Runnymede BOROUGH COUNCIL

Corporate Management Committee

Thursday, 13 October 2022 at 7.30 pm

Council Chamber, Runnymede Civic Centre, Addlestone

Members of the Committee

Councillors: T Gracey (Chairman), C Howorth (Vice-Chair), M Cressey, L Gillham, J Gracey, M Heath, N King, R King, I Mullens, M Nuti, D Whyte and M Willingale

In accordance with Standing Order 29.1, any Member of the Council may attend the meeting of this Committee, but may speak only with the permission of the Chairman of the Committee, if they are not a member of this Committee.

AGENDA

1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.

2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Mr A Finch, Democratic Services Section, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425623). (Email: Andrew.Finch@runnymede.gov.uk).**

3) Agendas and Minutes are available on a subscription basis. For details, please contact Democratic.Services@runnymede.gov.uk. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.

4) In the unlikely event of an alarm sounding, members of the public should leave the building immediately, either using the staircase leading from the public gallery or following other instructions as appropriate.

5) Filming, Audio-Recording, Photography, Tweeting and Blogging of Meetings

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Filming should be limited to the formal meeting area and not extend to those in the public seating area.

The Chairman will make the final decision on all matters of dispute in regard to the use of social media audio-recording, photography and filming in the Committee meeting.

List of matters for consideration
Part I

Matters in respect of which reports have been made available for public inspection

Part II

Matters involving Exempt or Confidential Information in respect of which reports have not
been made available for public inspection

Runnymede Borough Council

Corporate Management Committee

Thursday, 22 September 2022 at 7.30 pm

Members of the Committee present:	Councillors T Gracey (Chairman), C Howorth (Vice-Chair), M Cressey, L Gillham, J Gracey, M Heath, N King, R King, I Mullens, M Nuti, D Whyte and M Willingale.
In attendance:	Councillors S Jenkins.

1   **Minutes**

The minutes of the meeting held on 14 July 2022 were confirmed and signed as a true record.

2   **Apologies for Absence**

No apologies for absence were received. All Committee Members were present.

3   **Declarations of Interest**

No declarations of interest were made.

4   **Corporate Plan**

The Chief Executive advised that four of the five strands of the Corporate Plan had previously been approved by this Committee, with the Organisational Development Strategy the only strand that remained subject to approval ahead of the entire strategy going forward for final approval at October's full Council meeting.

The Chief Executive thanked the Members who had provided feedback on the Corporate Plan, and whilst the comments did not affect the overall strategy they had been noted to help develop the associated action plans. The Chief Executive confirmed to a Member that the action plans, containing some 200 actions that would be divided into Committee areas, would be circulated to all Members in advance of October's full Council meeting. Those actions would also help to prepare for next year's budget by identifying which actions required growth.

In responding to a Member's question about the Climate Change strategy, the Chief Executive confirmed that regular reporting on climate change initiatives would take place across all Committee areas, with the Leader confirming that an overarching report would be a regular item at Corporate Management Committee.

When introducing the Organisational Development strategy, the Corporate Head of HR and Organisational Development confirmed that collaborative working with other authorities was already in place across a number of areas, whilst the strategy was closely linked to the Talent Management Strategy, which would be going forward for approval at October's Corporate Management Committee.

A further initiative would be to introduce a corporate induction course to go with the Induction checklists and a 'Train the Trainer' course for managers with the aim of encouraging internal talent.

Resolved that –

a) **The Organisational Development Strategy was recommended to full Council on 20 October 2022 for approval;**

b) **The overarching Corporate Plan was recommended to full Council on 20 October 2022 for approval.**

c) **All other elements of the Corporate Plan, already approved by this Committee, were recommended to full Council on 20 October 2022 for approval.**

5   **Elections Act 2022**

The Head of Electoral Services briefed Members on the Elections Act 2022, which would see the introduction of voter ID cards and the provision of votes for life for overseas electors.

The Act would have an impact on the May 2023 Local Election, most prominently the requirement for voters to show photo ID at polling stations before a ballot paper is issued.

The Head of Electoral Services confirmed that where an elector does not have any form of photo identification they could apply for one free of charge from their Local Authority, whilst late applications could result in photos being taken and identification issued at the Civic Centre. Research has shown that this would be between 2-4% of the electorate.

Other provisions of the Act would be introduced after the May 2023 poll and they include the requirement for electors to reapply for a postal vote every three years, replacing current rules whereby a postal voter must refresh their signature every five years.

There would also be implications for a person's ability to act as a proxy, with the Act proposing that a person can now only act as a proxy for two electors

Overseas electors will be able to register regardless of when they left the United Kingdom.

Members were keen to receive a Briefing ahead of an upcoming Council meeting, and instructed the Head of Electoral Services to include political agents and association officers in that briefing.

It was confirmed that the practise of writing to those residents whose postal votes would soon expire would continue. There would be a multi-step process to ensure sufficient notice and warnings were provided to those residents.

The Council's Communications team would be key to the delivery of the message throughout the borough, whilst consideration would be given on how to reach residents with disabilities.

Resolved that –

a) **Members noted the report.**

b) **Agreed to host an all Councillor briefing prior to an upcoming full Council meeting, to include political agents.**

6   **Budget Monitoring**

The Corporate Head of Finance presented the Council's financial position and projections for the end of the current year based on the activity by the end of June 2022.

The general fund budget for the year was approved at February's Council meeting which included an ongoing savings target of £2m.

The position at the end of June showed a net reduction in the original surplus in the net expenditure on services was around £2m, partly due to £1m of budgets being carried forward and partly due to £0.5m of income targets built into the original budget not being met.

The Council started the year with around £18m in general fund reserves, with net savings of £2m desired. Whilst there was still a large balance predicted for the year end, consideration had to be given to annual ongoing commitments, together with the £2m deficit identified within the MTFS, along with the effects of inflation and other measures.

The detailed HRA budget would see the deficit for the year expected to increase by £333,000. However, this would be offset by increased balances resulting from delayed works last year.

7   **Provisional Outturn Report**

The Section 151 officer set out the provisional outturn report for the Council's finances for 2021/22, summarising what would be in the Council's statement of accounts.

The revenue accounts revealed a significant underspend compared to the previously anticipated position, which put the Council in a good position to meet rising costs and demands for services.

The overall general fund balance was greater than the minimum threshold set in the last MTFS, however this threshold was currently under review considering considerable inflationary pressures, in addition to expected growth pressures and ongoing uncertainty around central government funding.

The Housing Revenue Account had also underspent, primarily because of a major capital scheme not proceeding, however further programmes were expected to come forward in its place in due course.

The Section 151 officer concluded that the Council had achieved a favourable position against its budgets for the year, which provided some comfort in facing the challenges ahead, which would be further explored when considering the MTFS later this year.

The Leader added that whilst it was undesirable to underspend in 2020/21, the contribution to the General Fund provided a greater buffer than expected against expected challenging time ahead.

The Section 151 officer reassured a Member that when a capital project was replaced with a new one that a new business case would be received and a new budget established. Any inflationary pressures on existing project budgets, where schemes have been delayed, would be considered as part of the normal budget monitoring process.

Resolved that –

a) **The provisional financial outturn for 2021/22 was noted.**

b) **The creation of a new Earmarked Reserve to hold surpluses generated by Parking Services which were ring-fenced for future reinvestment in the service was approved.**

c) **Transfers were approved.**

8   **Referral from Community Services Committee - Refurbishment of Tennis Courts, an Increased Participation Project**

The Corporate Head of Law and Governance advised Members that at its most recent meeting Community Services Committee had received a report that reviewed the quality of the borough's Council-run tennis courts and provided the opportunity to apply for funding from the Lawn Tennis Association to enhance and improve the provision of courts.

The report sought Corporate Management Committee permission to submit a bid to the Lawn Tennis Association.

The Chair of Community Services emphasised that this would be cost-neutral to the Council, and added that only the courts run by the Council and considered in a bad condition state would be eligible for the fund.

This was part of a larger review by Community Services Committee looking at a larger review of leisure facilities across the borough to increase the overall numbers where growth allowed, as well as ensuring there was an even distribution of facilities across the borough.

Resolved that –

a) A Capital Estimate in the sum of £168,000 for the works to the courts was approved, to be entirely funded from the grant awarded by the Lawn Tennis Association; and

b) The creation of a new Earmarked Reserve and an annual transfer of any unused court maintenance budget into it to specifically fund future maintenance works associated with the courts was approved.

9   **Urgent Action - Standing Order 42**

The Committee noted proformas 1,002 and 1,004, detailing action taken after consultation with the Chairman and Vice-Chairman of the Committee.

A Member advised Committee that since the Standing Order 42 was signed the Household Support Fund had closed to new applicants. This was due to the funding having been allocated in full to applicants, as the funds were required by Government to be spent or committed by 30 September. However the Section 151 Officer alerted Members to a recent notification of a second tranche of funding, and would ensure a further programme was put in place once understanding of the allocation had been established. Details would be shared with Members once further details were known.

10   **Cost of Living Squeeze - Urgent Item, Part I**

The Chief Executive outlined the efforts officers had made to support residents in the short-term with the cost-of-living crisis, as well as longer term around measures such as improving the energy efficiency of the Council's properties.

Residents would be encouraged to seek early intervention. It had already been established that the Citizens' Advice Bureau were struggling with the volume of referrals, and there was the prospect of the Council needing to provide debt counselling support.

The plans were in their preliminary stages, however officers were scanning the horizon to be able to utilise appropriate grants and reaching out to voluntary services to work in partnership as much as possible.

A Member was concerned that the strategies did not go far enough and expressed concern

that voluntary organisations would be forced to take on much of the burden without appropriate funding. The Leader emphasised that the cost-of-living squeeze was likely to be a long-term issue and funding the Council provided would need to be spread over a long period rather than be front-loaded.

A Member stressed the importance of partnership working with other organisations, highlighting Surrey County Council's fuel poverty campaign.

Resolved that –

> a) **Members recognised the support Runnymede Borough Council had been able to provide to residents with the rising cost of living and approved the new measures designed to provide additional relief for some of the most vulnerable households within the borough.**
>
> b) **Members approved a supplementary budget estimate in the sum of £50,000 – to the effect of transferring £50,000 from the Council's Homelessness Support Grant, into staff salaries within Community Services previously approved in the 2022/23 budget to fund the specific work streams set out in the report where costs were likely to be incurred during 2022/23.**

11 Exclusion of Press and Public

By resolution of the Committee, the press and public were excluded from the remainder of the meeting during the consideration of the remaining matters under Section 100A (4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A to Part 1 of the Act.

12 New Letting at Charter Place

The Corporate Head of Assets and Regeneration recommended a letting opportunity at Charter Place, Egham, which would coincide with the expiry of the existing lease at the premises.

The Corporate Head of Assets and Regeneration went on to set out the terms and rent for the lease, adding that the rent represented market rental value in current market conditions.

Resolved that –

> **Members approved the letting at ground floor Charter Place, High Street, Egham to coincide with the expiry of the existing lease to the tenant vacating the property.**

13 Procurement of Student Accommodation Facilities Management

The Corporate Head of Assets and Regeneration sought permission to procurement of student facilities management services for Parish Hall in Magna Square.

The new build accommodation provided the Council with a significant gross annual income, albeit one that fluctuated due to the volatility of the student market.

