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The Chair and Members of Joint
Cabinet and Employment & General
Committee

19 June 2015

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 30 JUNE 2015 at 11.00 am in Committee Room 1, Town Hall, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)
4. Creation of Digital Content Editor post (Pages 7 - 20)

Yours sincerely,

Local Government and Regulatory Law Manager and Monitoring Officer

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JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 2nd June, 2015

Present:-

Councillor Burrows (Chair)

Councillors	T Gilby	Blank
	T Murphy	Elliott
	Ludlow	Simmons
	Bagley	Davenport
	Serjeant	Dickinson
	J Innes	
	Huckle	
Non Voting Members	Brown	Wall
	Bagley	

*Matters dealt with under Executive Powers

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

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hollingworth and A. Diouf.

3 MINUTES

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 21 April, 2015 be approved as a correct record and signed by the Chair.

4 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

RESOLVED –

That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 1, 3 and 4, on the grounds that it contained information relating to individuals, financial and business affairs and to consultations or negotiations in connection with any labour relations matter arising between the authority and employees of the authority.

5 SPORT AND LEISURE SERVICE STAFFING

The Sport and Leisure Manager submitted a report recommending for approval the establishment of new posts and a new staffing structure within the Sport and Leisure Service.

The proposed new posts to be created were:

- Six part-time Activity Leader posts
- One part-time Lifestyles Instructor post
- One temporary full-time Community Lifestyle Officer post for 2 years
- One Variable Head Attendant role
- One part-time Gymnastics Trampoline Development Officer post

It was also proposed that the existing post of Climbing Instructor be replaced by a new Climbing Development Officer post. Previously the funding for this post was used to finance an arrangement with a private contractor. This was no longer sustainable and limited the opportunities that could be developed with this activity.

The creation of six part-time Activity Leader posts would lead to a reduction in the number of zero-hour contracts within the Service and allow for continuity and effective forward planning of resources. The objective of the new posts was to improve the quality and sustainability of activities for young people and families, particularly holiday schemes.

The additional Lifestyles Instructor post would also lead to a reduction in the number of zero-hour contracts within the Service and would provide greater flexibility and capacity for delivering fitness classes. This reflected the significant shift in business development due to an increase in the numbers of memberships of the two sports centres.

The Community Lifestyle Officer was to be part funded by the Housing services and the NHS. The post would support the delivery of a Locality Plan to reduce health inequalities, and inactivity levels, and increase participation in sport and other physical activity.

The additional Variable Head Attendant role would enable suitably trained staff to undertake the Head Attendant duties on a relief basis to provide extra supervisory support when required.

The establishment of a new part-time Gymnastics Trampoline Development Officer post was to allow for an expansion of the programmes in gymnastics and trampolining to increase participation and further develop this new income stream.

Consultation with affected staff and their trade unions had been undertaken.

The report outlined the human resources and the financial implications, along with the potential risks and proposed actions to mitigate these. The job descriptions and the person specifications for the new posts were attached as Appendices to the report.

***RESOLVED –**

- 1) That the establishment of a new Activity Leader Team of six part time posts as outlined within the report be approved.
- 2) That the proposal to jointly fund and appoint a temporary full time Community Lifestyle Officer in partnership with Housing Services and the NHS be approved for two years from the date of appointment.
- 3) That the establishment of a Variable Head Attendant role as part of workforce development and succession planning within the service be approved.
- 4) That the establishment of an additional part time Lifestyles Instructor post be approved.

- 5) That the establishment of a new part time Gymnastics Trampoline Development Officer post be approved.
- 6) That the proposal to re-designate the existing post of Climbing Instructor as Climbing Development Officer be approved.
- 7) That permission be given to backfill any vacancies should any of the new posts be filled by internal candidates.

REASONS FOR DECISIONS

To ensure that the Sport and Leisure Service was fit for purpose and as a consequence able to maximise performance, continuous improvement and development to ensure that the Council's Corporate Plan 2016 – 2020 was achieved.

To reduce zero hours contracts within the Council workforce and to provide permanent job additional opportunities for existing staff on zero hour contracts and employees at risk within the organisation.

