ambitions.

The priorities identified under each heading are derived from the employee survey, lIP assessment, council plan and workforce strategy group priorities. The action plan to support the strategy is at appendix A and details the priorities under the themes below with a timeframe for action (short, medium or long term).

### Pay and reward

**We need a pay and reward structure that makes CBC an employer of choice, allowing us to attract, retain and develop the skills we need and motivate our staff. The structure also needs to be fair and affordable in light of the increased financial pressures that the council will face.**

The council has key challenges moving forward not only to become financially self-sufficient and meet budgetary targets but to implement the living wage and changes to the way holiday pay is calculated, both leading to an increased wage bill at a time of reduced funding from central government.

**Implementing the living wage will ensure that those employees (mainly women) at the lowest end of the pay scales will receive a fair wage and have wider community benefits, giving staff more money to spend in the local economy.**

To implement these changes and continue to retain a competitive advantage as an employer of choice for local people requires a review of the pay and reward structure to ensure we retain and attract the right people for the business. We need to ensure we reward our staff to deliver their best and feel proud to work for us.

As part of that review the current job evaluation scheme will be looked at to ensure it promotes a responsive and agile workforce, able to meet the demands of our customers and residents.

### Leadership, skills and capabilities

**We need a workforce that has the right skills and capabilities to deliver our Council Plan priorities. This means continuing to invest in the development of all staff and elected members, to enhance existing skills and develop further in areas such as commercial awareness and partnership working. We will need to be able to use the skills our staff have more flexibly, to improve our resilience**



**and enable us to respond quickly to change. And we need our leaders to model the one council approach throughout the organisation.**

The Council has given significant investment and focus to leadership development. During 2014 the corporate management team took part in a corporate development programme that was designed to take the organisation forward into the future. In order to build on this learning, a review of the programme and return on investment are planned for 2015.

The aim of this priority is to ensure that the organisation has effective leadership at all levels and that senior leaders are visible and consistent in leading the workforce to deliver on priorities. To enable this, the corporate management team structure will be reviewed during 2015 to ensure that it supports this objective and builds on the changes made to the Senior Leadership Team in 2014.

The Council maintains a strong commitment to learning & development and continuous professional development, this was demonstrated by its reaccreditation and achievement as a Investor in People “Bronze” employer in June 2015.

The council’s approach to the identification and support of learning & development needs for staff is through the Employee Personal Development review process. The council works in partnership with colleges, training providers and other councils to ensure a cost effective delivery of requirements.

There will be an on-going need for professional and technical skill development as well as service specific and corporate training. To ensure we get the best value for money and meet legislative requirements, we will review the corporate training needed and the best vehicle for delivery and explore options available. The key core skills needed for success of the council plan have been identified as commercial awareness, risk management and evidence based decision making, working in partnership and collaboration, whilst an emphasis on customer service will also be maintained and developed.

An audit tool will be developed that managers and HR can utilise to frame the discussion around workforce profiles, succession planning, talent management and skills development. HR/Learning & Development will facilitate an annual discussion using this method to support the annual business planning process. To ensure our employees have the best opportunity to develop their careers with us and provide the best service possible, we will ensure functional skills are developed and career progression supported.

Multi-skilling of the workforce especially in smaller teams, is critical to realising efficiencies and maintaining service levels and managers will be encouraged to develop staff to that aim, working with other teams to exploit opportunities for staff sharing where possible.

To support managers and staff and provide clear, easily accessible information, all employee policies will be reviewed and published on the new intranet. This will ensure standards are publicised and managers supported to manage in a consistent manner.

## Talent management

**We need to attract, nurture and grow talent in order that we continue to have people available to fill the roles we need. We will develop talent both through specific programmes to attract skills into the organisation, and by identifying and growing existing staff with potential. We will need business plans for all service areas to be clear about their future skills needs and how they will develop talent to meet those needs, including clear succession planning.**

Chesterfield Borough Council has to compete effectively in the market place to recruit and retain staff, as a result the workforce strategy therefore needs to reflect a more strategic approach in workforce planning to support the recruitment and retention of its employees in this competitive environment. Exit interviews will be analysed to understand the reasons employees leave the council and the data utilised to inform future programmes of action.

The Council have already started this process by looking at different models of service delivery such as working across different services, partnering, and shared service solutions, to give value for money.

Increased awareness and a more pro-active approach will be taken with succession planning and needs to be developed across the Council to ensure longer term planning. Succession plans will enable the council to identify skills gaps in critical areas where existing recruitment methods are unsuccessful, particularly planning and law.

Taking this further the council will develop a talent management programme to identify and develop potential across all areas of the business to ensure it is prepared for the future challenges.

The Council has a long tradition of using trainee schemes to attract young employees into employment and annually recruit apprentices to work in the craft area's of the Council.

The profile of our workforce identifies that the number of employees aged between 16-25 years is below the national average and stands at 7.9%.

With a national drive to increase the number of apprenticeships in the public sector and a priority acts as an incentive to further increase the number of apprentices within the workforce.

The development of apprenticeships is one of the Council's priorities "To make sure that local people benefit from the growth in Chesterfield Borough"

The Workforce Strategy action plan sets out how we can provide employment for under 25s, as well as these actions we will recruit, retain and develop our workforce whilst addressing equality & diversity issues. The vacancy control process will be used to ensure that a diverse range of recruitment avenues are explored and that Apprentices, Trainees, Graduates and Interns are promoted at relevant times.

### Employee engagement

**We need to maximise the numerous benefits of having engaged employees and reflect this need in our developing operating model for the council. Our managers need to play a critical part in engaging with their teams, improving the flow of information and feedback through the council and empowering staff to improve their services.**

How employees feel about working for the council is a key priority and annually explored through the employee survey and through liP assessment. Establishing what makes the council a good place to work is essential to understanding employee engagement. Communication is recognised as critical to this and the council will continue to explore ways of engaging and valuing the contribution staff make to the success of the council.

Manager's will work with their teams on the results of the staff survey and will develop action plans to tackle issues that are important to the team. Managers at all levels will have regular meetings with their teams to ensure that staff have every opportunity to be involved in the delivery of services.

Recognising that new ways of working in flexible ways give rise to engagement challenges, the council will review how it manages employees who work remotely or from home and improve the dialogue between managers and staff. The visibility of leaders and members will be explored and existing open door meetings will continue.

Membership of working groups will be reviewed and opportunities will be given to staff at all grades to become involved, utilising task and finish groups to ensure staff can add value.

### Health and wellbeing

**We want to improve the health and wellbeing of all staff, recognising both our duty of care and the benefits of a healthy workforce. We want to ensure staff have access to support where required and promote and incentivise activities to improve physical and mental health.**

The health and wellbeing of employees is integral to the workforce strategy and the council has a duty of care to ensure employees are working in safe environments.

The provision of an Occupational Health service underpins the support provided to staff by managers when tackling health issues. Referrals to counselling and physiotherapy are also part of this provision all aimed at preventing ill health of employees.

Recognising that mental health issues are a key challenge for the council, managers have received training on the use of the stress risk assessment tool and training to enable managers to deal with mental health absence will be provided. Greater emphasis will be placed on the preventative aspects of recognising stress and responding appropriately to issues to help employees remain well.

The council has committed to the Time to Change mental health awareness campaign and is making this the focus of National Health & Safety Week in October 2015. Linked to this is the council Health Group which will be taking forward the mental health awareness programme and the Healthy Workplace initiative.

