

# Sustainable Communities Scrutiny Committee

## Agenda

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**Date:** Thursday, 1st September, 2011  
**Time:** 10.30 am  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

2. **Minutes of Previous Meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on the 7<sup>th</sup> July 2011

3. **Declarations of Interest/Whipping Declarations**

To provide an opportunity for Members and Officers to declare any personal and /or prejudicial interests in any item on the agenda.

4. **Public Speaking Time/Open**

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers

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For any apologies or requests for further information, or for a member of the public to make a statement:

**Contact:** James Morley  
**Tel:** 01270 686465  
**E-Mail:** [james.morley@cheshireeast.gov.uk](mailto:james.morley@cheshireeast.gov.uk)

5. **Customer Services Update** (Pages 7 - 22)

To consider the report of the Customer Services Manager

6. **Flood Risk Assessment Update**

To receive an update from the Lead Emergency Planning Officer for Cheshire East on the Flood Risk Assessment – To Follow

7. **Update from CCTV Control Room Site Visit**

To receive a verbal update from those Councillors who attended site visits to the CCTV Control Room in Macclesfield

8. **Scrutiny Member Training**

To consider the Committee's training requirements for the 2011/12 civic year

9. **Work Programme Update** (Pages 23 - 26)

To give consideration to the Work Programme

10. **Forward Plan - Extracts** (Pages 27 - 28)

To note the current Forward Plan, identify new items and to determine whether any further examinations of new issues is appropriate.

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Sustainable Communities Scrutiny Committee**  
held on Thursday, 7th July, 2011 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor H Murray (Chairman)  
Councillor M Grant (Vice-Chairman)

Councillors A Barratt, L Brown, D Hough, J Jackson, W Livesley, M Parsons,  
G Morris and J Wray

**Apologies**

Councillors G Barton and P Raynes

105 **ALSO PRESENT**

Councillor S Gardiner, substitute for Councillor P Raynes  
Councillor Rachel Bailey, Portfolio Holder for Safer and Stronger Communities  
Councillor L Smetham, Cabinet Support Member  
Councillor P Hoyland, visitor

106 **OFFICERS PRESENT**

J Blackburn, Partnerships and Performance Manager  
D French, Scrutiny Officer  
M Grime, Lead Emergency Planning Officer,  
Alastair Davies, Highways Officer, Emergency Planning Team

107 **MINUTES OF PREVIOUS MEETING**

RESOLVED: that the minutes of the meeting held on 2 June be approved as a  
correct record and signed by the Chairman.

108 **DECLARATIONS OF INTEREST/WHIPPING DECLARATIONS**

RESOLVED: that the following declaration of interest be noted:

- Councillor M Grant personal interest on the grounds that she was a  
member of the Citizens Advice Bureau.

109 **PUBLIC SPEAKING TIME/OPEN**

There were no members of the public present who wished to address the  
Committee.

110 **PRELIMINARY FLOOD RISK ASSESSMENT**

The Committee considered a report of the Lead Emergency Planning Officer on the preparation of a Preliminary Flood Risk Assessment (PRFA). The Council was the Lead Local Flood authority (LLFA) under the Flood and Water Management Act 2010 and had a duty to prepare such an Assessment, which was a high level screening exercise in order to determine whether there was a significant local flood risk within the LLFA boundary based on historic and potential future flood risk data. The document had been approved by the Portfolio Holder and submitted to the Environment Agency; it was now submitted to the Scrutiny Committee for information and endorsement.

The Council had been given £124,700 by the Department for the Environment and Rural Affairs (DEFRA) for the purpose of delivering the new Act and £176,500 for future years. The four Councils in Cheshire along with St Helens Council had formed a strategic alliance to undertake common and collaborative working wherever possible, including match funding a grant for £30,000 from the Environment Agency to employ Jacobs Engineering for the purpose of delivering a PFRA for each Council.

The Environment Agency had produced a National Flood Map that identified ten national Indicative Flood Risk areas where clusters of population greater than 30,000 people were located within an area of flood risk above prescribed national thresholds. There were none such areas in Cheshire East but there were some locally significant Flood Risk Areas for which a Local Flood Management Strategy was required. Currently, officers were collating historic data about flood risk areas with a view to a Surface Water Management Plan being available around the end of the year. Officers were aware of flood risks arising from rivers but were now looking at risks associated with surface water run off, ground water flooding and canals.

During the discussion Members of the Committee were advised that the format of the report was prescriptive and much of the content was to set the scene rather than give detail. The next stage was to develop a Local Flood Risk Management Strategy and Surface Water Plan and both these documents would give more detail including causes of flooding and possible solutions. This would be reported to the Committee around September.

RESOLVED: that

- (a) the officers be thanked for the information;
- (b) the comments of the Councillors made at the meeting be noted; and
- (c) the Committee looks forward to a further report in September with a greater focus on risk and priorities in Cheshire East.

### 111 **FUNDING FOR THE COMMUNITY AND VOLUNTARY SECTOR IN CHESHIRE EAST**

The Committee considered a report of the Performance and Partnerships Manager updating Members on the funding to the Community and Voluntary Sector.

The report outlined the background which was that a cross directorate working group had been set up in July 2010 to undertake the following tasks:

- Gather a list of all current funding support for community and voluntary sector organisations, both grants and commissioning;
- Agree how to consult with the sector as part of the business planning process for 2011/12 using existing mechanisms as much as possible;
- Agree the Council's approach to funding for the sector for 2011/14.