The contract would provide the Council with welcome annual revenue, and the Corporate Head of Assets and Regeneration added that the scale and round-the-clock nature of the work meant that it would not be possible to resource this in-house.

Resolved that –

The procurement of Student Facilities Management Services for Parish Hall, Magna Square through an appropriate framework that specialises in this field was approved.

14   **Grounds Maintenance Structure Regrade**

The Corporate Head of Environmental Services requested a supplementary estimate primarily to facilitate additional management of the green spaces team.

The restructure and interim solution had provided the opportunity to consider the way the team had been operating, and it was hoped the new structure would provide more flexibility for cross-service working with other departments to avoid working in silos or duplicating efforts.

A further supplementary estimate was requested to regrade two operational support officers. The Chief Executive confirmed there was no knock-on effect elsewhere in the Council that would prompt a similar process.

Due to some uncertainty around contractors, the prospect of approaching other boroughs to share services in the short-term would remain under consideration to ensure standards were being maintained.

There was concern from some Members that the item had not been through Environment & Sustainability Committee, and Councillor D Whyte asked for it to be recorded that his decision to vote against the resolution was down to the fact that the item had not previously been presented to Environment & Sustainability Committee.

Resolved that –

a) A supplementary estimate to facilitate creation of a small Green Spaces team within Environmental Services offering land management, enforcement and strategic operational management capacity for Parks and Open Spaces was approved.

b) A supplementary estimate was approved to regrade two operational support officers.

15   **HR and Payroll Update**

The Committee Chair advised Members that the item had been deferred to the next meeting.

16   **Future Management of Property**

The Committee Chair confirmed that the decision set out in the papers had been deferred to the next meeting whilst financial details and potential terms of any lease were being clarified.

17   **Referral from Community Services Committee - Eileen Tozer Social Centre - Addlestone 2**

The Head of Law & Governance advised that Community Services Committee had received a report at its most recent meeting providing options on the future use of the Eileen Tozer site.

It was considered that the Addlestone Community Association site had been under-utilised, and the report recommended moving the provision of the Day Centre facilities to the

Community Association site and consider options for the Eileen Tozer site.

The Chief Executive highlighted the importance of delivering 'Addlestone 2', which would deliver improved care facilities to Addlestone residents.

The Chief Executive advised that he had received a lot of correspondence from residents about the poor ratio of health facilities in Addlestone, and a communications strategy would be devised, emphasising the importance of the existing users of the Eileen Tozer centre. Furthermore, various 'plan B' options were under consideration in the event of the proposal not going forward and avoiding an unused asset in a town centre.

Resolved that –

a) **the relocation of service provision from Eileen Tozer Centre to Addlestone Community Centre was approved, providing the five days per week service delivery model**

b) **a supplementary budget estimate for 2 years to be grant aided to Addlestone Community Association, to support the development of a local community asset was approved**

c) **A one-off grant funded by existing budgets, to Addlestone Community Association was approved, in recognition of their set up costs in facilitating the relocation of the Eileen Tozer Centre service.**

18 **Referral from Community Services Committee - Aviator Park**

The Corporate Head of Law & Governance reported on another item that had recently been to Community Services outlining a court decision on the future of the skatepark at Aviator Park, and setting out options for future use.

This resulted in the Committee decision to close the skatepark and seek an alternative community provision elsewhere in the borough. Members were keen to utilise the Citizens' Panel as a form of consultation for local residents.

Resolved that –

a) **A supplementary capital estimate was approved for the replacement of skateboard facilities at Heathervale Park, subject to Officers confirming financing arrangements.**

b) **Approval was given to a design and build contract to be procured using the ESPO framework.**

c) **A supplementary revenue budget was approved for the removal of Aviator Skate Park.**

d) **The full closure of Aviator Skate Park on a temporary basis, from 5 October 2022, until such time as the skatepark facilities were removed, was approved.**

19 **Urgent Action - Standing Order 42**

The Committee noted proformas 1,003, 1,005, 1,006, 1,007 and 1,008, detailing action taken after consultation with the Chairman and Vice-Chairman of the Committee.

(The meeting ended at 9.35 pm.)   Chairman

Talent Management Strategy (Human Resources, Fiona Skene)

Synopsis of report:

To propose the attached Talent Management Strategy for approval.

Recommendation:

That the proposed Talent Management Strategy be approved.

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1.   Context of report

1.1   Talent management is a key tool in the development of our workforce. Effective talent management is important because it is about identifying, developing, engaging and retaining employees who have the skills, knowledge and behaviours we need to meet the challenges the organisation faces and deliver the outcomes residents expect of us. It is one of the strands of the Organisational Development Strategy, which was approved at Corporate Management Committee on 22 September 2022. The Talent Management Strategy has been considered twice by the HR Member Working Party and was approved at its last meeting.

2.   Report.

2.1   The proposed Talent Management Strategy is attached at Appendix One. There are two types of Talent Management Strategies: -

- An inclusive Talent Management strategy
- An exclusive Talent Management

2.2   An exclusive Talent Management approach focusses solely on developing key or high potential individuals. An inclusive approach focusses on the skills of the whole workforce. The proposed strategy presents a 'blended approach'. It does include proposals for high potential individuals but it also encompasses development for the wider workforce, focussing on career development and succession planning.

2.3   The strategy explains the key drivers for the delivery of a Talent Management Strategy and the respective roles of HR, senior management, line managers and employees. It covers recruitment and the subsequent development of staff. It also covers having a small graduate programme and a high potential talent programme for rising stars. Since the writing of this strategy, the Council has been participating in the National Graduate programme this year. It also covers performance management, and monitoring and evaluation.

(To resolve)

Background Papers
None

Draft Talent Management Strategy Proposal

February 2022

Author	Suzanne Renaud
Department	HR & Organisational Development
Document name	Runnymede Borough Council Talent Management Proposal

Contents

1. Introduction

As the workplace has re-opened following the pandemic, the public sector is facing increasingly challenging times, with greater financial restraints, increased demands for services and stronger competition to recruit from a dwindling pool of talent. 95% of public sector organisations in the South East struggle to recruit. Offering development opportunities is essential to attract and retain staff of all ages and is a key component of becoming an 'employer of choice'. As a public sector employer, the customer is at the heart of everything we do. Therefore, it is essential that we have a customer focussed, performance driven, resilient and committed workforce with the skills and behaviours required to deliver the Council's services and meet its strategic objectives. A Talent Management Strategy is a key tool in achieving this.

2. What is talent, what is talent management?

The Chartered Institute of Personnel and Development (CIPD) have developed the following working definitions for both 'talent' and 'talent management':

- Talent refers to individuals who can make a significant difference to organisational performance. This may either be through their immediate contribution or, in the longer-term, by reaching their highest levels of potential.

- Talent management is the systematic **attraction, identification, development, engagement, retention, and deployment** of those individuals who are of value to an organisation. This may be through their high potential or because they fulfil critical roles.

Why is talent management important?

Talent Management plays an important role in any business strategy because it manages one of the most important assets of any organisation, its people. Effective talent management matters because it is about identifying, developing, engaging, and retaining 'high value' individuals with either high potential for the future or who are fulfilling business critical roles. It highlights the importance of not only attracting individuals with high potential, but also developing, managing, and retaining them while measuring the return of this investment. An effective talent management programme can contribute to a variety of strategic objectives including:

- Building a high-performance workplace
- Encouraging a 'learning' organisation
- Identifying as an 'employer of choice'
- Ensuring return on investments in training and development

As organisational development is a key elment of the Council's Corporate Plan the introduction of a Talent Management Strategy will support the Council to build a future workforce that is engaged and motivated and made up of individuals who have the right skills, knowledge, and behaviours to
- meet challenges
- deliver the Council's corporate objectives
- achieve the right outcomes for the residents of Runnymede.

3. Key drivers for the successful delivery of a talent management strategy

The following all need to be in place to ensure the successful delivery of the Council's Talent Management Strategy.

a.   Alignment with the Council's strategic objectives and changing business priorities

The Talent Management Strategy must be aligned with the Council's business strategy and as business priorities change it will be essential to ensure that the talent approach is still appropriate.

b.   Leadership buy-in

Obtaining buy-in from Members, the Council and Senior Leadership teams to help drive the Talent Management Strategy will be crucial to its success.

c.   Clear communication and transparent processes

The Talent Management Strategy and processes need to be communicated clearly and transparently Council-wide to all members of staff from the top down to gain trust and build credibility and sustainability.

d.   The Council's readiness must also be considered

A key factor that must also be considered before commencing a talent programme is the Council's readiness, particularly in terms of managers and their ability to identify, support and develop talent. Their competence at holding talent and career conversations is very important to the process.This topic was covered on the externally delivered Performance Management training. Unfortunately the Covid-19 outbreak has meant that managers have had very little opportunity to practice face-to-face conversations. However now that the organisation is settling into hybrid working, this should now change.

e.   Key talent management responsibilities

Finally it is essential that everyone knows the important part they play in the talent management process.

4. How each role is essential to the success of a talent management strategy

- **HR and Learning & Development**

HR and Learning and Development are responsible for the design, development and execution of the talent management programme and processes. In addition, they also play an important role in providing guidance and support to help managers identify potential talent, hold talent conversations, and ensure that recruitment processes and selection criteria are applied consistently.

- **Members, Council and Senior Leadership Teams**

While HR and Learning & Development are responsible for the creation and strategic execution of the talent management programme, without commitment from the top, all the talent management processes are likely to be underutilised by managers and poorly executed. Therefore, CLT and SLT need to demonstrate their commitment to Talent Management by communication and example.

- **Line managers**

Line managers are responsible for identifying talent and providing guidance, coaching, and development. They are in the best position to be able to assess an individual's performance, overall productivity/output and development needs. Ultimately the Managers will be responsible for holding talent conversations, overseeing staff development and the recruitment of new talent.

- **Employees**

Employees are responsible for developing and executing their performance objectives which are aligned with their Service objectives and the overarching objectives of the Council. They are expected to participate in creating their individual performance and development plans jointly with their line manager. This strategy is designed to be an inclusive one which enables all staff (including manual, craft, professional and clerical staff) to benefit from this strategy. The diagram below highlights how the various roles are essential to the success of the strategy.

HR / Learning and Development

Manager

Employee

Design & Execution

Members CLT, SLT Buy in

Deliver

Discuss

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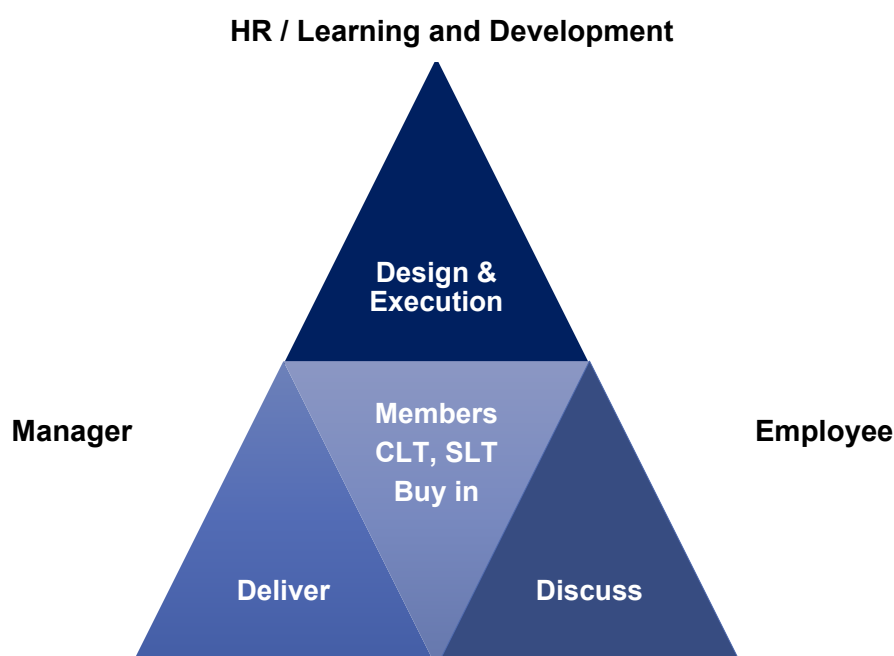
5. Talent Management Strategy overview

The proposal is to adopt a blended inclusive and exclusive approach to talent management.