### Summary

This workforce strategy sets out the context within which the council operates and identifies key factors that will influence the workforce issues in the future. Although there is a general acknowledgement that it is not possible to give absolute certainty to the size and shape of the council in the next few years there are clear requirements for skills and flexibilities to enable appropriate and timely response to change.

### Equality Impact Assessment (EIA)

An (EIRA) review has been completed on the Workforce Strategy in line with the Councils framework. It will be reviewed periodically and any outcomes will results in changes being made to reflect as required.

### Consultation and Review

The Workforce Strategy and Action Plan will be reviewed on a regular basis and updated to reflect changes in the Council's business needed and priorities and changes within Local Government.

A report will be produced on an annual basis along with a reviewed action plan.



## WORKFORCE PLAN 2015-2019

All Actions in the Workforce Plan link directly to the corporate priorities, Employee Engagement Plan and Investors in People Action Plan

Strategic priority	Actions	Outcomes(cross cutting)	Priority		
			Short term	Medium term	Long term
<b>Pay and reward</b>	Review pay structure to include Incentives (bonus/Performance Pay)	<ul style="list-style-type: none"> <li>• Retain competitive advantage as employer</li> <li>• Improve employee engagement</li> <li>• Improve performance and efficiency</li> <li>• Streamlined, efficient and effective recruitment and retention</li> <li>• Improve wellbeing of staff               <ul style="list-style-type: none"> <li>• Improve economic position of lowest paid groups of</li> </ul> </li> </ul>		√	
	Implement a living wage		√		
	Harmonise terms and conditions			√	
	Review Job evaluation scheme and benchmark externally.		√		
	Review job descriptions to ensure they are fit for purpose and 'outcome focused'		√		
	Promote benefits of working for CBC by publicising employee benefits on the intranet		√		
	Design recruitment adverts to attract talent based on 'total offer'		√		

	Implement employee awards scheme	employees <ul style="list-style-type: none"> <li>• Improve wider economic position of Chesterfield</li> </ul>	√		
	Review recruitment and selection process to ensure consistency across the business and review internal re-deployment procedures			√	
<b>Leadership, skills and capabilities</b>	Review CMT structure following loss of Head of Service roles in 2014	<ul style="list-style-type: none"> <li>• Greater clarity of roles and accountabilities, improved empowerment and engagement at management levels</li> <li>• Improve organisational capability and flexibility</li> <li>• Retain liP accreditation</li> <li>• Improve staff retention</li> <li>• Improve employee engagement</li> <li>• Greater clarity, consistency and accountability around employee policies and procedures</li> </ul>	√		
	Undertake skills audit and gap analysis of future needs, identifying critical vulnerabilities			√	
	Develop 'skills pathways' to develop from within (e.g. career grades)			√	
	Promote functional skills across the council to enable career progression and improve service outcomes			√	
	Review current and future skills by service area to develop service specific and corporate skill set (competency framework)			√	
	Develop performance management framework				

	Review EPD process	<ul style="list-style-type: none"> <li>Efficient and prioritised use of scarce resources</li> </ul>		√		
	Implement competency framework as basis for recruitment and performance management				√	
	Coach and develop managers to provide 'quality' performance discussions and to be able to challenge behaviours that are not consistent with the value		√			
	Ensure all training recorded on Resourcelink		√			
	Review corporate and service specific training programmes and budgets			√		
	Review method of delivery and explore corporate ICT solution for online learning		√	√		
	Review delegated budgets and corporate needs			√		
	Review training evaluation model			√		
	Develop 2-5 year training plan based on skills analysis, EPD's and performance management, incorporating multi-skilling of teams.			√		
	Review and evaluate leadership development at all levels			√		



	Introduce 360 degree appraisals				√
	Review employee policies and procedures to ensure they are streamlined and easily accessible to staff and managers		√		
	Utilise intranet to publish policies, procedures and 'how to guides' to ensure managers supported to deliver consistently			√	
<b>Talent management</b>	Develop apprenticeship programme, setting yearly targets for numbers of apprentices with clear career pathways	<ul style="list-style-type: none"> <li>• Increase the number of under 25's employed by CBC and set good example for other employers</li> <li>• Improve reputation as an 'employer of choice' <ul style="list-style-type: none"> <li>• Decrease 'time to recruit' in specialist roles and build capability for future</li> </ul> </li> <li>• Engaged and satisfied workforce, leading to</li> </ul>		√	
	Review work experience programme to be more focused on increasing CBC profile as an 'employer of choice'			√	
	Develop graduate programme to target specific skills gaps e.g. planning, law, sales			√	

	Devise talent management programme to ensure retention and engagement of staff	<p>increased productivity</p> <ul style="list-style-type: none"> <li>Proactive approach to recruitment and promotion</li> <li>Better use of resources and structured approach to secondments</li> </ul>		√	
	Produce workforce profiles (succession plans) to identify future recruitment needs and inform training plans		√		
	Enable managers to 'grow their own' talent			√	
	Review Project Academy and internal secondment process to give maximum opportunities to staff for internal career development			√	
<b>Employee engagement</b>	Continue with annual employee survey and managers to discuss results with their teams to develop team action plan of items of concern to team and continually review.	<ul style="list-style-type: none"> <li>Improved employee engagement</li> <li>Visibility of senior management</li> <li>Improved communication flow</li> <li>Better understanding at all levels of each others</li> </ul>	√	√	√
	Continue CE and Leader open door lunch		√	√	√
	Consider inviting staff to breakfast meetings to do presentations i.e. a day in the life		√		

		roles			
	Review current communication channels and consider use of core brief for key messages with feedback mechanisms included	<ul style="list-style-type: none"> <li>• Consistent and appropriate communication flow</li> </ul>		√	
	Make team meetings mandatory on a specified basis at all levels of the organisation.	<ul style="list-style-type: none"> <li>• Support for staff and managers</li> </ul>	√		
	Utilise intranet to publish employee profiles	<ul style="list-style-type: none"> <li>• Make 'One Council' a reality</li> </ul>		√	
	Review methods of communication for staff without IT	<ul style="list-style-type: none"> <li>• Better understanding and acceptance of change/transformation programmes</li> </ul>		√	
	Consider council wide events to bring people together – 'one council'			√	
	Develop an operating model for managing remote/home workers to ensure they are engaged with the business and are supported in their roles			√	
	Communicate GPGS outcomes and rationale to staff to get engagement		√		
	Review membership of all			√	

	groups to ensure staff at all levels are involved in task and finish groups to focus effort and utilise skills efficiently				
	Corporate/Cabinet review of the decision making process and it's timeline			√	
<b>Health and wellbeing</b>	Promote health and wellbeing in the workplace	<ul style="list-style-type: none"> <li>• Better support for staff and managers</li> <li>• Healthy and engaged workforce</li> <li>• Employees feel more valued</li> <li>• Managers feel more confident tackling absence related issues and discussing mental health issues to provide appropriate support</li> <li>• Staff have access to the best OH provision available in a timely manner</li> <li>• Causes of stress identified and mitigated wherever possible</li> </ul>	√		
	Sign up for 'Time to Change' mental health awareness programme		√		
	Review Occupational Health service to ensure it supports and promotes employee health		√		
	Review Occupational risks to health at Health and Safety committee taking action to minimise risks at all times		√	√	√
	Ensure managers are confident and competent in managing absence and work related health matters through launch of new absence policy and training to support implementation			√	
	Conduct annual stress risk assessments on services and			√	