FOR PUBLICATION

CREATION OF DIGITAL CONTENT EDITOR POST

R100

MEETING:	1. LEADER AND CABINET MEMBER FOR REGENERATION 2. JOINT CABINET AND EMPLOYMENT AND GENERAL COMMITTEE 3. COUNCIL
DATE:	1. 19 JUNE 2015 2. 30 JUNE 2015 3. 22 JULY 2015
REPORT BY:	COMMUNICATIONS AND MARKETING MANAGER
WARD:	ALL
COMMUNITY ASSEMBLY:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	372

FOR PUBLICATION

1.0 **PURPOSE OF REPORT**

To seek approval to establish a Digital Content Editor post.

This will help deliver the Council Plan objective of 'improving access to technology that meets the needs of our residents, businesses and visitors'.

2.0 RECOMMENDATIONS

- 2.1 That approval is given to establish a post of Digital Content Editor within the Communications and Marketing Service.
- 2.2 That Joint Cabinet and Employment and General Committee recommends to Council that £18,000 is allocated from the 2015/16 budget risk reserve to fund the post in the current financial year and that in future years the post is incorporated into the base budget.

3.0 BACKGROUND

- 3.1 On 29 July 2014 Cabinet accepted the recommendations of a cross party scrutiny review report into external communications carried out by the Overview and Performance Scrutiny Forum.
- 3.2 Two of their recommendations were:
 - a) *That analytics (the discovery and communication of meaningful patterns in data) is used to guide web content and to be able to better predict and improve performance.*
 - b) *That the council consider adopting a 'digital first approach' to all its external communication.*
- 3.3 These recommendations were incorporated within the External Communications Strategy approved by Full Council on 17 December 2014 as objectives to deliver. The strategy also sets targets to improve customer service through online communication channels and enable more people to communicate and carry out transactions through the website.
- 3.4 The council currently has a main website – www.chesterfield.gov.uk – and 11 other websites which it directly runs or is involved in as a partner organisation.
- 3.5 The main website alone attracts 530,000 visitors a year – the equivalent of more than 5.9 times the number of people that Wembley Stadium holds. Together these customers view more than 1.5 million pages.
- 3.6 The website is the only method customers have to contact the council seven days a week, 365 days a year.

- 3.7 But, unlike other customer service channels, the council does not have a dedicated person to manage the contacts from the public created by this or to develop a strategic approach to the council's use of websites, intranets, social media and other forms of electronic communication, such as e-newsletters.
- 3.8 As a result:
- A large number of the website pages contain out-of-date or duplicated information
 - There are many links to other websites which no longer work
 - There are a large number of unnecessary PDFs that make it more difficult to access information
 - Much of the information is not presented in a way users would expect to find on a website
 - Copy is not written to maximise the chance of it being picked up by search engines (eg Google) which means it appears lower in search engine results, making it harder for the public to find the information they need.
 - The council does not currently have a website that is suitable to be read on smart phones or tablet devices.
- 3.9 Within the Council Plan (2015 to 2019) the council has set itself a first year objective to 'switch to a new website that will provide our customers with improved access to our services, including from mobile devices'. The proposed post will play a key part in delivering that objective.
- 3.10 And in summer 2015 the council will launch a new intranet which will improve internal communication and deliver social networking type functions that will enable effective collaboration across different council teams.
- 3.11 As with the website, nobody currently manages the content which has led to so much out-of-date and unorganised information on the site. Having a Digital Content Editor in post will prevent this happening again with the new intranet.

4.0 PROPOSAL

- 4.1 Both the website and intranet currently operate through a system of delegated management, where members of staff in teams across the council write, edit and are in charge of updating content.
- 4.2 There are currently no teams with the professional skills to manage websites or intranets, develop and guide strategy and train other staff on how to write website or intranet copy.
- 4.3 It is proposed to supplement the existing governance system by having one dedicated post in charge of both the strategy and day-to-day management of all the council's websites and intranet, as well as oversight of the strategy of all other forms of digital communications.
- 4.4 The post holder would also be responsible for training and managing a small number of editors in different teams to ensure that copy being posted on all websites and the intranet is correct and managed so that it remains up-to-date.
- 4.5 They would ensure that the council puts in place the right strategy to take advantage of opportunities created through search engine optimisation to help market services that generate income. It will also assist with the council's objectives to channel shift more customers to the website to carry out transactions, with the time and financial savings this will bring.
- 4.6 A job description and person specification for the proposed role are attached at appendices 1 and 2 respectively.
- 4.7 The role would enable the council to deliver the:
- recommendations about websites made by the Overview and Performance Scrutiny Forum
 - objectives of the council's external and internal communications strategies to deliver more services digitally
 - help create the ability to deliver the channel shift and customer service improvements needed for the Great Place, Great Service transformation programme.