Inclusive talent management:
Is an integrated approach which focusses on the skills and strengths of the 'whole workforce'. By supporting and developing all employees they will feel motivated, energised, and engaged.

Exclusive Talent Management:
Is a more selective approach that segments talent according to need with the talent management process focussed on key or high-potential individuals.

By adopting a blended approach the focus of the Council's Talent Management Strategy should not only be a tailored programme for 'high potential employees' but also encompass employee development for the wider workforce, with a focus on career and succession planning. This approach should contribute to the Council's efforts to attract, recruit, retain and promote good calibre employees.

The purpose of this Talent Management Strategy is to provide a structured approach to developing the potential of employees to meet *organisational needs* as well as *the needs of the individual*. It is also designed to assist the Council to recruit the right talent, develop high potential talent, and most importantly, retain talent. It will be aligned with the Council's strategy and business objectives and will set out a clear and transparent approach for recruiting, developing, and retaining talent.

Runnymede Borough Council's Talent Management Strategy Approach

1. Recruit new talent
2. Manage, develop and engage all talent
3. Develop high potential talent

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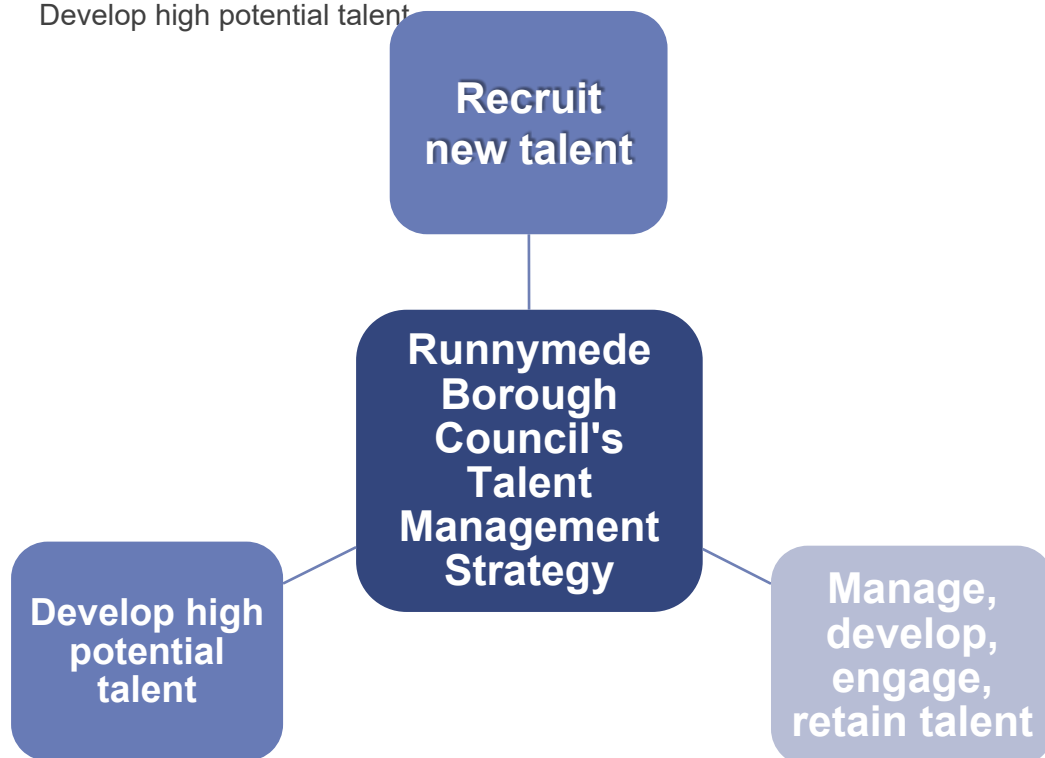
6. Talent management strategy objectives

The main objectives of implementing a tailored, Council wide Talent Management Strategy will be to:

- Facilitate the recruitment of the right people, with the right skills to the right job

- Reduce the costs of re-hiring

- Fill roles key to business delivery

- Cultivate a high performing workforce of flexible, resilient, motivated, engaged, and productive individuals

- Identify and develop talent and future leaders

- Help evaluate an employee's readiness to take up new roles

- Develop employees to progress within the Council

- Increase employee motivation, engagement, and productivity

- Increase the scope to cover critical roles

- Become an 'Employer of choice', ensuring the retention of key talent and hard to replace people

Collaborative working

The Council would work collaboratively both internally across service areas or with other Councils on Talent Management, where appropriate.

7. Recruit new talent

> **'The best workers do the best and the most work, but many companies do an awful job of finding and keeping them.'**
> **Source McKinsey & Company** (Global Management Recruitment Firm)

a.   Recruitment website

To increase the Council's appeal and help attract the right talent the Council's website would benefit from the inclusion of:

- descriptions of each service area with an example of a standard career pathway
- video testimonials about why Runnymede Borough Council it a great place to work
- video testimonials about jobs requiring specific skills that are scarce and hard to fill
- career case studies
- Employee benefits, agile working, flexible working and employee well-being initiatives

Example: Career Pathway: Digital Services

| IT Infrastructure and Security Manager |
| Service Desk Team Leader |
| Service Desk Analyst |
| Service Desk Apprentice |
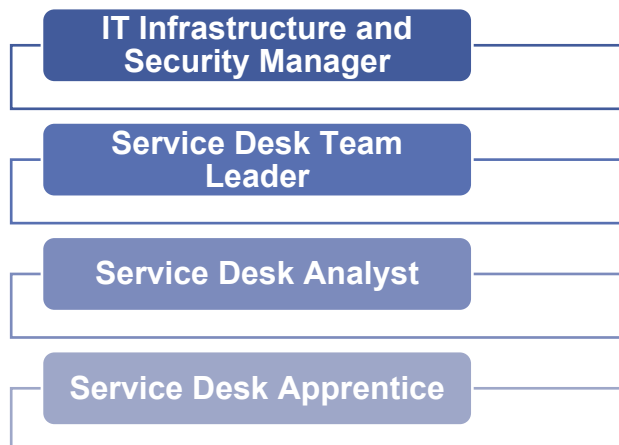
b.   Recruitment Toolkit containing an interview guidance pack and a selection of example competency-based interview questions

Introduction of a recruitment toolkit for managers, containing an interview guidance pack and a selection of examples of competency-based questions relating to the Council's Leadership and Staff Competencies. This will:

- Create consistency across the Council
- Ensure greater objectivity in the recruitment process
- Create clarity and remove personal bias in hiring decisions
- Make it easier to compare candidates
- Through situational / behavioural questions determine if the candidate is a good fit for the Council and has the right skills, abilities, and behaviours
- Reduce the risk of poor hires in the recruitment process
- Prevent rehiring costs

c. Recruitment and Selection Training for all Managers

Recruitment and Selection training is part of the Management Development Programme and is essential for preparing all managers in the practical application of recruitment policy and process. A new induction course will be introduced and networking and collaborative approaches encouraged to integrate new starters in the wider organisation. Managers will be trained in mentoring and coaching and setting up action learning sets.

d. Recruitment Events

Recruitment events will be held or participated in, with local school, colleges or universities, or recruitment days hosted to raise our profile as an employer and recruit in areas of skills shortages, either independently or in collaboration with other councils.

e. Graduate Programme

The introduction of a structured two-year development programme for two graduates would sit nicely alongside our Apprenticeship programme and would provide another means to recruit and develop new talent. The development would take place through practical hands-on experience in different departments, attainment of a professional qualification in the graduate's chosen field and tailored learning and development interventions. To encourage the retention of this new talent the programme would be supported by a two-year indemnity contract. The Council has already commenced this approach through participation in the National Graduate Programme, but it will also be flexible in taking on graduate trainees outside this programme, as needed.

8. Manage, develop, engage, and retain all employees / talent

The focus of talent management should not only be a tailored programme for 'talented people' but also encompass the management, development, and engagement of all employees to aid retention. To do this, managers must understand and engage in:

- **Workforce planning**: the analysis of current and future workforce needs to identify future skills and competencies required to deliver services
- **Succession planning**: having plans in place to meet future workforce resourcing needs and ensure continuity
- **Ongoing performance review**: using the competency framework and performance review process to identify potential talent and develop employees.

- **Succession Planning**

The creation of a series of career pathways by service areas will enable employees to identify job and pay progression, future roles, and the skills required to get there.

Example:

IT Infrastructure and Security Manager

JOB ROLE

To manage the team providing technical resources and support for all hardware, software and services associated with computers, telephony, and networking systems to enable them to make the best use of the computing facilities installed

To be the council's lead expert for security compliance required by PSN Code of Connection and PCI DSS

To provide 2nd line support for Service Desk tickets and liaise with external suppliers to provide the optimum solution for all digital services.

Service Desk Team Leaders

JOB ROLE

To manage the team providing 1st line technical support for all hardware, software and services associated with computers, telephony and networking systems in use or owned by the Council, to enable them to make the best use of the computing facilities installed. to provide 2nd line support where knowledge and experience allows.

Service Desk Analyst

JOB ROLE

To provide 1st line technical support in a professional, friendly, helpful, and efficient manner for all hardware, software and services associated with computers, telephony and networking systems in use or owned by the Council, to enable them to make the best use of the computing facilities installed.

Service Desk Apprentice

JOB ROLE

Taking and logging Service Desk calls, providing 1st line support as appropriate, in a professional, friendly, helpful, and efficient manner for all hardware, software and services associated with computers, telephony and networking systems in use or owned by the Council, to enable them to make the best use of the computing facilities installed.