	action plan findings				
	Promote Healthy Workplace initiative		√		

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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 and/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)
EW6  Page 31	Dog Fouling	<b>EW 05.02.15</b>  <b>Cabinet 10.03.15</b>	<ol style="list-style-type: none"> <li>1. Review of staff resources – enforcement team.</li> <li>2. Realise potential of neighbourhood wardens.</li> <li>3. Purchase new mobile phones for street scene team.</li> <li>4. Borough wide review of provision of dog bins.</li> <li>5. Change signage wording re fine limit / introduce more innovative imagery for signs.</li> <li>6. Introduce co-ordinated and structured communication and engagement with communities.</li> </ol>	12 month progress report from date of decision.		Monitoring due 02.02.16 or 19.04.16 (to be agreed)
EW5 & CCO2	New Leisure Facilities (SPG) ( <i>now Leisure, Sport and Cultural Activities SPG including various sub groups</i> ) - -	<b>EW 05.06.14</b>  <b>Cabinet 23.09.14</b>	<ol style="list-style-type: none"> <li>1. Consider Community Engagement Strategy principles throughout corporate projects.</li> <li>2. Pre consultation dialogue takes place with key stakeholders.</li> <li>3. Internal communications and engagement plan be developed for projects impacting on employees.</li> </ol>	6 month progress report	Agreed by OP on 16.06.15 that CCO will monitor corporate progress. EW Progress report received 23.04.15.	Next EW5 leisure progress report TBA. CCO2 - corporate progress due CCO on 24.11.15

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/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)
EW5b	- Playing Pitches Strategy	<b>EW 20.10.14</b>	<ol style="list-style-type: none"> <li>1. Support the draft Playing Pitches Strategy as received by EW on 02.10.14.</li> <li>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.</li> </ol>	12 months progress report.	Progress report received 6.10.15. Further progress requested for recommendation No 2 in July 2016.	Monitoring due July 2016.
EW5c	- Sports Facilities Strategy	<b>EW 18.12.14</b> <b>Cabinet 13.01.15</b>	<ol style="list-style-type: none"> <li>1. Prioritise facilities to be community focused, aiming for good health impacts especially for those with mental health issues and the elderly.</li> <li>2. Physical access to comply with Sport England standards to encourage community based delivery and participation.</li> </ol>		Progress report received EW on 6.10.15.  Agreed to remove item from Monitoring.	<b>MONITORING COMPLETED 6.10.15.</b>
EW5d	- Parks and Open Spaces Strategy sub group.	<b>EW 18.12.14</b> <b>Cabinet 27.01.15</b>	<ol style="list-style-type: none"> <li>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</li> </ol>	6 month progress report.	Progress report received 6.10.15. Agreed to remove from Monitoring.	<b>MONITORING COMPLETED 6.10.15.</b>



Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/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 33			<p>Engagement Strategy with regard to University of Nottingham students' engagement workshop model.</p> <ol style="list-style-type: none"> <li>2. Prioritise disability access when developing such investment proposals.</li> <li>3. Review Play Strategy in next 12 months.</li> <li>4. Use Council website more effectively to promote parks and open spaces.</li> <li>5. Use signs and notices better to promote parks and open spaces.</li> </ol>	12 month progress report for Play Strategy.		
OP5	ICT Developments (under Great Place, Great Service)	<b>OP 10.09.14</b> <b>Cabinet 02.12.14</b>	That the Council employ an ICT specialist to represent the Council's ICT needs / requirements.	6 month progress report.	Progress received 8.9.15 - OP resolved to reword recommendation.	Monitoring (to be agreed).  OP to agree new recommendation
OP4	Review into External Communications (SPG)	<b>OP 19.06.14</b> <b>Cabinet 29.07.14</b>	<ol style="list-style-type: none"> <li>1. Adopt clear branding</li> <li>2. Review marketing / communication activities.</li> <li>3. Introduce use of analytics.</li> <li>4. Adopt a 'digital first' approach.</li> </ol>	6 month progress report		Monitoring report received 16.06.15. Next due 12.01.16.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/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)
EW4	Hackney Carriage Licence Limit (SPG)	<b>EW 16.01.14</b> <b>Appeals &amp; Regulatory Cttee on 12.02.14</b>	<ol style="list-style-type: none"> <li>1. Produce clear comparison survey by taxi rank.</li> <li>2. Produce written procedure for future reviews &amp; include in the Forward Plan.</li> <li>3. That Appeals &amp; Regulatory Cttee consider other options to reduce number of Hackney licences when new legislation permits.</li> </ol>	6 month progress report.	Information circulated 30.12.14. Progress provided to EW on 28.7.15 and 6.10.15.	Monitoring due July 2016.
EW3	Parking Policy (SPG)	<b>14.02.13</b> <b>Cabinet on 05.03.13</b>	<ol style="list-style-type: none"> <li>1. The barrier system of parking control which gives change, be extended to other car parks.</li> <li>2. Improvements be implemented for the New Beetwell Street MSCP to bring the facility up to a standard equivalent to that at Vicar Lane.</li> <li>3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken.</li> </ol>	6 month progress report	Progress provided to EW on 05.09.13 and 05.06.14. To EW Members sent on 22.01.15. Progress to EW on 28.7.15 and on 6.10.15 Agreed to remove item from Monitoring.	<b>MONITORING COMPLETED 6.10.15.</b>
EW2	Review of Water Rates Payment Policy (SPG)	<b>16.01.14 and 05.06.14.</b> <b>Cabinet 29.07.14.</b>	<ol style="list-style-type: none"> <li>1. Provide 6 month update on collection process and technology review.</li> <li>2. Provide update when contract</li> </ol>	6 months	Further SPG review / recommendations approved	Monitoring due 8.12.15 to receive information

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/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 35			<p>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>		<p>29.07.14. Progress requested EW on 18.12.14 and sent 28.01.15. Progress received EW on 28.7.15 and 6.10.15. Agreed monitoring complete subject to specific info. being provided.</p>	<p>regarding responsibility for contract management and monitoring.</p>
CCO1	Statutory Crime & Disorder Scrutiny Ctte			6 monthly meetings		Next 6 monthly meeting due 26.01.16.
	“ “	<b>29/09/11</b> (No 0044)	Progress report on sharing information re alcohol related health problems and hospital admissions.	6 months from 29/09/11.	Statistics received 08.01.15. And also on 07.07.15.	Agreed on 08.01.15 that statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/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)
	“ “	<b>10.04.14</b> (No 58)	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 as above.
Page 36	“ “	<b>08.01.15</b> (No 35)	That the Executive Member for Environment be recommended to carry out a review of the decision to stop locking the park gates at night and to consider whether this may have led to the increase in anti-social behaviour and criminal damage and all the associated costs; and That the Crime and Disorder (Community, Customer and Organisation) Committee be provided with the details of the outcome of the review and the cost benefit analysis.	Report requested for 24.11.15 Meeting	Cabinet Member attended and responded to CCO meeting held on 07.07.15.  Progress reported 15.09.15	CCO requested progress report to next meeting on 24.11.15.

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

\* Note recommendation wording may be abridged.

## SCRUTINY PROGRESS MONITORING REPORT ON: REVIEW OF LOCKING OF PARK GATES

Progress report on Ref: CCO1 of the Scrutiny Monitoring Form.

To provide progress in implementing recommendation of the Community, Customer and Organisational Scrutiny Committee on the Review of Locking of Park Gates.