5.0 CONSIDERATIONS

5.1 Financial

5.2 The first stage of job evaluation for the post has been completed and provisionally assessed the post as scale 9, although this is subject to final determination by a job evaluation panel.

5.3 If the post is assessed at scale 9 it would cost £29,558 (£35,765 with on-costs) at the bottom of the scale through to £30,978 (£37,483 with on-costs) at the top of the scale.

5.4 Assuming an appointment from 1 October 2015 at the bottom of scale 9 the cost for the current financial year will be £18,000. It is proposed to fund this from the Budget Risk Reserve for 2015/16, subject to approval by full council.

6.0 In future financial years it is proposed to incorporate the post into the base budget, subject to approval by full council.

6.1 Human Resources

6.2 If approved, the post would sit within the Communications and Marketing Service.

6.3 However, the post holder would work with employees from across all services, and also closely with staff from the council's ICT partner arvato, which provides the technical support for the website and intranet.

6.0 Risk Management

Description of the Risk	Impact	Likelihood	Mitigating Action	Residual impact	Residual risk
Customers find and act on old or inaccurate information on the website resulting in reputational damage or legal action	Medium	Possible	Appoint a digital content editor to audit pages and ensure they remain up-to-date	Low	Unlikely

Description of the Risk	Impact	Likelihood	Mitigating Action	Residual impact	Residual risk
Channel shift customer service improvements and financial savings are not met	High	Possible	Analytical data is used to assess areas where channel shift will achieve maximum benefits. Digital content editor advises on strategy needed to deliver the improvements	Low	Unlikely
Necessary technical developments are not made to keep the website and intranet up-to-date	Medium	Likely	Digital content editor will produce strategies and business cases making recommendations to members and senior officers on future technical requirements of the website and intranet	Low	Unlikely

7.0 EQUALITIES ISSUES

- 7.1 This post and the subsequent improvements to the website will have a positive impact for the whole community, including people with protected characteristics. Information will be easier to find and services will become more accessible.
- 7.2 These improvements will also enable a broader range of access channels which may suit people with protected characteristics.

8.0 ALTERNATIVE OPTIONS TO BE CONSIDERED

- 8.1 The council could continue to operate the website and intranet without any strategic or day-to-day management.
- 8.2 While this has the benefit of having no direct financial cost this is not recommended because it does not resolve any of the issues identified in paragraph 3.8.
- 8.3 These issues create indirect customer service costs and result in unnecessary calls or visits to the council because customers cannot find the information they need on the website.

9.0 RECOMMENDATIONS:

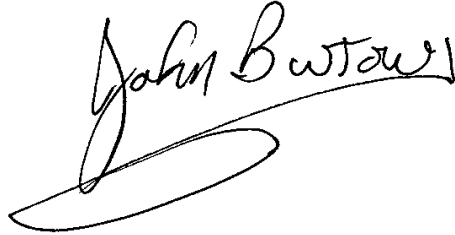
- 9.1 That approval is given to establish a post of Digital Content Editor within the Communications and Marketing Service.
- 9.2 That Joint Cabinet and Employment and General Committee recommends to Council that £18,000 is allocated from the 2015/16 budget risk reserve to fund the post in the current financial year and that in future years the post is incorporated into the base budget.

10.0 REASONS FOR RECOMMENDATIONS

- 10.1 To improve customer service and increase the number of transactions carried out through the council website.
- 10.2 To improve internal communications by developing the intranet.
- 10.3 To help deliver the Council Plan objective of 'improving access to technology that meets the needs of our residents, businesses and visitors'.
- 10.4 To help deliver the first year Council Plan objective to 'switch to a new website that will provide our customers with improved access to our services, including from mobile devices'.

You can get more information about this report from John Fern on (01246) 345245.

Officer recommendation supported.

A handwritten signature in black ink that reads "John Burtow". The signature is written in a cursive style with a large, sweeping underline.

Signed

Cabinet Member

Date 19/06/2015

Consultee Cabinet Member/Support Member comments (if applicable)/declaration of interests

JOB DESCRIPTION

JOB TITLE: Digital content editor

POST NO: TBC

SERVICE AREA: Communications and marketing service

GRADE: To be evaluated

RESPONSIBLE TO: Communications and marketing manager

RESPONSIBLE FOR: None

MAIN PURPOSE OF POST:

1. To maintain the council's website
2. To maintain the council's intranet.
3. To write and implement strategies for the development of the website and intranet to enable the council to meet current and future customer needs.