Assisting the Service Desk team and in the day to day running of the Service.
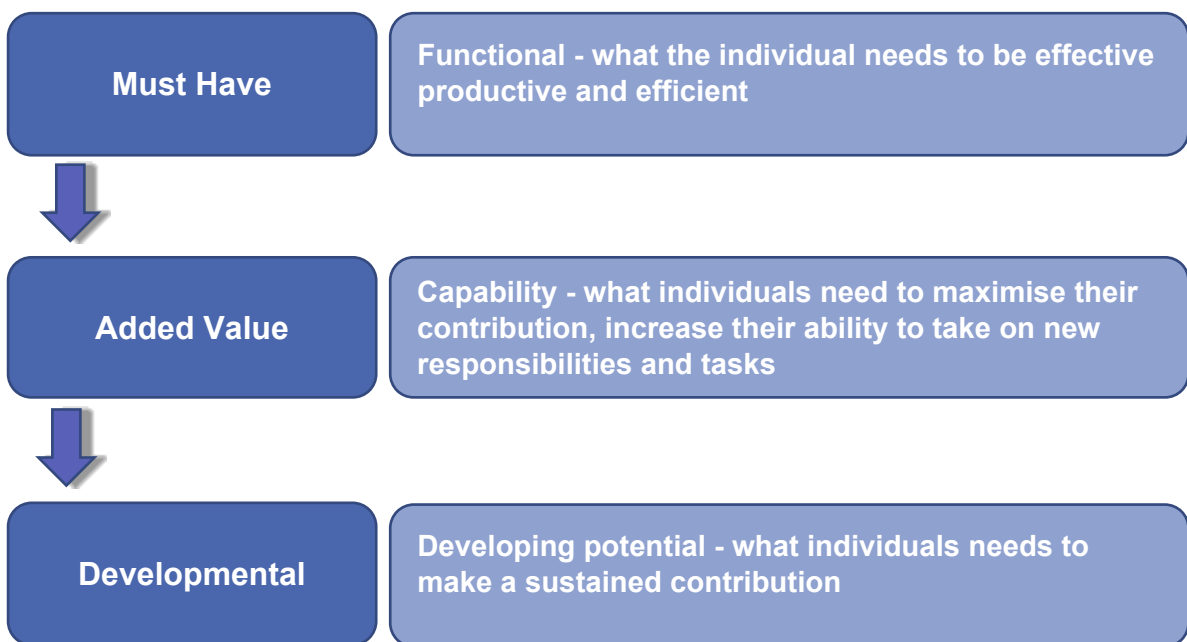
10

- **Personal Development Plans (see Appendix B)**

All staff should have a Personal Development Plan in place. This should be / have been completed during the individual's Year End Summary Review.

The Council's Performance Review Process and Competency Framework should be used to identify an individual's learning and development needs through the ongoing review of their objectives, achievements, behaviours, and overall performance.

To aid the learning and development discussion managers should use the following to align the discussion to both the job requirements and the individual's personal attributes:

Must Have	Functional - what the individual needs to be effective productive and efficient
Added Value	Capability - what individuals need to maximise their contribution, increase their ability to take on new responsibilities and tasks
Developmental	Developing potential - what individuals needs to make a sustained contribution

When exploring possible learning and development interventions managers should consider a variety of approaches:

Suggested approaches:
- Surrey Learn Partnership training courses
- Relevant short courses
- E-Learning courses
- Structured work placement opportunities
- Working collaboratively on cross service projects
- Job shadowing and rotation
- Internal and external coaching / mentoring
- Action learning sets
- Apprenticeships
- Internships(including working collaboratively with local universities or colleges to offer Work placements)
- Post-entry qualifications
- Management training

9. Develop high potential talent

> **'Talent is like electricity. We don't understand electricity. We use it.'**
> Maya Angelou (American poet)
>
> **'Real talent shines through regardless of how many others there are around you.'**
> Paloma Faith (singer, songwriter)

High Potential Talent Programme

Introduction of an intense high potential talent programme to provide targeted development for the Council's rising stars.

- The programme will run for 24 months.

- No more than 3 individuals will be enrolled on each 24 month programme to ensure it is viewed as aspirational.

- High Potential Talent will be identified by:

    The individual's performance rating:

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OUTSTANDING

- Work consistently exceeds expectations in terms of quality, quantity, customer service and deadlines.
- Demonstrates superior job skills and knowledge.
- Exceeded all key objectives.
- Significantly contributed to elevation of service / team effectiveness and /or Council performance.
- Work is performed in a manner that exemplifies Council ethics, values, and behaviours.
- Operates at a high level of independence requiring minimal supervision and coaching
- Consistently performs well beyond the required level of competence for the role.

4
EXCEEDS EXPECTATIONS

- Work frequently exceeds expectations in terms of quality, quantity, customer service and deadlines.
- Work reflects thorough and up to date knowledge / skills of the job.
- Achieved all key objectives, 50%-75% were exceeded.
- Goes beyond basic requirements and takes on initiatives that add value.

- Work is performed in a manner that highly demonstrates Council ethics, values, and behaviours.
- Requires occasional supervision, direction, and coaching.
- Frequently performs beyond the required level of competence for the role.

The individual's engagement and commitment to Runnymede Borough Council:
- A minimum of 2 years' service.

- The process by which 'Talent' will be put forward for the programme:
  - Line manager to Corporate Head of Service

  - Potential candidates will then be asked to give a business presentation and be interviewed by selection panel made up of a member of the Senior Management Team, the Corporate Head of HR and Organisational Development and the Senior HR Business Partner.

High Potential Talent Programme Objectives

The key objectives of this programme will be to:

- Identify and measurably grow future leaders
- Encourage self-development through cutting-edge learning solutions
- Expose program participants to alternative perspectives and processes through departmental rotations
- Provide new experiences that are designed to encourage collaborative working, problem solving and interdependent thinking
- Draw senior leaders into the process to help expand / support the program

To appeal to high potential talent the programme needs to include:

1. **Career-path mapping and pay progression**

   High potential individuals are career focussed. To help keep them engaged it is important to provide them with a career map that specifically identifies the path for their forward progress, additional development opportunities, anticipated assignments, potential advancement and pay progression. This can be supported by supplying individuals with the knowledge areas, skills and abilities required for the various positions in their career pathway.

2. **Variety of Learning Opportunities**

   To help sustain enthusiasm and develop strategic thinking the programme should include:

   - Department Rotations

   To expose high potential individuals to a range of experiences and perspectives that accelerate their growth and improve their decision-making as future leaders the talent programme will incorporate rotations through departments that are relevant to the individual's career pathway.

   - Project-Based Experiential Learning

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Designed to get individuals involved with cross-functional projects that move them closer to the Council's overall strategy. They are good way to expose individuals to some of the Council's most challenging issues and expose them to influential colleagues from different departments.

- Specialised Development

Individuals will be given the opportunity to gain a qualification with a value of up to £6,000 linked to their career pathway.
They will also attend specialised public sector training courses delivered by providers such as the Civil Service College, LGiU and LGA. The topics should include:
- Developing political awareness
- Collaborative project management
- Conflict management
- Influencing and decision making in a political environment
- Value for money

3. Access to Self-Paced Learning

High potential individuals will be given unlimited access to an on-line learning provider, for example:

Coursera is probably one of the best-known online learning sites.
It is partnered with universities around the world, including Imperial College London and Stanford.
It also partners with companies including Google and IBM to offer expertise in specific areas - for example, machine learning.

LinkedIn Learning offers short courses to help professionals develop skills and abilities which support progression in roles and careers.
Trending and popular courses are highlighted, as well as more personalised individual top picks. LinkedIn Learning also provides clear professional goals, so you can follow 'learning paths': for example, ones that take you to a role as a manager.
Cost £24.98 a month

4. Performance Feedback

The most important way to support high potential individuals during the programme is to provide them with detailed, ongoing feedback about their performance and their impact, along with an honest assessment of their strengths and weaknesses.

- Self-assessment / psychometric tests

    Will be used initially to help individuals evaluate their capabilities, preferences, and behavioural styles.

- 360° feedback

    This will provide individuals with the opportunity to receive performance feedback from Corporate Heads, Senior Managers, Line Managers / Supervisors, and colleagues.

- Individual coaching

The high potential individuals will each be given the opportunity to have a series of one-to-one coaching sessions from an experienced external coach.

5.   Regular Exposure to the Corporate and Senior Management Teams

- It is important that high potential individuals have the opportunity to hear directly from members of the Corporate and Senior management teams and have the chance to share their own perspectives.

- Regular meetings should be scheduled to provide individuals with the opportunity to practice communicating their thoughts, ideas, and career aspirations.

- The high potential individuals will also be given the opportunity to be mentored internally by a Corporate Head / Senior Manager over a 6 to 12 months period to gain knowledge, experience, feedback, and career advice.

6.   Networking Opportunities

- The high potential individuals will be given the opportunity to attend online and face to face public sector networking events that allows them to interact with other local authorities and public sector professionals to form connections, seek advice and learn new skills.

10. Monitoring and evaluation

- **Senior Management Team**

The Senior Management Team will be responsible for ensuring that workforce and succession planning is an integral part of service planning. Information gathered through business planning will inform Corporate Heads of any skills/ development gaps that require addressing.

- **Line Managers**

A fundamental part of the manager's role is to carry out workforce planning as part of service delivery. A key element of this is to ensure succession planning is part of the process. Managers have a pivotal role in identifying and nurturing talent. Managers should consider how to manage talent by following the seven core principles through the following key processes:

- Personal Development Plans
- One to ones
- Team planning
- Succession planning
- Communication
- Performance management

- **Individuals**

The role of the employee should be an 'active' rather than 'passive' one. It is important that individuals identify and discuss their own learning and development needs with their line manager and take responsibility for their own development and career.

- **Data**

As an organisation we need to ensure we can capture data to measure the success of the Talent Management Strategy. This will be achieved through monitoring of the:

- Overall reduction in staff turnover
- Overall reduction in external recruitment
- Progression and retention of individuals who undergo the High Potential Talent Programme
- General improvement in retention of employees
- Number of internal promotions

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Individual Development Plan

Name:

Plan Period From: **To:**

Identified Development Need (Knowledge / Skill / Experience / Qualification)	How Will It Be Met? (On the job training / In-house – External course / Conference / College / Distance learning)	By When?	Who Will Be Involved? (Manager / Learning & Development / HR / Colleague / External source)	Cost	Budget Code

Please send a copy of the completed development plan to the HR Department.

Annual Appointments to Outside Bodies – 3ʳᵈ Canvass (Law and Governance – Carol Holehouse)

Synopsis of Report:

This report updates the Committee on nominations received following the third canvass for nominations for outside bodies due for renewal this year.

Recommendation:

The Committee considers the nominations received and makes appointments

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Report

1.1　In accordance with the new procedure for appointments to outside bodies as agreed at Corporate Management on 20ᵗʰ January 2022. A report and nominations received was prepared and presented to the Committee on 26ᵗʰ May. There were several outside bodies where no nominations were received and it was therefore agreed that a further nomination round would be undertaken to invite nominations to those outside bodies and a report thereon will be made to the July meeting. At the July meeting there were still several outside bodies where no nominations had been received so it was agreed that a third nomination round would be undertaken.

1.2　The report attached at Appendix 'A' lists all the remaining appointments to outside bodies due for renewal and nominations received. For ease of reference nominations received are highlighted in blue text. Voting on appointments will be by hand and no debate or new nominations are allowed at this stage.

1.3　For the assistance of Members, Officers have been able to categorise the nature of each body listed for appointment in Appendix 'A' as follows:

A:　These bodies are internal Council bodies or are formal joint Committees or joint working groups set up with other authorities. Members serve on them as Council Members and as far as liability is concerned are covered by the Council's insurances.

B:　These bodies are independent of the Council but are advisory or consultative and appointees have a representative function rather than an executive one. The purpose of the appointment is to speak on behalf of Runnymede Borough Council. Appointees should not find themselves participating in any act which incurs legal liabilities.