**Recommendation :**

That the Executive Member for Environment be recommended to carry out a review of the decision to stop locking the park gates at night and to consider whether this may have led to the increase in anti-social behaviour and criminal damage and all the associated costs; and that the Crime and Disorder (Community, Customer and Organisation) Committee be provided with the details of the outcome of the review and the cost benefit analysis. (CC&OSC – 8.01.15. Minute No. 35)

Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation.	Cabinet Member for Health and Wellbeing  Environmental Services Manager	Existing resources.	July 2015  Sep 2015	Issues being addressed and ongoing monitoring taking place.  Progress reported to CC&OSC meeting 15.09.15. – Resolved:  (1) That pending a further report the current view of the Committee is that the situation would be better with locked park gates.  (2) That a report be provided to the next meeting of the Community, Customer and Organisational Scrutiny Committee on the review of the decision to not lock the park gates at night, including comparative costs of locking gates and dealing with damage.

			Nov 2015	Progress Report attached to agenda of 24.11.15 meeting.
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## FOR PUBLICATION

### **Progress Report on Review of Decision to Leave Previously Secured Parks Unlocked at Night**

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MEETING: COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

DATE: 24 NOVEMBER, 2015

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FOR PUBLICATION YES

BACKGROUND PAPERS: Previous report to FPG, and records held by Environmental Services ASB Parks Assessment (completed by Enforcement Officer)

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#### **1. PURPOSE OF REPORT**

- 1.1. To provide background context and options to sustain the security of our parks and reduce anti-social behaviour

#### **2. RECOMMENDATION**

- 2.1. **That the contents of the report be noted and views recorded in order for them to be incorporated into a future Cabinet report for decision**

#### **3. BACKGROUND**

- 3.1. Our parks and open spaces are by their very nature open and generally accessible. Due to this and the issues of anti-social behaviour generally in the community, they are therefore intrinsically vulnerable.

3.2. The following measures are taken to mitigate this risk:

- Close working with the community and in particular Friends Groups to gain ownership of our parks and open spaces
- Diversionary activities and events
- Partnership working with the Police to record and respond to incidents
- The locking of some gates over night

3.3. It should be noted that the locking of gates is only one mechanism in our efforts to protect our parks and open spaces

3.4. A review of these mechanisms was undertaken in June 2014. In particular the effectiveness of the locking of gates was reviewed. The following issues were considered :

- The effectiveness of locking sites where all of the boundaries are not secure and access can easily be gained even when gates are locked
- The needs of park users and local residents
- The ability of emergency services to access a locked park to respond quickly when required
- The financial costs of locking and unlocking parks in the context of significant reductions in funding to local authorities and the need to ensure spend is prioritised and effective
- The experience from other local authorities in terms of the impact of stopping the locking of parks
- The environment that is created behind locked gates where there is no casual supervision and access is restricted to emergency services, thereby allowing anti-social behaviour in some instances to go unchecked
- The risk of increased anti- social behaviour and vandalism

3.5. Taking these into account and acknowledging that locking gates is only one of a number of mechanisms to secure our parks and open spaces the Financial Planning Group decided to reduce the locking of our parks to the following sites only:

- Pools Brook Country Park (Vehicular gates only - due to the risk of related ASB and commitments with the caravan park)



- Queens Park (Vehicular gates only -, due to its proximity to the town centre and potential damage to the cricket wicket)
  - Boythorpe Cemetery (due to the newly completed SANDS memorial garden and that this service is paid for from the bereavement services budget)
- 3.6. At the time of making this decision, FPG determined that the situation be reviewed after a full summer season. Given that these changes were implemented part way through the summer of 2014, this full season has only just concluded.
- 3.7. As this decision meant that Stand Road Park (lower parking area) and Holmebrook Valley Park vehicle gates would no longer be locked, the Friends Group at both sites decided to implement a community locking scheme. Whilst this has been successful, the Holmebrook group are considering withdrawing the service due to difficulties sustaining sufficient volunteer efforts.
- 3.8. The review of the decision to change the locking regime has considered the following issues:
- The general success of the changes, however with issues identified particularly at Eastwood Park and to a lesser degree at Queens Park
  - The fact that anti-social behaviour (ASB) has trends that cannot be accurately predicted
  - The relatively low level of ASB in the first summer season (partial season and possibly affected by unseasonably poor weather)
  - More specifically at Eastwood Park
    - The rise in ASB in the second summer season
    - The potential for this to have occurred as a result of the displacement of ASB from another local site
    - The current inability of the Friends Group to implement a community locking scheme notwithstanding their willingness to consider this

- The increased costs of ASB in the second summer season
- The lack of a benchmark to effectively compare previous levels and costs of ASB prior to the changes and the fact that ASB trends thus making it impossible to determine if the increase in ASB is due to the changes, disbursement from another site or other factors
- The reluctance of the Police/partnership to consider a dispersal order
- Some Police resistance to provide additional resources to support the local community to reduce ASB on site, unless this was done at the same time as a reinstatement of the locking of the gates
- The potential that increased Community and Police involvement since the re-instatement of the locking of the pedestrian gates on a trial basis will have had a very significant impact upon ASB
- The flood lighting in the park whilst it allows those visiting to feel more secure has the disadvantage of attracting youths and making ASB easier

3.9. Whilst a comparison of costs has been requested by this Committee, a true comparison is not possible due to the lack of benchmarking information prior to the changes and the trends that always occur in ASB. It would be accurate to say that this past summer costs have increased on the average from the information we do have, however as stated these trends have always existed and cannot simply be apportioned to the changes made.

3.10. Whilst the original rationale for the decision to change the locking regime is still considered relevant, it would be inappropriate to ignore the issues from the last summer both at Eastwood and as stated to a lesser degree at Queens Park

#### **4. CONCLUSION**

4.1. Notwithstanding what decision is made regarding the locking of gates the efforts to increase partnership working demonstrated by Agency Liaison Group set up for Eastwood Park and Queen's Park needs to continue and increase. Other ways of reducing ASB must be properly considered including the use

Public Place Protection orders, more targeted enforcement, diversionary activities and the potential for a community locking scheme.

- 4.2. With regards to the locking of parks, an options appraisal is provided at **Appendix A**

## **5. RECOMMENDATIONS**

- 5.1 **That the contents of the report are noted and views recorded in order for them to be incorporated into a future Cabinet report for decision.**

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## Parks Security: Locking of gates

## Options Appraisal

Option summary	Estimated financial impact	Advantages	Disadvantages
Continue with current locking regime (end the current locking trial at Eastwood and revert back to the FPG decision)	Potential impact on revenue budget if the trend from earlier this summer were to resume Savings in excess of £35k p/a achieved with the changes agreed by FPG would be consolidated	<p>Rationale for decision as shown in main report remains accurate</p> <p>Significant annual saving sustained and likely to exceed any additional costs of trends in ASB over a sustained period</p> <p>Encourages community involvement like that shown by the Friends of Stand Road</p> <p>When combined with increased partnership activity as shown in the main report is likely to be more successful and sustainable in the long term</p>	<p>May not initially resolve the recent ASB trends at Eastwood and to a lesser degree Queens</p> <p>May appear to the public to not address their concerns locally</p> <p>The Police could continue to refuse to increase their activities if the gates are not being locked</p>