DUTIES AND RESPONSIBILITIES:

1. To maintain on a day-to-day basis the council's website, microsites, intranet, and (as part of the wider communications team) social media to engage audiences and encourage repeat visits.
2. To advise senior managers and cabinet members on the current and future strategy for developing the council's intranet, website, social media and other digital communication channels (eg e-newsletters) to better meet customer needs.
3. To write and implement strategies to manage the intranet, website and social media, as well as any necessary briefing notes, project proposals and business cases as part of this process.
4. To develop standards and policies for the day-to-day management of the council's websites and intranet.
5. To help deliver the council's external and internal communications strategies and council plan priorities.

Appendix 1: Job description – digital content editor

6. To use customer data and analytics to create digital content across platforms and plan on-going development
7. To provide expert advice, training and support to content editors, users and decision-makers. To advise about the best practice in digital and social media, educating and disseminating the opportunities and advantages of all available digital channels.
8. To lead forums and user groups to involve content editors and customers in improving and developing the platforms.
9. To help council staff and members define their communication needs and identify the most effective digital communication methods to achieve this.
10. To work with colleagues in the communications and marketing service to develop integrated communications and marketing campaigns that add value through the use of digital content for both internal and external communication.
11. To manage the administrative functions of these platforms and maintain a strong working relationship with key stakeholders, including external suppliers, our partner ICT team, users and content editors.
12. To liaise with other services, particularly ICT and customer services, to agree, establish and maintain links between the intranet and website with other key systems, including the CRM (customer relationship management), document management system and other customer service systems.
13. To performance manage the platforms including identifying measures, agreeing targets and measuring and reporting results to appropriate groups, including users, members and the public.
14. To manage any budgets related to the provision of e-information and communications platforms, and take responsibility for the procurement of any new software or systems (in conjunction with the ICT service).
15. To keep up-to-date with industry best practice, including collaborative working and information sharing with other councils and partner organisations.
16. To implement the council's Equal Opportunities Policy and other national legislation around data protection, accessibility, Freedom of Information and the Code of Recommended Practice on Local Authority Publicity.
17. The post holder must, at all times, carry out their duties and responsibilities to comply with council policies and procedures.
18. To carry out any other duties which are equal/similar to the responsibility level and grade of the post.

SPECIAL FEATURES OF THIS POST

1. The duties may involve occasional working outside normal office hours, including evenings and weekends.
2. You may be required to carry out the duties at the Town Hall, Chesterfield or any other council site.
3. You will form part of the council's emergency planning response team to communicate live messages to staff and the public through the intranet, website and social media.

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PERSON SPECIFICATION

JOB TITLE: Digital content editor

POST NO:

SERVICE AREA: Communications and Marketing Service

SKILLS/KNOWLEDGE/ABILITIES

Essential

- High standard of written English, proof reading and editing skills
- Excellent interpersonal and verbal communication skills (including the ability to communicate ICT information in plain English to non-technical audiences)
- Excellent understanding of current digital technologies, including content management systems and HTML, and a keen interest in emerging technologies (including mobile and other devices)
- Knowledge of digital best practice and trends (design, navigation, content, search engine optimisation, usability) and the management and structuring of content to meet customer needs
- Ability to train and coach staff
- Excellent attention to detail, organisational and planning skills

Desirable

- Ability to give engaging presentations and run focus groups
- Knowledge of copyright laws, Freedom of Information, data protection, accessibility and other appropriate legislation
- Understanding of style sheets and underlying web technologies

EXPERIENCE

Essential

- At least two years' experience of day-to-day management of websites and intranets and of delivering online strategies, digital and social media content
- Experience of writing web content tailored to different audiences that is optimised for visibility in search engines
- Experience of website/intranet development and administration, including search engine optimisation
- Experience of developing intranet based internal communications
- Experience of managing web design
- Experience of using analytics and monitoring tools to monitor and respond to customer trends and behaviours

Desirable

- Experience of using email marketing platforms
- Experience of video editing
- Experience of working in a local government environment

QUALIFICATION/TRAINING

Essential

- Degree level or equivalent professional qualification/experience in the role
- Evidence of continuing professional development

Desirable

- Project management qualification or equivalent experience
- Experience of Lean processes or business process engineering