C:　These bodies are independent outside bodies and the appointees are placed there to act as Trustees, members of the Management Committee, or some similar role. They are not there to act as Council representatives but to use their judgement in the best interests of the Charity. In many cases, while acting on the outside body, they will be under a positive legal duty to act in its best interests rather than those of the Council. Council insurance does not cover them, but **Members of the Council are currently covered by an indemnity** when appointed by the Council, which the Council has agreed to provide. Representatives who are not Members of the Council, however, are not covered by the Council's indemnity.

1.4   For each appointment in Appendix 'A', whether the person appointed must be, should preferably be, or need not be a Member of the Council, is denoted by the following:

       1)   *   Denotes person <u>MUST</u> be a Member of the Council

       2)   **   Denotes person appointed should preferably be a Member of the Council

       3)   ***   Denotes person appointed need not be a Member of the Council

(To resolve)

Background Papers

None

RUNNYMEDE BOROUGH COUNCIL
OUTSTANDING EXTERNAL APPOINTMENTS DUE TO BE MADE IN 2022

NAME OF ORGANISATION/TYPE OF REPRESENTATION	APPOINTMENTS DURATION	CURRENT REPRESENTATIVE(S) AND ACTION REQUIRED
BASINGSTOKE CANAL JMC ***A: must be a Member of the Council** **Number of meetings per annum: 3** **Frequency: Every 4 Months** **Time: Usually mornings** **Venue: Basingstoke Canal Centre, Mytchett Canal Centre**	1 YEAR	Current Representatives: Councillor S Lewis (Member) Vacancy (Deputy) **Action:** **One Councillor representative to be appointed as Deputy** Councillor S Ringham has put his name forward as Deputy
CHERTSEY CHAMBER OF COMMERCE *** B Representative function: Must be a Member of the Council** **Number of meetings per annum: 10** **Frequency: Every Month (except August and December)** **Time: Noon** **Venue: The Boat House Restaurant, Chertsey**	1 YEAR	Current Representatives: Member: Councillor S Saise -Marshall Deputy: Vacancy **Action:** **One Councillor representative to be appointed as Deputy** Councillor D Cotty has put his name forward as Deputy

NOISE AND AIRSPACE COMMUNITY FORUM (NACF) ***B Councillor Representative** *****B Community Representative** **Number, frequency, time and venue of meetings not known** Community Representative: Paul Conway – Laurel House, Englefield Green, TW20 OYD Paul.Conway@kossway.com Contact: Richard West Richard.West@heathrow.com	1 YEAR	Current Representatives: Member: Vacancy Deputy: Vacancy **Action:** **One Councillor representative to be appointed as Member; and** **One Councillor representative to be appointed as Deputy** Councillor C Howorth has put his name forward as Member
PATROL- Parking and Traffic Regulations Outside London Adjudication Joint Committee and the Traffic Penalty Tribunal *** B Member of the Council with Officer support will receive and vet papers and attend/advise as necessary** **Subject to any major unforeseen issues arising, there are no meetings to attend.**	1 YEAR	Current Representative: Vacancy **Action: One Nominal Member Representative to be appointed**

RUNNYMEDE OPEN AWARDS CENTRE – FORMALLY DUKE OF EDINBURGH'S AWARD ***** B Advisory/consultative role. Need not be a Member of the Council**	1 YEAR	Current Representatives: Councillor S Walsh (Member) Vacancy (Deputy) **Action:** **One Councillor representative to be appointed as Deputy** Major Rob Marshall RLC has put his name forward
SOUTH EAST EMPLOYERS *** B Representative role: Must be a Member of the Council** **Meetings: Every 2 weeks** **Venue: London or Winchester**	1 YEAR	Current Representatives: Councillor L Gillham (Member) Vacancy (Deputy) **Action:** **One Councillor representative to be appointed as Deputy**

STAINES SHOPMOBILITY *** B Representative function: Must be a Member of the Council** **Number of meetings per annum: 10-12 Frequency: Ad hoc – roughly every 5 weeks Time: Daytime Venue: Spelthorne Borough Council Offices**	1 YEAR	Current Representative: Councillor M Harnden (Member) Vacancy (Deputy) **Action:** **One Councillor representative to be appointed as Deputy** Councillor A Balkan has put his name forward
THAMES BASIN HEATH SPECIAL PROTECTION AREA STRATEGIC PARTNERSHIP BOARD *** C Note: Member Representative MUST have Planning Committee experience** **Number of meetings per annum: Ad-hoc – (3 max.) Frequency: As necessary Time: Daytime Venue: Throughout Surrey but predominantly at Surrey Heath**	1 YEAR	Current Representatives: Councillor P Snow Vacancy (Deputy) **Action:** **1 Councillor representative as Deputy to be appointed** ***Appointments are usually the Chairman and Vice-Chairman of Planning Committee*** Councillor S Whyte has put her name forward as deputy

Calendar Of Meetings 2023 – 2024 (Law and Governance – Andrew Finch)

Synopsis of report:

To consider the calendar of meetings for the next Municipal Year.

Recommend to Full Council on 20 October 2022 that:

The calendar of meetings for May 2023-May 2024 be approved.

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1.   **Report**

1.1   The Committee is asked to consider and recommend to full Council the proposed Calendar of meetings for the next Municipal Year which runs from May 2023-May 2024 as shown on Appendix 'A'.

1.2   The schedule of meetings largely follows the usual well-established pattern. As per last year, wherever possible, the opportunity has been taken to try and avoid meetings of Committees during school holiday periods.

1.3   For ease of reference, a diary schedule of the Committee dates is also attached at Appendix 'B'.

1.4   The Chief Executive has delegated authority to make ad hoc minor changes to the calendar of meetings in consultation with the respective Leaders of the political groups. Special meetings of committees can be held where circumstances dictate.

(To recommend to Full Council on 20 October 2022)

Background papers

None

CALENDAR OF MEETINGS – MUNICIPAL YEAR 2023/2024

MAY 2023

Mon		BH	8	15	22	BH
Tue		2	9	16	23	30
Wed		3	10	AC	SA	PL
Thr		BE	11	18	CM	
Fri		5	12	19	26	
Sat		6	13	20	27	
Sun		7	14	21	28	

JUNE

Mon		5	12	19	26
Tue		6	13	LC/RC	EG
Wed		H	14	21	PL
Thr	1	ES	CS	CM	29
Fri	2	9	16	23	30
Sat	3	10	17	24	
Sun	4	11	18	25	

JULY

Mon		3	10	17	24/31
Tue		4	11	SA	25
Wed		5	12	19	PL
Thr		OS/CD	CM/CT	C	27
Fri		7	14	21	28
Sat	1	8	15	22	29
Sun	2	9	16	23	30

AUGUST

Mon		7	14	21	BH
Tue	1	8	15	22	29
Wed	2	9	16	23	30
Thr	3	10	17	24	31
Fri	4	11	18	25	
Sat	5	12	19	26	
Sun	6	13	20	27	

SEPTEMBER

Mon		4	11	18	25
Tue		CMLG	12	19	LC/RC
Wed		PL	ES	H	PL
Thr		7	CM	CS	28
Fri	1	8	15	22	29
Sat	2	9	16	23	30
Sun	3	10	17	24	

OCTOBER

Mon		2	9	16	23	30
Tue		SA	10	EG	24	31
Wed		4	11	18	PL	
Thr		OS/CD	CM	C	26	
Fri		6	13	20	27	
Sat		7	14	21	28	
Sun	1	8	15	22	29	

NOVEMBER

Mon		6	13	20	27
Tue		LC/RC	14	SA	28
Wed	1	8	H	22	PL
Thr	2	CS	ES	CM	OS
Fri	3	10	17	24	
Sat	4	11	18	25	
Sun	5	12	19	26	

DECEMBER

Mon		4	11	18	BH
Tue		5	12	19	BH
Wed		6	13	PL	27
Thr		C	CM	21	28
Fri	1	8	15	22	29
Sat	2	9	16	23	30
Sun	3	10	17	24	31

JANUARY 2024

Mon	BH	8	15	22	29
Tue	2	9	16	SA	30
Wed	LC/RC	H	17	24	PL
Thr	CS/CT	ES	CM	25	
Fri	5	12	19	26	
Sat	6	13	20	27	
Sun	7	14	21	28	

FEBRUARY

Mon		5	12	19	26
Tue		6	13	EG	CMLG
Wed		7	14	21	PL
Thr	OS/CD	C	15	CM	C
Fri	2	9	16	23	
Sat	3	10	17	24	
Sun	4	11	18	25	

MARCH

Mon		4	11	18	25
Tue		5	12	19	26
Wed		H	LC/RC	20	PL
Thr		ES	CS	CM	OS/CD
Fri	1	8	15	22	BH
Sat	2	9	16	23	30
Sun	3	10	17	24	31

APRIL

Mon		BH	8	15	22/29
Tue		2	9	16	23/30
Wed		3	10	17	PL
Thr		4	11	CM	C
Fri		5	12	19	26
Sat		6	13	20	27
Sun		7	14	21	28

MAY

Mon			BH	13	20	BH
Tue			7	14	21	28
Wed		1	8	AC	SA	PL
Thr		BE	9	16	CM	30
Fri		3	10	17	24	31
Sat		4	11	18	25	
Sun		5	12	19	26	

LEGEND

AC	-	Annual Council
BE	-	Borough Election
CT	-	Cabrera Trust Management Committee (2.30pm)
CMLG	-	Chertsey Meads Management Liaison Group
C	-	Council
CD	-	Crime and Disorder Committee
CM	-	Corporate Management Committee
CS	-	Community Services Committee
EG	-	Englefield Green (at Cricket Pavilion)
ES	-	Environment and Sustainability Committee
H	-	Housing Committee
JC	-	Runnymede and Surrey Joint Committee
LC	-	Licensing Committee
OS	-	Overview & Scrutiny Select Committee
PL	-	Planning Committee (6.30pm)
RC	-	Regulatory Committee
SA	-	Standards and Audit Committee
BH	-	Bank Holiday

- All meetings of Council and Committees commence at 7.30 p.m. and are held in the Council Chamber at the Civic Centre, Addlestone, unless otherwise stated.

- The Council Meeting on 8 February 2024 is held primarily to approve the Council Tax.

Published by the Democratic Services Team

Council & Committee Meetings May 2023 – May 2024

All meetings start at 7.30pm except for Planning Committee which starts at 6.30pm. Meetings will held at the Civic Centre unless otherwise stated.