<p>Reinstate the locking of gates at Eastwood Park and consider locking all gates at Queens Park, otherwise continue with FPG decision</p>	<p>The savings achieved to date would reduce by £12,000          Could potentially be offset by savings from reduced ASB costs, however this assumption cannot be substantiated</p>	<p>Would give a clear message to the public that we are addressing local concerns</p> <p>Could reduce ASB however this cannot be substantiated</p> <p>Would show goodwill towards the Police in terms of partnership working</p>	<p>Significant reduction in the savings from the FPG decision</p> <p>Creates a precedence that could further reduce the current financial savings</p> <p>May not be effective and therefore waste resources</p> <p>Does not encourage the local community to consider a community locking scheme</p> <p>Goes against the original rationale which remains accurate</p> <p>Allows the Police to continue with their stance to not increase resource allocation while the gates are not being locked</p>
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<p>Continue with FPG decision but install self-closing gates at Eastwood and consider them at Queens</p>	<p>An initial investment of £13,150 increased if this approach is taken at Queens This however would then sustain the £35k saving and thus pay for itself within the year</p>	<p>Savings sustained after initial investment</p> <p>Would give a clear message to the public that we are addressing local concerns</p> <p>Could reduce ASB however this cannot be substantiated</p> <p>Would show goodwill towards the Police in terms of partnership working</p>	<p>Given that the exact cause of ASB cannot be substantiated this could be a waste of resources, however we will probably never be able to determine this</p>
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Introducing self-closing gates at Eastwood would in practice mean that when staff go home they would lock the gates except 2 pedestrian gates and the vehicular gates where self-closing mechanisms would be fitted

We would need to ensure that signage relating to the closing times of the self-closing gates are entirely clear and consider a warning mechanism such as a flashing light to further assist the public. An additional budget would be required for these.

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## **COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE – 24 NOVEMBER, 2015**

### **Briefing Note from Councillor Tricia Gilby**

#### **Progress re Arrangements for Patients of the Former Holywell Medical Group**

The North Derbyshire Clinical Commissioning Group (CCG) is consulting residents in Barrow Hill, particularly those who were registered at the Surgery. Local Councillors - Lisa Marie Derbyshire and County Councillor Dean Collins - and I have met with the CCG public involvement staff regarding this. We all made our concerns regarding consultation and continuity of service clear. The CCG demonstrated that they want to run a consultation in a way that ensures that all the community can comment and in ways that they feel comfortable.

The CCG intend to consult on one option to go out to tender on one contract for general medical services based at three sites: Rectory Road Staveley, The Grange at Grangewood Farm and at Inkersall near the Green.

The consultation in Barrow Hill will be at New Haven Rest Rooms, 8 Station Road, on 10 December, 2015, 12 noon to 6pm

DCC Statutory Health Scrutiny has taken no further reports since my last update (7 July, 2015) but it is expected that the CCG will attend the Committee when plans have been developed.

A group 'Save our NHS' are campaigning to maintain a service which includes the old surgery building in Barrow Hill which is currently for sale.

Cllr Tricia Gilby,  
Chair Enterprise & Wellbeing Scrutiny Committee /Joint Chair Overview and  
Performance Scrutiny Forum.  
Also elected member for Brimington on Derbyshire County Council  
10 November 2015

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN  
FOR THE FOUR MONTH PERIOD 1 DECEMBER 2015 TO 31 MARCH 2016

**What is the Forward Plan?**

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. 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 available to the public 28 days before the beginning of each month.

**What is a Key Decision?**

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 Council's Policy Framework set out in Article 4 of the Council's Constitution.

**Are any other decisions included on the plan?**

The Forward Plan also includes details of any significant issues to be considered by the Executive Cabinet, full Council and Overview and Scrutiny Committee. They are called "non-key decisions". Non-key decisions that will be made in private are also listed.

**How much notice is given of forthcoming decisions?**

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 (in accordance with Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to information Procedure Rules). This will be indicated in the final column and a separate notice is also published with additional details.

**What information is included in the plan?**

The plan will provide a description of the decision to be taken, who will make the decision and when the decision is to be made. The relevant Cabinet Member for each decision is listed. If you wish to make representations about the decision to be made, the contact details of the appropriate officer are also provided. Decisions which are expected to be taken in private (at a meeting of the Cabinet or by an individual Cabinet Member) are marked "private" and the reasons privacy is required will also be stated. Each issue is also listed separately on the website which will show more details including any Urgency Notices if issued.

## How is consultation and Community Engagement carried out?

We want all our communities to be given the opportunity to be involved in the decisions that affect them so before a decision is taken, where appropriate, community engagement activities are carried out. The Council's Community Engagement Strategy sets out a framework for how the Council engages with its customers and communities. Details of engagement activities may be found in reports when published. Alternatively you can contact the officer to whom representations may be made.

## 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](mailto: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.

**Huw Bowen**  
**Chief Executive**

Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website: [www.chesterfield.gov.uk](http://www.chesterfield.gov.uk)



**CHESTERFIELD**  
BOROUGH COUNCIL

## Meeting Dates 2015/16

<u>Cabinet</u>	<u>Council</u>
2 June 2015* 16 June 2015 30 June 2015	
14 July 2015* 21 July 2015	22 July 2015
8 September 2015* 22 September 2015	
6 October 2015* 20 October 2015	14 October 2015
3 November 2015* 17 November 2015	
1 December 2015* 15 December 2015	16 December 2015
12 January 2016* 26 January 2016	
9 February 2016* 23 February 2016	25 February 2016
8 March 2016* 22 March 2016	
5 April 2016* 19 April 2016	27 April 2016 (ABM)
3 May 2016* 17 May 2016 31 May 2016	11 May 2016 (ACM)

## Cabinet members and their portfolios are as follows:

Leader and Cabinet Member for Regeneration	Councillor John Burrows	
Deputy Leader and Cabinet Member for Planning	Councillor Terry Gilby	
Cabinet Member for Business Transformation	Councillor Ken Huckle	Assistant Member Councillor Keith Brown
Cabinet Member for Governance	Councillor Sharon Blank	Assistant Member Councillor Mick Wall
Cabinet Member for Health and Wellbeing	Councillor Chris Ludlow	Assistant Member Councillor Helen Bagley
Cabinet Member for Housing	Councillor Tom Murphy	Assistant Member Councillor Sarah Hollingworth
Cabinet Member for Town Centre and Visitor Economy	Councillor Amanda Serjeant	Assistant Member Councillor Jean Innes

## In addition to the Cabinet Members above, the following Councillors are voting Members for Joint Cabinet and Employment and General Committee

Councillor Helen Elliott  
Councillor Gordon Simmons  
Councillor John Dickinson  
Councillor Jean Innes  
Councillor Maureen Davenport

\*From 2015/16, Joint Cabinet and Employment and General Committee meet immediately prior to the first meeting of Cabinet each month