May 2023
4   Borough Election
17   Annual Council
24   Standards and Audit Committee
25   Corporate Management Committee
31   Planning Committee

June 2023
7   Housing Committee
8   Environment and Sustainability Committee
15   Community Services Committee
20   Licensing Committee
20   Regulatory Committee
22   Corporate Management Committee
27   Englefield Green Committee
28   Planning Committee

July 2023
6   Overview and Scrutiny Select Committee
6   Crime and Disorder Committee
13   Cabrera Trust AGM
13   Corporate Management Committee
18   Standards and Audit Committee
20   Council
26   Planning Committee

August 2023
No meetings scheduled

September 2023
5   Chertsey Meads Management Liaison Group
6   Planning Committee
13   Environment and Sustainability Committee
14   Corporate Management Committee
20   Housing Committee
21   Community Services Committee
26   Licensing Committee
26   Regulatory Committee
27   Planning Committee

October 2023
3   Standards & Audit Committee
5   Overview and Scrutiny Select Committee
5   Crime and Disorder Committee
12   Corporate Management Committee
17   Englefield Green Committee (at Cricket Pavilion)
19   Council
25   Planning Committee

November 2023

7   Licensing Committee
7   Regulatory Committee
9   Community Services Committee
15   Housing Committee
16   Environment and Sustainability Committee
21   Standards and Audit Committee
23   Corporate Management Committee
29   Planning Committee
30   Overview and Scrutiny Select Committee

December 2023

7   Council
14   Corporate Management Committee
20   Planning Committee

January 2024

3   Licensing Committee
3   Regulatory Committee
4   Community Services Committee
4   Cabrera Trust Management Committee
10   Housing Committee
11   Environment and Sustainability Committee
18   Corporate Management Committee
23   Standards and Audit Committee
31   Planning Committee

February 2024

1   Overview and Scrutiny Select Committee
1   Crime and Disorder Committee
8   Council
20   Englefield Green Committee (at Cricket Pavilion)
22   Corporate Management Committee
27   Chertsey Meads Management Liaison Group
28   Planning Committee
29   Council

March 2024

6   Housing Committee
7   Environment and Sustainability Committee
13   Licensing Committee
13   Regulatory Committee
14   Community Services Committee
21   Corporate Management Committee
27   Planning Committee
28   Overview and Scrutiny Select Committee
28   Crime and Disorder Committee

April 2024

18   Corporate Management Committee
24   Planning Committee
25   Council

May 2024

2   Borough Election
15   Annual Council
22   Standards and Audit Committee
23   Corporate Management Committee
29   Planning Committee

Casework Tracking Software for Members and Officers (Digital Services, Stephen Bowen)

Synopsis of report:
Casework is an integral element of a Member's role in serving the residents, visitors, and businesses of Runnymede.

This paper sets out the need for change to improve the process and systems used for requesting and tracking casework across the Council.

Recommendations:

The Corporate Management Committee are asked to:

1. **Note the background and drivers for exploring options for a new Member Casework System.**

2. **Consider the options outlined within this report for introducing a system for requesting and tracking casework across the Council.**

3. **Approve the recommended next steps to:**

   a) **Establish an Officer/Member task and finish group to take forward the requirements and build of a case management system.**
   b) **Note the proposed project approach and timelines as outlined in Option C.**
   c) **Note the growth of £5000 to support the implementation of Option C will be considered as part of the budget setting process for 2023/24.**

1. **Background**

1.1. The Local Government Association defines case work as dealing with the people in our community, understanding the issues and concerns they face, and being equipped with the skills, confidence, and ability to take action in response to their queries, is an important and valued role for any councillor.

1.2. The problems and issues local people raise with Members are often referred to as 'casework'. Casework can sometimes lead on to policy development or issue campaigning but can be distinguished from these by casework usually deals with the resolution of an individual problem.

1.3. Casework can fall into a number or requests outlined below:

Direct query – a neighbour asks if you could find out what progress has been made in processing her application for a renovation grant.

Indirect query – a daughter, ringing up on behalf of her frail, elderly parent, asks if her mother is entitled to claim council tax support.

Complaint – a local housing tenant e-mails you to complain about the repeated vandalism to her council property.

Service request − a shopkeeper asks if you could arrange for an extra trade waste collection at his premises.

Community issue – a group of parents lobby you to prompt the council to remove a burnt-out vehicle from a nearby park.

1.4. It is recognised by Councillors and Officers that there is currently no corporate system, policy, or process in place for requesting, tracking, and progressing casework across the organisation.

1.5. Casework is usually initiated through an email or discussion with a member of the leadership team; however, it is recognised that Councillors do also email Officers direct with case work.

1.6. Feedback has been that because of the lack of process and system it is difficult to track requests and get an overview of those completed and not completed across the Council.

1.7. Some Councils have begun to explore the use of technology-based solutions to help Members by implementing casework systems.

1.8. This paper sets out the options available to take forward a review of the Council's case work processes and requirements for a new system.

1.9. The report was requested by Cllr R. King and Cllr D. Whyte under Standing Order 27.4, who state that Runnymede does not have a clear policy and process for handling Member casework.

1.10. Cllrs R. King and D. Whyte added that other authorities had a clear casework software where Members can track casework and its resolution, and officers can also see casefiles on Member queries and link these to residents' details. Clear deadlines are set for responding and actioning Member requests, making it clear to Members the status of their residents' casework.

2.   Option A – Improve the status quo

2.1. Members currently have access to several IT software applications to assist them in their roles, many of which are included in the Council's Microsoft Licenses.

2.2. There is considerable opportunity to utilise these programs more effectively and creatively to achieve their full potential and in doing so would close some of the gap in improving the process for requesting and monitoring case work across the organisation.

2.3. This option would look to provide additional training and guidance on the following Microsoft Applications.

- **Outlook Calendar** – setting up meetings and adding deadlines to calendar
- **OneNote** – keeping a digital notebook of all casework being undertaken
- **Outlook Task List** – create to-do lists with deadlines and reminders
- **Excel Spreadsheets** – create a casework log for tracking and reporting
- **Microsoft Word** - create correspondence templates for case work responses

Advantages	Disadvantages
- Maximise Microsoft tools to improve the process for requesting and tracking case work requests.	- Limitations in Microsoft Office tools.

- No additional cost – all software will be available within the current E3 licenses. - Quick turn around on improving the current status quo.	- Does not provide opportunity to have a single view of all case work requests, their status and SLA triggers to progress. - Requires additional Member training on each individual Microsoft Application which will take time and resources. - Information overload for some Members trying to learn lots of different Applications to fulfil the duties of their role.
Cost	**Timeline**
- Minimal cost for training materials - Additional Officer time and effort required to identify solutions to improve current process and build training materials. - Out of hours training may result in overtime costs within Digital Services.	- 4 – 8 weeks to scope adjustments and develop guidance and training materials.

3.   Option B – Purchase a new system

3.1.   Runnymede could procure and implement a new dedicated system which has been tailor built for requesting and tracking case work.

3.2.   This option would require a detailed requirements gathering exercise and potentially soft market testing prior to building the final business case.

3.3.   A procurement exercise would be required to purchase the new system and the implementation will require dedicated resources from Digital Services and Democratic Services.

Advantages	**Disadvantages**
- Opportunity to procure a tailor-made system which has been designed to manage Member Case Work. - System is embedded in other Council's and continually improved as part of systems development.	- A growth item will be required for both capital and revenue. - Potential that a "off the shelf" system does not meet our bespoke requirements. - Procurement process adds additional time to project. - A stand-alone system will be disjointed and may not link to our Customer Relationship Management system.

	- Additional unnecessary support and maintenance costs.
	- A project of this scale would require a full procurement exercise and implementation all of which would need to be resourced and scheduled into the Council's Digital Transformation.
Cost	**Timeline**
A new case work management system could cost in the region of between £35,000 - £60,000+ There will also be significant internal resources required for the project.	**Requirements gathering** 6 weeks **Procurement** 8 weeks **Implementation** 12 weeks **Estimated total duration** 26 weeks (6.5 months)

4.   Option C – Develop our own system – recommended option

4.1.   The Council implemented its new digital platform in August 2021. The new platform includes our website, online forms, and customer relationship management system.

4.2.   Digital Services recommend that we build the new case work system within our digital platform. This will provide Members with a bespoke form for requesting case work and a case management system to be able to track the request and liaise with Officers for updates.

4.3.   The system will have the capability to send responses to customers and set service level agreement triggers for when a response is due and not provided.

Advantages	**Disadvantages**
- No additional license and support and maintenance costs. - Opportunity to build a bespoke system that meets Members requirements. - Integrated system with our CRM so we have a single view of case work across the Council.	- Full requirements need to be defined following the build of the system. - The build will be from scratch and requires resources from Digital Services to facilitate the requirements gathering and the technical build, test and launch of the system.
Cost	**Timeline**
Minimal cost for solution build. £5,000 project budget to address integration and project consultancy from Digital Platform Provider (Jadu).	**Requirements gathering** 6 weeks – Commence November 22 **Implementation** 8 weeks – Commence January 23

Note the growth of £5,000 to support the implementation of Option C will be considered as part of the budget setting process for 2023/24.	**Estimated total duration** 14 weeks – 3.5 months

4.4.   Digital Services will follow its standard service design process, this includes seven stages to design and build the new system.

4.5.   A full breakdown of the proposed project approach is outlined below.

4.6.   **Discovery Stage**

- Agree terms of reference and main points of contact for the project
- Agree outcomes for the project
- Retrieval of data for all case work enquiries received
- Any customer feedback is shared
- High level current process is documented
- Survey produced and sent to all Councillors for input into current and new process

4.7.   **Research Stage**

- Data for received case work enquiries is analysed
- Customer feedback captured
- Current process documented and reviewed
- Review of Councillor survey results
- Benchmarking other Council's approach
- Workshop to discuss and review analysis

4.8.   **Design**

- Workshop to define future process and policy for case work
- Document agreed new process for managing case work
- Document policy for managing case work

4.9.   **Build**

- Build of the solution within the Council's test environment
- Present test solution to task and finish group
- Begin the process of testing the system

4.10.   **Test**

- Carry out testing of the system
- Update change request log with issues and improvements
- Regular communication and meetings to discuss items
- Agree upon any changes that are to be made to the system
- Re-test of any changes
- Sign off of system

4.11.   **Deploy**

- Test system exported to Live environment
- Go live support including video demo's, written guides, and training

4.12.   **Review**

- Workshop
- Review service data since deployment of build
- Gather feedback from the group:
    - What has gone well?
    - What hasn't gone so well?
    - What can be improved?
    - Determine if phase 2 of the project required?

5.   Policy framework implications

5.1.   Service reviews and process improvement is one of the corner stones of the Council's new Organisational Development Strategy. The review of our case work process and systems will be supported through a review of the end-to-end processes which will feed into the requirements for our new ways of working and system.

5.2.   Maximising the use of existing technology is key to unlocking capability and change at pace. The recommended option of building the Member Case work system within our Digital Platform reaffirms the Council's commitment to developing greater value from technology across the organisation.

6.   Resource Implications

6.1.   Option C is the most cost effective and quickest solution which would meet the initial requirements of a Member case work management solution.

6.2.   There will be a small project budget required of £5000 which will be considered as part of the budget setting process for 2023/24. This project budget will cover any integration and consultancy work required to implement the new system.

7.   Legal implications

7.1.   This paper sets out several options to address the need to introduce improved processes and systems for Member Casework.

7.2.   Option B (procure and implement a new solution) will require a compliant procurement route for the new system.

7.3.   The project team will ensure that the Council procures the solution in line with the Public Contracts Regulations if this option is chosen.

8.   Equality implications

8.1.   The Council has a duty under the Equality Act 2010. Section 149 of the Act provides that we must have due regard to the need to;
    a) eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act;
    b) to advance equality of opportunity;
    c) foster good relations between persons who share a relevant protected characteristic and persons who do not share protected characteristic

8.2.   At this stage of the project an Equality Impact Assessment has not been undertaken. This will be addressed prior to the implementation of the system throughout the project initiation stage.

9.   Privacy Impact Assessment

9.1.   A Privacy Impact Screening assessment has not been completed for the implementation of a Member Case Management system.

9.2.   A Data Protection Impact Assessment will need to be completed by the project team through the duration of the system implementation. The process of completing the assessment will commence as the project team go through requirements gathering.