(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	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
<b>Key Decisions</b>								
Key Decision 337	<b>THI Scheme Project Evaluation</b> - to receive a final evaluation of the THI project for Chesterfield Town Centre.	Cabinet	Deputy Leader & Cabinet Member for Planning	26 Jan 2016	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public	
Key Decision 398	<b>Sale of CBC Land/Property</b>	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Oct 2015	Report of Head of Kier	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains financial information	
Key Decision 495	<b>Local Government Pension Scheme</b> To approve the revised Discretions in accordance with the changes to the Local Government Pension Scheme Regulations	Cabinet Council	Cabinet Member - Business Transformation	1 Dec 2015 16 Dec 2015	Report of HR and Payroll Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@chesterfield.gov.uk	Public	
Key Decision 513	<b>Approval to Dispose of Miscellaneous Housing Stock</b>	Cabinet	Cabinet Member - Housing	1 Dec 2015	Report of Housing Service Manager – Business Planning & Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 537	<b>Procurement Options</b> A paper providing options for the future service delivery method for the procurement service	Joint Cabinet and Employment & General Committee	Cabinet Member - Business Transformation	3 Nov 2015	Report of Business Transformation Manager	Karen Brown Tel: 01246 345293 karen.brown@chesterfield.gov.uk	Public	
Key Decision 539	<b>Barrow Hill Environmental Improvements Update</b> To update members on progress and provide details of next stages	Cabinet	Cabinet Member - Housing	3 Nov 2015	Report of Housing Manager - Business Planning and Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 1	
Key Decision 540	<b>Asbestos Compliance Report</b> Asbestos management compliance review and action plan	Cabinet	Cabinet Member - Housing, Cabinet Member - Governance	3 Nov 2015	Report of Housing Manager - Business Planning and Strategy and Business Transformation Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 541	<b>Cultural Venues Fees and Charges 2016</b> To review the scale of charges for lettings at the Pomegranate Theatre, the Winding Wheel, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2016.	Cabinet	Cabinet Member - Town Centre and Visitor Economy	17 Nov 2015	Report of Cultural and Visitor Services Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Public	
Key Decision 547	<b>Great Place: Great Service Update</b> To approve the focus and activity of the Great Place: Great Service Programme for the next 18 months.	Cabinet Council	Cabinet Member - Business Transformation	Not before 1st Dec 2015 16 Dec 2015	Report of Executive Director	James Drury james.drury@chesterfield.gov.uk	Public	
Key Decision Page 48 56	<b>Review Statement of Licensing Policy</b> To adopt the revised statement of licensing policy to regulate licensable activities on licensed premises, by qualifying clubs and at temporary events in accordance with section 5 of the Licensing Act 2003.	Cabinet Council	Cabinet Member - Health and Wellbeing	1 Dec 2015 16 Dec 2015	Report of Licensing Manager	Trevor Durham Tel: 01246 345203 trevor.durham@chesterfield.gov.uk	Public	
Key Decision 549	<b>Environmental Health Fees and Charges 2016-17</b> To approve the fees and charges for environmental health services for 2016-17.	Cabinet	Cabinet Member - Health and Wellbeing	15 Dec 2015	Report of Environmental Health Manager	Russell Sinclair Tel: 01246 345397 russell.sinclair@chesterfield.gov.uk	Public	



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Key Decision 550	<b>Parkside – Allocations/Charges and Support</b>	Cabinet	Cabinet Member - Housing	1 Dec 2015	Report of Housing Services Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3 relating to financial or business affairs	
Key Decision 554	<b>Approval of the Council's Safeguarding Children and Vulnerable Adults Policy and Procedures</b>	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	1 Dec 2015	Report of Policy Manager	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public	
Key Decision 557	<b>Review of Fees and Charges for Outdoor Recreation 2016/17</b>	Cabinet	Cabinet Member - Health and Wellbeing	Not before 12th Jan 2016	Report of Environmental Services Manager	Mel Henley melhenley@chesterfield.gov.uk	Public	
Key Decision 558	<b>Review of Cemeteries Fees and Charges for 2016/17</b>	Cabinet	Cabinet Member - Health and Wellbeing	1 Dec 2015	Report of Environmental Services Manager	Mel Henley melhenley@chesterfield.gov.uk	Public	
Key Decision 559	<b>Review of Fees and Charges for Waste and Recycling 2016/17</b>	Cabinet	Cabinet Member - Health and Wellbeing	Not before 1st Dec 2015	Report of Environmental Services Manager	Mel Henley melhenley@chesterfield.gov.uk	Public	

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Key Decision 559	<b>Outstanding Debts For Write Off</b> Including insolvency related debts and other bad debts	Cabinet Member for Business Transformation	Cabinet Member - Business Transformation	3 Nov 2015	Report of Chief Finance Officer	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Relating to financial or business affairs	
Key Decision 560	<b>Review of crèche services</b>	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	3 Nov 2015	Report of Sports and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Exempt 3, 4	
Key Decision 562	<b>Review of the Council's Car Parking Policy</b> To review the Council's Parking Policy and agree an investment plan	Cabinet Council	Cabinet Member - Town Centre and Visitor Economy	1 Dec 2015 16 Dec 2015	Report of Town Centre Operations Manager and Parking and CCTV Manager	Andy Bond Tel: 01246 345991 andy.bond@chesterfield.gov.uk	Public	
Key Decision 563	<b>Review of Car Parking Charges</b> To review car parking prices and agree prices for 2016	Cabinet	Cabinet Member - Town Centre and Visitor Economy	1 Dec 2015	Report of Town Centre Operations Manager and Parking and CCTV Manager	Andy Bond Tel: 01246 345991 andy.bond@chesterfield.gov.uk	Public	

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Key Decision 564	<b>Zero Hours Contracts at Chesterfield Venues</b> To introduce annualised contracts at the Venues in order to comply with the Council's Zero Hours Policy	Joint Cabinet and Employment & General Committee	Cabinet Member - Town Centre and Visitor Economy	3 Nov 2015	Report of Arts and Venues Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Exempt 1, 4 Information relation to individuals and staff negotiations	
Key Decision 565	<b>Visitor Information Centre Staffing Reorganisation</b> To reorganise the staff based at the Visitor Information Centre so that they can provide 'one' service for sales and information.	Joint Cabinet and Employment & General Committee	Cabinet Member - Town Centre and Visitor Economy	3 Nov 2015	Report of Arts and Venues Manager and Tourism, Museums and Events Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Exempt 1, 4 Information relation to individuals and staff negotiations	
Key Decision 566	<b>General Fund Revenue and Capital Budget Monitoring Report and Updated Medium Term Financial Forecast – Second Quarter 2015/16</b>	Cabinet Council	Deputy Leader & Cabinet Member for Planning	1 Dec 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 567	<b>Leader and Cabinet Member for Regeneration Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Leader & Cabinet Member for Regeneration	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

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Key Decision 568	<b>Deputy Leader and Cabinet Member for Planning Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 569	<b>Cabinet Member for Business Transformation Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Cabinet Member - Business Transformation	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 570	<b>Cabinet Member for Governance Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Cabinet Member - Governance	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 571	<b>Cabinet Member for Health and Wellbeing Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Cabinet Member - Health and Wellbeing	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 572	<b>Cabinet Member for Housing General Fund Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Cabinet Member - Housing	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 573	<b>Cabinet Member for Town Centre and Visitor Economy Revenue Budget 2015/16 - 2018/19</b>	Cabinet	Cabinet Member - Town Centre and Visitor Economy	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 574	<b>General Fund Revenue Budget Summary</b>	Cabinet	Leader & Cabinet Member for Regeneration	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 575	<b>Local Council Tax Support Scheme 2016/17</b>	Cabinet Council	Cabinet Member - Business Transformation	1 Dec 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

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Key Decision 576	<b>Collection Fund revised estimates 2015/16</b>	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 577	<b>Risk Management – Mid year review</b>	Cabinet Council	Deputy Leader & Cabinet Member for Planning	1 Dec 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 578	<b>General Fund Capital Programme Budget Monitoring</b>	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 579	<b>Housing Repairs Budget 2016/17</b>	Cabinet	Cabinet Member - Housing	9 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 580	<b>Housing Revenue Account Budget 2016/17 - 2021/22</b>	Cabinet	Cabinet Member - Housing	9 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 581	<b>Housing Capital Programme - NEW PROGRAMME FOR 16/17, 17/18 AND 18/19</b> NEW PROGRAMME FOR 16/17, 17/18 AND 18/19	Cabinet Council	Cabinet Member - Housing	9 Feb 2016 25 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS, PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 582	<b>Annual Housing Revenue Account - Rent and Service Charge Increase TO SET RENT AND SERVICE CHARGE LEVELS</b>	Cabinet	Cabinet Member - Housing	26 Jan 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING AND STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 583	<b>Housing Revenue Account Business Plan</b>	Cabinet	Cabinet Member - Housing	26 Jan 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 584	<b>Purchase of Property under Strategic Acquisitions Policy</b>	Housing Services Manager - Business Planning and Strategy	Cabinet Member - Housing	Not before 2nd Dec 2015			Exempt 3	
Key Decision 585	<b>A Review of the Careline and Support Service</b>	Cabinet	Cabinet Member - Housing	12 Jan 2016	Report of Housing Service Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3	

**Private Items (Non Key Decisions)**

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Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Non-Key 363	<b>Application for Home Repairs Assistance</b>	Cabinet Member - Housing	Cabinet Member - Housing	30 Nov 2015	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 367	<b>Lease of Commercial and Industrial Properties</b>	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Nov 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	
Key Decision 375	<b>Proposed Restructure of the Personal Assistants</b>	Joint Cabinet and Employment & General Committee	Cabinet Member - Governance	3 Nov 2015	Report of the Support Services Manager	David Wallace	Exempt 1	Special Urgency Exception Notice Completed
Non-Key Non-Key 376	<b>Building Cleaning Staffing</b>	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	1 Dec 2015	Report of Waste & Street Cleaning Manager	Dave Bennett Tel: 01246 345122 dave.bennett@chesterfield.gov.uk	Exempt 1 Information relating to Individuals	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision  Non Key 377	<b>Application for Business Rates Relief</b>	Cabinet	Leader & Cabinet Member for Regeneration	17 Nov 2015	Report of the Head of Finance	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 3	Special Urgency Exception Notice Completed
<b>Non Key Decisions</b>								
Non-Key 41	<b>Public Private Partnerships (PPP) Update</b> To note performance and ongoing work.	Cabinet	Cabinet Member - Business Transformation	Not before 17th Nov 2015	Report of Executive Director	James Drury james.drury@chesterfield.gov.uk	Public	
Non-Key 46 Page 66	<b>Calculation of Tax Base 2016/17</b>	Employment and General Committee		25 Jan 2016	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 47	<b>Approval of Business Rates Estimates 2015/16</b>	Employment and General Committee		25 Jan 2016	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 48	<b>Framework for responding to speakers promoting messages of hate and intolerance at Chesterfield Borough Council owned venues and within the Borough</b>	Cabinet	Cabinet Member - Governance	Not before 15th Dec 2015	Report of the Policy Manager	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public	

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**CHESTERFIELD BOROUGH COUNCIL**

**WORK PROGRAMME : COMMUNITY, CUSTOMERS AND ORGANISATIONAL SCRUTINY COMMITTEE for 24 NOVEMBER 2015**

	<b>Scrutiny Meeting Date :</b>	<b>Business Item :</b>	<b>Status :</b>	<b>Raised by :</b>	<b>Executive Responsibility</b>
1	<b>24.11.15</b>	Outside Market Reconfiguration	Report to consider options from the feasibility study. Last report received 15.09.15.	<i>CCO Chair (at Scrutiny Business Meeting)</i>	<i>Town Centre &amp; Visitor Economy</i>
2	<b>24.11.15</b>	Workforce Strategy	Reports received 18.09.14 and 22.01.15. Written draft Strategy requested.	<i>CCO Chair (Scrutiny Business Meeting)</i>	<i>Business Transformation</i>
3	<b>24.11.15</b>				
4	<b>26.01.16</b>	Crime and Disorder Scrutiny (with Police & Crime Panel Update and Monitoring Reports)	Last met 7.07.15	<i>Statutory requirement once per year</i>	<i>Health &amp; Wellbeing</i>
5	<b>22.03.16</b>	Equality, Diversity and Social Inclusion Strategy & Action Plan and Equalities Annual Report	6 monthly progress report - last received 10.04.14.  Draft Equalities Annual Report considered on 16.04.15.	<i>CCO / Executive Member &amp; Officer</i>	<i>Governance</i>

**CHESTERFIELD BOROUGH COUNCIL**

	<b>Scrutiny Meeting Date :</b>	<b>Business Item :</b>	<b>Status :</b>	<b>Raised by :</b>	<b>Executive Responsibility</b>
6	<b>24.05.16</b>	<i>[Business items to be agreed]</i>			
<b>Scrutiny Project Groups :</b>					
7	<b>Every meeting.</b>				
<b>Items Pending Reschedule or Removal :</b>					
8		Corporate Health & Safety Improvement Plan	Cabinet approved updated Plan for 2015-18 July 2015. Last report received 15.09.15.	<i>Executive Member consultation CCO (29.03.12)</i>	<i>Governance</i>
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. Briefing Note on Holywell Medical Group received 7.07.15.	<i>Executive Member (Forward Plan presentation). Executive Member &amp; CCO on 31.05.12</i>	<i>Health &amp; Wellbeing</i>
10		Customer Services Strategy	Annual progress report. Last reported 20.11.14.	<i>Executive Member 18.08.11.</i>	<i>Business Transformation</i>

## CHESTERFIELD BOROUGH COUNCIL

	Scrutiny Meeting Date :	Business Item :	Status :	Raised by :	Executive Responsibility
11		Cemeteries Strategy	Draft strategy received 18.09.14. Information requested 20.11.14.	<i>Head Environment</i>	<i>Health &amp; Wellbeing</i>
12					
13					
14					
15					
16					
<b><i>New Business Items Proposed :</i></b>					
		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 scheduled meeting date is 26 January 2016).*

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## COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

Tuesday, 15th September, 2015

Present:-

Councillor Slack (Chair)

Councillors    Borrell  
                      Simmons

Councillors    Miles  
                      J Barr

Councillor    Blank +  
                     Wall +  
                     Brady ++  
                     Serjeant +++

Andy Bond, Town Centre Operations Manager +++  
Karen Brown, Business Transformation Manager +  
Anita Cunningham, Policy and Scrutiny Officer  
Marc Jasinski, Corporate Health and Safety Officer +  
Brian Offiler, Committee and Scrutiny Coordinator  
Bernadette Wainwright, Cultural and Visitor Services Manager +++

+ Attended for Minute No. 16  
++ Attended for Minute No. 17  
+++ Attended for Minute No. 18

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

**15    APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Dyke, Parsons and Sarvent.

## 16 **CABINET MEMBER FOR GOVERNANCE - CORPORATE HEALTH AND SAFETY IMPROVEMENT PROGRAMME**

The Cabinet Member for Governance presented a report on the corporate Occupational Health and Safety Improvement Programme, informing the Committee of the outcomes of the programme for 2012 – 2015 and of the content of the programme for 2015 – 2018.

The Corporate Health and Safety Adviser explained that the programme for 2012-15 had been the first such programme across the Council and had focused improvements around four key themes:

- Accident Performance
- Health & Safety Management
- Health & Safety Climate
- Occupational Health

containing 11 key targets, 55% of which had been met by the end of the three year programme. A copy of the outcomes report for 2012-15 was attached as an appendix to the report.

In some cases where targets had not been met it was felt that the original targets had not been set at realistically achievable levels, e.g. the average number of days lost due to accidents had been set at a level below the national average.

The Business Transformation Manager explained that the Council had assessed its progress against the Corporate Health & Safety Performance Index (CHaSPI) developed by the Health and Safety Executive and had surpassed its target, achieving a score of 7.7 (against a target of 6.6, the mean score for other Councils).