10.   Environmental Impact Assessment

10.1.   The implementation of a case work management system would improve communication and transparency of work case work requests to Officers.

10.2.   The implementation of a system will result in a reduction of physical printing or correspondence and will provide Councillors the opportunity to make case work requests digitally. As a result, this will reduce the need for printing and sending correspondence to customers and Officers.

11.   Actions and next steps

Corporate Management Committee is asked to:

11.1.   Approve Option C as the recommended option to design and build a new case work management system.

11.2.   Nominate Councillors from each political party to establish a Task and Finish group to take forward the design and build of the new case work system.

11.3.   Note that the growth item of £5000 to support project costs for the implementation and integration of the new case work system will be considered as part of the budget setting process for 2023/24.

11.4.   Note the recommended project approach and timelines as outlined in Option C.

(To resolve)

Background Papers
None

Improving Online "Report It" Services (Digital Services, Stephen Bowen)

Synopsis of report:
The Council is responsible for responding to street scene requests such as fly tipping, emptying public bins, and removing graffiti.

This paper has been requested to set out the options to improve our digital offering for reporting issues on our website Runnymede.gov.uk.

Recommendations:

The Corporate Management Committee are asked to:

1. **Note the options available to improve our online "Report It" services.**

2. **Note the progress made on developing our own online "Report It" services using Runnymede Maps.**

3. **Approve the direction of travel in supporting Digital Services to continue to build on the development work with plans in place to roll out the new model for:**
   o **Bus shelters**
   o **Dead animals**
   o **Graffiti**
   o **Public bins**
   o **Dog poo bins**
   o **Street furniture**

---

1.   **Background**

1.1.   The Council is responsible for responding to street scene requests such as fly tipping, emptying public bins and removing graffiti.

1.2.   Digital Services have been requested to set out the options to improve our digital offering for reporting issues on our website Runnymede.gov.uk.

1.3.   The Council's new website went live on 4 August 2021. The launch of the new website included the implementation of our new Customer Relationship Management System and OneAccount.

1.4.   Since the new website went live, the Digital Transformation Team have been continuing to improve our online services and developing capability through new integrations for Direct Debits, Online Bookings and the DVLA.

1.5.   It was recognised by Digital Services that we needed to offer an online map reporting services which integrates with the Council's digital platform.

1.6.   Therefore, alongside other developments the team have prioritised integrating the Council's online services with our GIS (Runnymede Maps) system to provide an integrated map service for reporting issues.

1.7.   The report was requested by Cllr R. King and Cllr D. Whyte under Standing Order 27.4, who state that since the update of the Council's website there is no longer a

mapping function, instead an email needs to be sent to the depot or other departments and offices. This is not timely, results in duplicated reports and is not something the Council should be aspiring for.
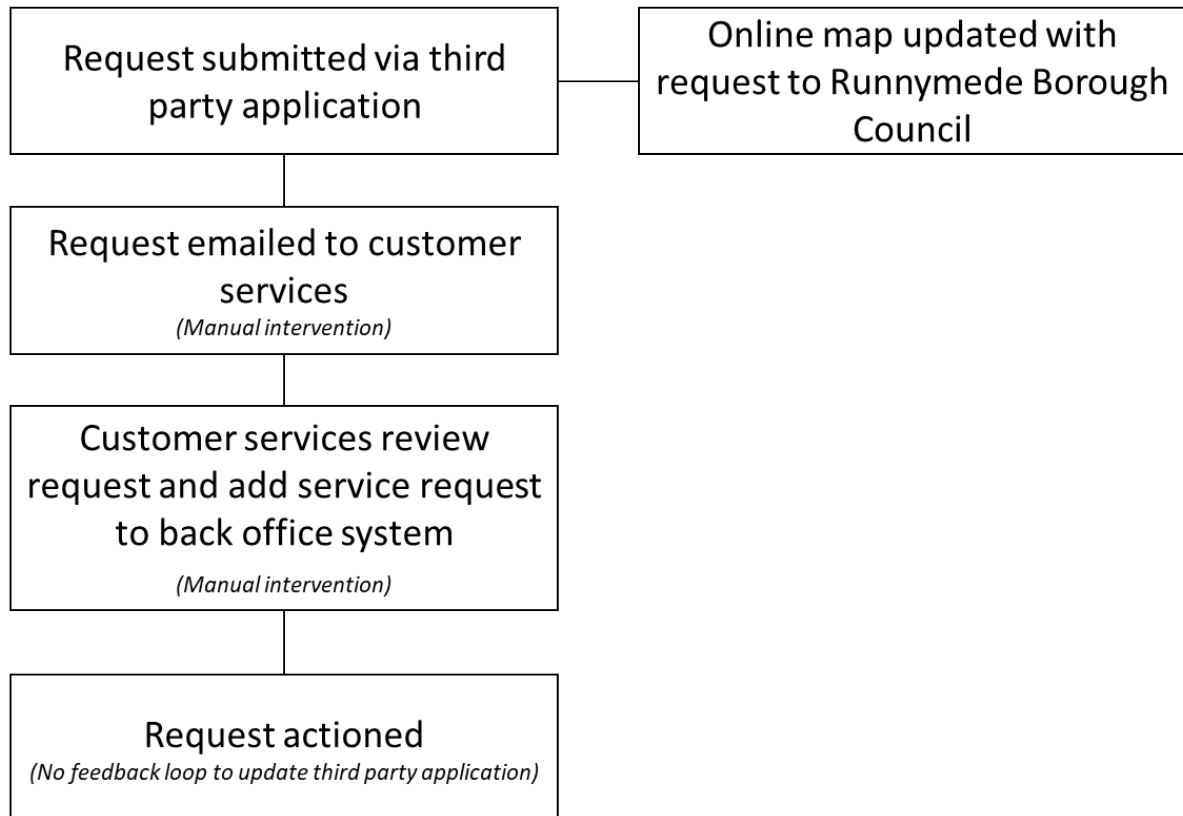
2.   Progress on Runnymede Solution

2.1.   The new Runnymede Maps integration will enable the Council to pilot a new 'report a fly tip' service. The new service will enable customers to identify the location on the map either by manually finding the location or using "find my location" pin on the map.

2.2.   Customers will be able to report the issue which is then logged in our back-office systems Bartec and the CRM; this ensures we have a single view of customer requests.

2.3.   Once the service is live, requests will be automatically added to our back-office systems within less than a couple of seconds, this saves lots of manual intervention and double handling of data.

2.4.   The fly tip reports map will be updated every 24 hours with requests logged and when requests are resolved, they will be removed from the map. This provides customers with a single view of reported fly tips which saves on duplicate reports being sent to the Council.

2.5.   The high-level process illustration demonstrates the flow of information and automation of the proposed new model.
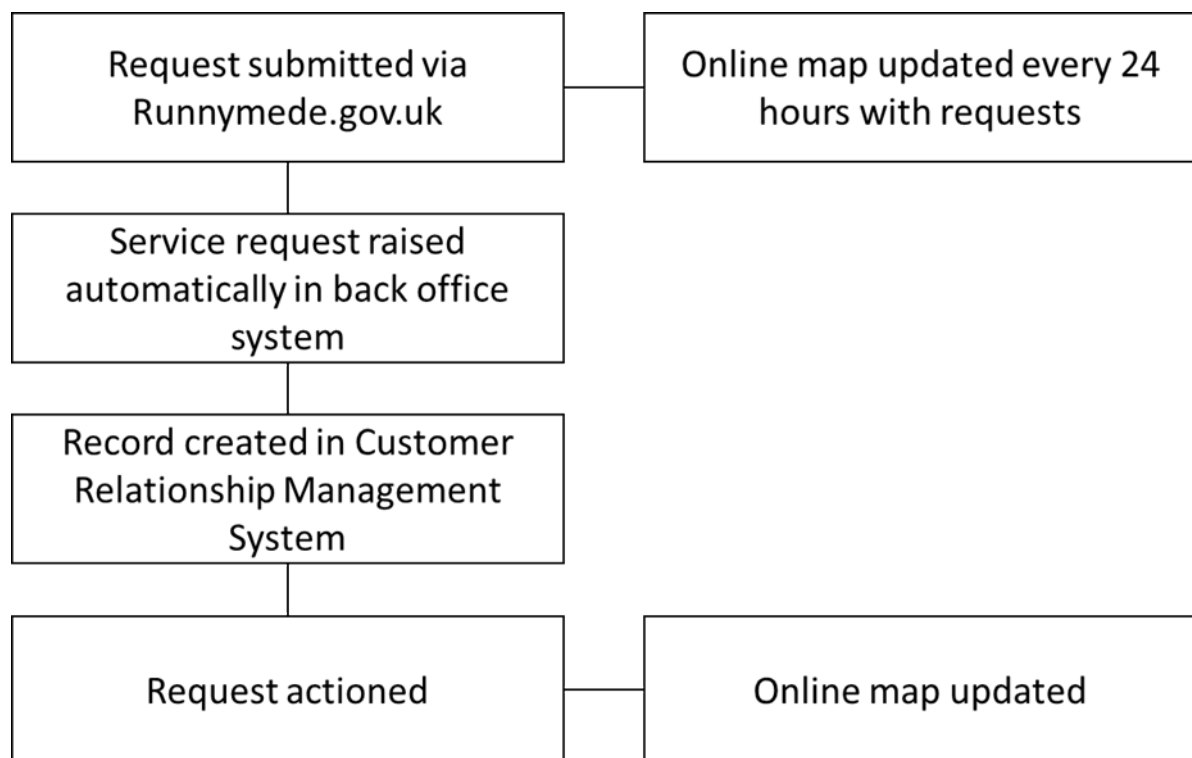
3.   Third party options

3.1.   It is recognised that some Councils procure and use readily available third-party applications as a standalone channel for customers to report street scene issues.

3.2.   These solutions offer Councils a "plug and play" solution which is relatively quick to deploy but do come with technical constraints and limitations.

3.3.   Often these applications and portals are self-contained and have limited integration, therefore requests made via the public portal are simply emailed to the responsible Council to action.