The experience over the previous three years had informed the development of the programme and targets for the next three years. Progress against the programme would be monitored through the Health and safety Committee and the Occupational Health and safety Improvement Group, comprising Cabinet Members, Managers and Safety Representatives. A copy of the new programme for 2015-18 was attached as an appendix to the report.

In response to questions from Members it was confirmed that Service Managers reported progress in their services to the Health and Safety Committee, focusing on their priority issues and measures to control risks,

such as use of equipment and training to minimise manual handling risks. Standards for Personal Protective Equipment (PPE) were being considered. Incidents were investigated to enable learning across departments where possible.

A Contracts Management Group had been set up to improve the health and safety arrangements when the Council commissioned contractors. The current contract for the construction of the new leisure centre was felt to be a good example of good health and safety standards.

The policy on dealing with stress was currently being reviewed, including training for stress awareness and assessing and managing stress.

It was noted that the standard of health and safety management in the Council had improved significantly over recent years, and the Cabinet Member congratulated her predecessor and managers and staff for this achievement. She hoped that this progress would be continued over the next three years.

The Committee thanked the Cabinet Member and officers for the report and commended Managers and Safety Representatives for the progress which had been made in respect of health and safety management and practices.

## **RESOLVED –**

That the report be noted.

## **17 SCRUTINY MONITORING**

### Locking of Park Gates

The Cabinet Member for Health and Wellbeing and Environmental Services Manager submitted a progress monitoring report on the Scrutiny Committee's recommendation to review the decision to stop locking park gates at night.

Councillor Brady attended as a local Member to update the Committee on issues which had arisen at Eastwood Park, Hasland following the decision to not lock the gates at night. There had been frequent anti-social behaviour, intimidation, drunkenness, drug dealing, litter and damage and

as the gates had been open the Police had been unable to remove people from the park.

Members and Officers of the Council had met with the Police and other stakeholders, and the Cabinet Member had agreed to re-instate for a trial period the locking of the gates at this site, following which the problems had decreased significantly.

The outcome from this trial period at Eastwood Park would continue to be monitored, along with the situation at other parks where the gates remained unlocked at night. The potential of installing self-closing lockable gates, of working with community volunteers and of restricting vehicle access would be considered. The results of this monitoring would be reported in November.

It was noted that the temporary employment of the Enforcement Officer had been extended whilst the situation was being reviewed.

Members requested that comparative costs of locking gates and dealing with damage be provided within the findings of the review in November. They were of the general view at this stage that it would be preferable for park gates to be locked at night and that a longer term solution was required before lighter nights returned again next Spring.

#### **RESOLVED –**

- (1) That pending a further report the current view of the Committee is that the situation would be better with locked park gates.
- (2) That a report be provided to the next meeting of the Community, Customer and Organisational Scrutiny Committee on the review of the decision to not lock the park gates at night, including comparative costs of locking gates and dealing with damage.

#### **18 CABINET MEMBER FOR TOWN CENTRE AND VISITOR ECONOMY - OUTSIDE MARKET RECONFIGURATION PROGRESS REPORT**

The Cabinet Member for Town Centre and Visitor Economy presented a progress report on the delivery of a feasibility study on Chesterfield's outdoor market.

The purpose of the study was to analyse the existing operation of the outdoor market and present a number of possible development options, which would make the market a more attractive location for both traders and shoppers and help to provide it with a sustainable future.

A public engagement exercise had been carried out with traders, town centre stakeholders and members of the public, from which a list of key priorities for improvements had been developed, including:

- Wider aisle widths to allow better access, higher footfall and freedom of movement between stalls and through the Market Place
- Improved sightlines and better trading conditions, to be able to attract traders and shoppers to the centre of the market
- Better weather protection for traders and customers
- Improved facilities including power points, lighting, storage and refuse collection points
- Enhancing the appearance of the market by removing, if possible, the large number of boards and trestles that are very visible on non-market days.

A project board had been established, including officers from planning, conservation, economic development, urban design, Kier Facilities Maintenance and markets, to offer advice and guidance to the consultants (IBI Group) and to ensure that any options on the remodelling of the Market Place were achievable given the constraints of the site.

The IBI Group had developed a series of options based on three levels of intervention – low, medium and high – the higher the intervention level, the higher the expected costs and lifespan. The Town Centre Operations Manager presented some images of possible options, including the following aspects:

- A low level of intervention using the existing wooden stalls, with a reduction in stall numbers to give wider aisles and corner display areas. This option would retain flexibility to allow additional stalls to be erected when required.
- A medium level of intervention using new double sided stall structures set out in blocks of sixes or eights. This option would also widen the aisles, was flexible and provided corner displays and or a central seating area.

- The highest level of intervention would provide a completely different layout following the contours of the market either in individual rows or in block structures.

All of the outline options would address stall coverings, power supply, lighting, storage and refuse collection points.

Arising from Members' questions it was explained that it was hoped the new configuration would attract traders back in to the main market square from the surrounding streets and that traffic considerations would be taken in to account.

It was noted that more detailed costings were being developed to enable consideration of different elements of each option and that further consultation would then be undertaken with traders and other interested parties, with the aim of providing a fit for purpose market. It was hoped to minimise disruption to the continuing operation of the market during implementation of whichever option was chosen.

A further report would be provided to the Scrutiny Committee prior to proposals being considered by Cabinet.

Members supported the work which had been undertaken in developing the options and the commitment to invest in the market. They were of the view that the higher level intervention options would be preferable as they would provide a longer expected lifespan.

## **RESOLVED –**

- (1) That the views of the Community, Customer and Organisation Scrutiny Committee be considered in the consideration of options.
- (2) That a further report be presented to the Committee at a future meeting on the proposed options and costings.

19

## **FORWARD PLAN**

The Committee considered the Forward Plan for the period 1 October, 2015 – 31 January 2016.

**RESOLVED –**

That the Forward Plan be noted.

**20 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE**

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

The Chair reported that the draft Workforce Strategy had not yet been completed and he therefore proposed that this be considered at the November meeting.

The Committee had requested a progress report on the monitoring of its recommendation for a review of the decision to not lock park gates at night for the November meeting.

It was proposed that a progress report on the monitoring of the Committee's recommendations in respect of pre-consultation with stakeholders and the development of an engagement plan for projects impacting on employees (CCO2) be requested for the November meeting.

It was proposed that the items on the Equality, Diversity and Social Inclusion Strategy and Action Plan and the Equalities Annual Report be combined and rescheduled for 2016.

**RESOLVED –**

- (1) That a report on the Workforce Strategy and a progress report on the monitoring of the Committee's recommendation for a review of the decision to not lock park gates at night be considered at the November meeting of the Committee.
- (2) That a progress report on the monitoring of the Committee's recommendations in respect of pre-consultation with stakeholders and the development of an engagement plan for projects impacting on employees (CCO2) be requested for the November meeting.
- (3) That the items on the Equality, Diversity and Social Inclusion Strategy and Action Plan and the Equalities Annual Report be combined on the work programme and rescheduled for 2016.

**21 OVERVIEW AND SCRUTINY DEVELOPMENTS**

It was noted, further to Minute No. 6 of the Committee's meeting on 7 July, 2015, regarding the County Council's special Health Scrutiny Committee meeting to discuss the Holywell Medical Group, that the Chair, the Chair of the Enterprise and Wellbeing Scrutiny Committee, the Council's Cabinet Member for Health and Wellbeing and the Executive Director would be meeting to consider the matters raised.

**RESOLVED –**

That the update be noted.

**22 MINUTES**

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 7 July 2015 were presented.

**RESOLVED –**

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