3.4.   This model requires unnecessary manual intervention to review requests and enter them into back-office systems.

3.5.   The high-level process illustration demonstrates the flow of information and manual intervention in a model of this type.

```
┌───────────────────────────┐        ┌───────────────────────────┐
│  Request submitted via     │        │  Online map updated with   │
│  third party application    │────────│  request to Runnymede       │
│                            │        │  Borough Council            │
└─────────────┬─────────────┘        └───────────────────────────┘
              │
┌─────────────┴─────────────┐
│  Request emailed to         │
│  customer services          │
│  (Manual intervention)      │
└─────────────┬─────────────┘
              │
┌─────────────┴─────────────┐
│  Customer services review   │
│  request and add service    │
│  request to back office     │
│  system                     │
│  (Manual intervention)      │
└─────────────┬─────────────┘
              │
┌─────────────┴─────────────┐
│  Request actioned           │
│  (No feedback loop to update │
│  third party application)    │
└───────────────────────────┘
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3.6.   The option to procure and implement a new "report it" application would require significant investment and resources which would need to be built into the 2023/24 budget setting process.

3.7.   After some high-level desktop research just one supplier called My Society (Fix My Street Pro) has out of the box integration to the Council's back-office system Bartec. However, they did not have an integration with our CRM provider Jadu.

3.8.   If the Council were to look to bring in a separate application via My Society, then the Council would need to budget £38,000 per annum. This would equate to £190,000 over a five-year contract.

3.9.   Due to the limitations and constraints of a standalone third-party application the investment is unlikely to reap the benefits expected.

4.   Conclusions and next steps

4.1. Building online "Report It" services within the Council's digital platform offers maximum flexibility and integration with our Customer Relationship Management System and key back-office systems.

4.2. The future model for "Report It" services enables the Digital Transformation Team to continually improve the online offering whilst expanding into new "report it" areas.

4.3. The future model does not require any further investment and avoids a £38,000 additional cost per annum.

4.4. The fly tip service will be live on the Council's website by the end of November.

4.5. The service will be under review for four weeks after going live to identify areas of improvement.

4.6. Customers who submit fly tip reports via the new online service will be invited to complete a short survey to provide feedback on what works well and what could be improved.

4.7. Feedback will be analysed over the coming weeks and will then feed into the build of the following new online report it services.

- o Bus shelter issue
- o Dead animals
- o Graffiti
- o Public bin
- o Dog poo bins
- o Street furniture

5. Policy framework implications

5.1. Service reviews and process improvement is one of the corner stones of the Council's new Organisational Development Strategy. The continuous improvement of our online services has been fundamental to the success of our new website.

5.2. The principle of regular reviews is built into our actions and next steps to take forward the build of our new "Report It" services. A customer feedback survey is being sent to all customers who submit the online fly tip form and provide an email address.

5.3. Feedback is integral to the changes we make in the coming weeks prior to the wider roll out of new report it services.

5.4. Maximising the use of existing technology is key to unlocking capability and change at pace. The recommended approach of continuing to build our online services within our existing technology reaffirms the Council's commitment to developing greater value from technology already embedded across the Council.

6. Legal implications

6.1. None.

7. Equality implications

7.1. The Council has a duty under the Equality Act 2010. Section 149 of the Act provides that we must have due regard to the need to;
   a) eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act;

b) to advance equality of opportunity;
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share protected characteristic

7.2.   Improvements to our online report it services will improve the accessibility and transparency of street scene issues reported across the Borough.

7.3.   Those customers who are unable to use our online services can continue to report issues through calling the Council's customer services team.

8.   Privacy Impact Assessment

8.1.   The Council's website has its own overarching Privacy Policy which is supplemented by service specific Privacy Policies.

8.2.   Our Privacy Policies will be reviewed taking into consideration the updates to our online report it services. Any changes to the policies will be applied in consultation with the Councils Data Protection Officer.

9.   Environmental Impact Assessment

9.1.   The roll out of the new online report it services will improve the customer journey for reporting issues across the Borough.

9.2.   Building on our online offering reduces the need for customers to write to us or travel into the Civic Centre to report issues which need to be resolved.

9.3.   Finally, the benefits of improving our online services ultimately make our internally processes for efficient and in turn speeds up the process of addressing public realm issues across Runnymede.

(To resolve)

Background Papers
None

Urgent Action – Standing Order 42

A copy of proformas 1,010 detailing action taken after consultation with the Chairman and Vice-Chairman of the Committee is attached as Appendix A.

(For information)

Background Papers

None

RUNNYMEDE BOROUGH COUNCIL

CONSULTATION WITH APPROPRIATE CHAIRMAN AND VICE CHAIRMAN IN RESPECT OF URGENT ACTION TAKEN UNDER STANDING ORDER 42

TO: Councillors T Gracey and C Howorth
Chairman and Vice-Chairman of the Corporate Management Committee

FROM: Paul Turrell

OFFICER REFERENCE: 1010   **DATE: 16.09.22**

Synopsis of report:

Following the sad death of our late Queen, Her Majesty Queen Elizabeth II, Runnymede Borough Council has been proud to play its part in the formal arrangements for the Proclamation of the new King, King Charles III, and in supporting the arrangements during the period of National Mourning.

This report aims to provide an overview of those actions, and in line with the Council's own Constitutional requirements, to seek the necessary budgetary approvals.

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2.   **Reasons why this matter cannot wait for a Committee Decision.**

While the Council maintains action plans to be followed in these circumstances, it cannot of course anticipate when such an event may occur. Therefore, swift decision-making is required in the immediate hours and days which cannot wait for formal Committee approval. The Chief Executive and the Leader of the Council will maintain communication throughout the period of National Mourning, ensuring the Leader is fully appraised of Council activity and that appropriate consultation takes place.

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3.   **Recommendation(s)**

To note the proposed actions to be undertaken by the Council and approve the supplementary budget estimate in the sum of £50,000.

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4.   **Context of report**

The Council is obliged to follow national protocol in many areas, such as the timing of announcements and the formal Proclamation for the new King, much of which is set out in formal plans cascaded throughout public organisations. The Council also works closely with partner agencies such as the Police, to support arrangements for HM Queen Elizabeth's funeral cortege to pass through the Borough, for example. The Council also needs adapt its own services and address the funding impact this shall create in light of these exceptional circumstances.

5. Report and, where applicable, options considered

As noted above, there is a strict protocol in place for announcing the death of the Monarch. On the afternoon of 8th September, following the reporting in the media of serious concerns over Her Majesty's health, the Chief Executive alerted senior Members and Officers of the potential for invoking this formal protocol. Later that day, the death of the Queen was confirmed, and the protocol activated.

Initial actions included mobilisation of both internal and external groups for information sharing and planning purposes. Local arrangements began for lowering the flag at the required time, opening a Book of Remembrance at the Civic offices and identifying places in each of our three towns, Addlestone, Chertsey and Egham, for the laying of floral tributes.

A core group of officers was assembled to ensure swift responses were made within limited timescales, including officers from the Chief Executive's office, Communications, Environmental Services and Assets and Regeneration.

Throughout the following days, contact was maintained with this core group, who worked to set up the arrangements for the local proclamation, held at the Civic Offices in Addlestone on Sunday 11th Sept; activating a telephone cascade to contact invitees, confirming the details of the proclamation itself and preparing the Civic offices for the occasion, providing refreshments and raising/lowering the flag. Orders of Service and Proclamation details were confirmed and circulated, and live streaming of the event was set up and can be viewed via the Council's website.

In addition, staff worked to ensure the Mayor, Leader and Chief Executive were able to attend the Surrey proclamation and service at Guildford Cathedral, co-ordinating travel arrangements and timing.

Additional duties fall to Runnymede BC due to the route to be taken by the Queen's cortege, on Monday 19th September, when it travels from Westminster to Windsor, following the period of lying-in-state. This element of work has needed close engagement with partners. RBC officers are required to be deployed to the affected roads for both presentational and security issues. For example, our teams will litter pick the area before and after the cortege passes through, will empty litter bins ahead of security searches, will close adjacent car parks to avoid security risks, and will clear the road of any debris (including flowers) to enable the re-opening of the road as swifty as possible. Considerable planning and logistics are required to co-ordinate these activities with those of the police and security services and a senior officer has been deployed to Surrey Police Headquarters at Mount Browne, Guildford to facilitate this. Officers have also played a key liaison role with businesses located within the area to be affected by road closures.
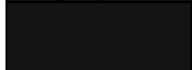
One key service adjustment has been recommended, which is to alter the refuse collection timetable for those properties that would normally have had their bins emptied on the 19th. These will be collected instead on the previous Saturday. Letters have been sent to these households and to other residents who may be affected by road closures. The provision of Meals at Home may also be affected by traffic issues and road closures on Monday 19th, so plans are being considered to flex the service while continuing to maintain provision of meals.

The Council's website is being kept updated as events unfold, and as details are released. As mentioned above, there are strict protocols for the release of data (such as routes for the cortege) so some information can only be released publicly once official permission has been given.

The website will contain details of events to be held to mark the National Moment of Reflection, and one-minute silence, which will take place at 8pm on Sunday 18 September 2022, the night before the State Funeral, as well as guidance for those wishing to hold their own event to mark this moment.

The announcement of a special Bank Holiday for the day of Her Majesty's funeral, 19th September, means that the majority of the Council's staff will be able to take time to reflect on the late Sovereign and choose how they wish to mark the day. A number of staff, however, will be required to work to support the measures above and to provide the Council's usual bank holiday arrangements for critical services such as Housing or Community Services. Refuse operatives and Street Cleaning crews for example, will be providing additional resources both on the day of the funeral and to support the altered bin collection patterns. This is in addition to the extra hours worked by staff in the days leading up to the 19th, a core group of whom have been readily available throughout the whole period, during evenings and weekends.

None of this would be possible without the goodwill and flexibility of those staff who have willingly stepped forward to support this occasion. Nevertheless, this does come at some additional cost to the Council which requires approval under the Council's financial regulations, by the Corporate Management Committee, and in this case, under the Urgency procedure for the reasons set out in Section 2.

6.	Policy framework implications

None

7.	Financial and Resource implications (where practicable)

Where possible, the costs for supporting the Proclamation of the new King and the National Period of Mourning for Her Majesty, will be met within existing budgets. Some staff may choose to take Time Off in Lieu rather than claim additional hours and some costs may fall within existing contingencies. There are, however, likely to be some additional, unavoidable costs for which a supplementary estimate will be required. It is difficult to accurately predict the level of these costs as the Council needs to remain agile and respond quickly as the need arises.
These costs are likely to include:

- Overtime payments for Refuse, Street Cleansing and Grounds Maintenance Operatives; Co-ordinators, Communications team, Facilities, Customer Services and Parking staff
- Bank Holiday payments for other staff required to be on duty on the 19[th] (Housing/Community Services/Safer Runnymede)
- Postage costs
- Fuel costs
- Consumables and equipment

A maximum supplementary estimate of £50,000 is recommended to be approved to cover the cost of the work outlined in this report. The final sum will be reported within future financial monitoring reports to this Committee.

8.	Legal implications

The Council has the discretion to exercise its power under the Localism Act 2011 s.1, to fund and provide such support as set out in this report where there is no statutory restriction preventing it from doing so.

9.	Equality implications

There are no equality implications in respect of this decision.

10.	Other implications (where applicable)

None

11.	Background papers

None.

12.	*Chief Officer(s) Decision*

Signature of authorised officer ......█████████..

I have been consulted and am in agreement with the above ████

Signature(s) and position(s) of
other relevant Chief Officer, Corporate Heads or authorised representatives

....

NB: this must include the Assistant Chief Executive or his authorised representative where the decision involves expenditure, loss of income, or future implications for budget or financial forecast.

13.	*Chief Executive's Decision*

Signature of Chief Executive ...████████...

I have been consulted and am in agreement with the above

14. ***Chairman and Vice-Chairman Comments***

I concur in the Chief Officer's decision

Signed ████████████████████ _____

Date ████████████████████ _____

Signed ████████████████ _____

Date ████████████████ _____

I have the following further comments:

Further information may be obtained from Mario Leo, Corporate Head of Law and Governance on Ext.5640

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The completed copy is to be returned by the Councillor to the Corporate Head of Law and Governance (c/o Andrew Finch) who will send a copy to the Chief Officer and report to the relevant Committee, as necessary.

Exclusion of Press and Public
Officers' Recommendation that –

the press and public be excluded from the meeting during discussion of the following report under Section 100A(4) of the Local Government Act 1972 on the grounds that the report in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.

(To resolve)

Agenda Item 12

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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