The group had prepared a comprehensive spreadsheet identifying all third sector organisations and their current funding arrangements; this was circulated to the Committee. This showed that the Council provided funding to approximately 160 community, voluntary and not for profit groups to a total level of around £6.3 million. Following this work a number of improvements were introduced:

- A number of funding arrangements were transferred from one service to another;
- Where joint funding arrangements existed, Directorates involved had agreed a joint approach to funding;
- Joint work with the Primary Care Trust had been undertaken to identify joint funding arrangements for a number of community and voluntary groups;
- Communication was coordinated and good practice shared.

The next steps included:

- The funding list – this would be improved by the provision of a clear summary of the service/project provided through the funding; identifying where the funding came from, the geographical area covered by the service/project, and a lead officer for each individual funding stream;
- Contract and performance management – consistent practices would be established across all directorates;
- Improved understanding of the sector in Cheshire East and improved communication – “market testing” was being undertaken by services to better understand what services/projects could be provided by local organisations and how current service provision could be improved. This would enable the sector to develop its role as a partner in developing solutions rather than simply responding to commissioning requests from the Council.

During the debate on the report the following issues/questions were raised:

- The role and funding available from the Community Grants fund, which it was believed was £90,000;
- Why the Citizens Advice Bureau appeared on different pages on the funding list? In response the Committee was advised that some of the funding would relate to commissioned services and some would relate to infrastructure, however, all CAB services were now funded by the Adults, Community, Health and Wellbeing Directorate;
- Why Nantwich appeared to receive funding for various activities and events including the Jazz Festival and Nantwich in Bloom? In response, the Committee was advised that some funding was due to legacy reasons;
- It was noted that on page 4 of the funding list, funding for Home Start and Making Space should read 0% as funding levels had not been reduced;

- It was suggested that where organisations had had their funding removed, an explanation should be offered;
- In relation to a query regarding funding for Women's Aid, Members were advised that Children and Families Directorate were reviewing their commissioned services and the provider was still to be confirmed.

RESOLVED: that

- (a) the report be received; and
- (b) a further report be made to the Committee in October 2011, updating on the following matters:
  - the current position with funding for the community and voluntary sector;
  - the Community Grants fund – including the decision making process for their allocation and officer responsibility.

## 112      **REVIEW OF LAPS AND COMMUNITY SUPPORT ARRANGEMENTS**

The Committee received a presentation from the Performance and Partnerships Manager on Local Area Partnerships (LAPs) and community support arrangements.

The Committee was advised that LAPs were about people working together in the local area with the focus on getting things done.

LAPs brought together a wide range of people from the statutory, voluntary and community sectors. By working together, they focused collective effort on delivering improved outcomes for local people and places.

Their role was to:

1. improve services
2. ensure people influenced decision making
3. actively engage and empower communities.

There were 7 LAPs in Cheshire East and they varied in population size. Each LAP had an Area Plan focusing on specific issues within its locality; for example areas of focus in the Congleton LAP included anti-social behaviour and community safety and in Crewe the focus was on environmental projects.

RESOLVED: that the update be received.

## 113      **CCTV RELOCATION**

The Committee received a report of the Community Safety Manager on the current position with the relocation of the CCTV control room. Following Local Government Reorganisation, Cheshire East Council had inherited 3 independent CCTV systems which it was proposed to relocate and harmonise into one at Macclesfield in a new suite as part of the ICT/CCTV Capital Programme.

The control room at Crewe had now been relocated to Macclesfield following a requirement to vacate its former premises. The control room at Sandbach was relocated to Macclesfield on 30 June. There had been a short period of a few hours when CCTV coverage had not been maintained during both moves but the local Police had been aware of this. The CCTV service would move into a new

control room at Macclesfield in November and full benefits and cost savings would be achieved.

RESOLVED: That

- (a) the update be received;
- (b) all members of the Committee be invited to visit the CCTV control room at Macclesfield; and
- (c) an update on the visit be made to the next meeting of the Committee.

114      **WORK PROGRAMME UPDATE**

The Committee reviewed its current Work Programme. Members asked for clarification on Council funding for the Police Community Support Officers (PCSOs).

RESOLVED: That

(a) the following items be added onto the Work Programme:

- Customer access/services – update on how the service is working, including targets and improvements and improvements to the phone directory, also possible future site visit to the customer service centre;
- Road safety provision – update to the meeting in October;
- Hidden Treasures – role of the faith sector – to be added as a “possible item” and

(b) information be circulated to the Committee and E Lam clarifying the funding issues for PCSOs raised at the meeting.

115      **FORWARD PLAN - EXTRACTS**

The Committee considered the current Forward Plan and Members asked for clarification on item CE10/11-62, Transfer and Devolution of Services and Functions to Town and Parish Councils.

RESOLVED: that an update on this matter be made to the next meeting following consideration by Cabinet on 1 August.

The meeting commenced at 11.00 am and concluded at 12.55 pm

Councillor H Murray (Chairman)

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# **Customer Services Update**

## **Sustainable Communities Scrutiny Committee**

Paul Bayley  
Customer Services Manager  
1<sup>st</sup> September 2011

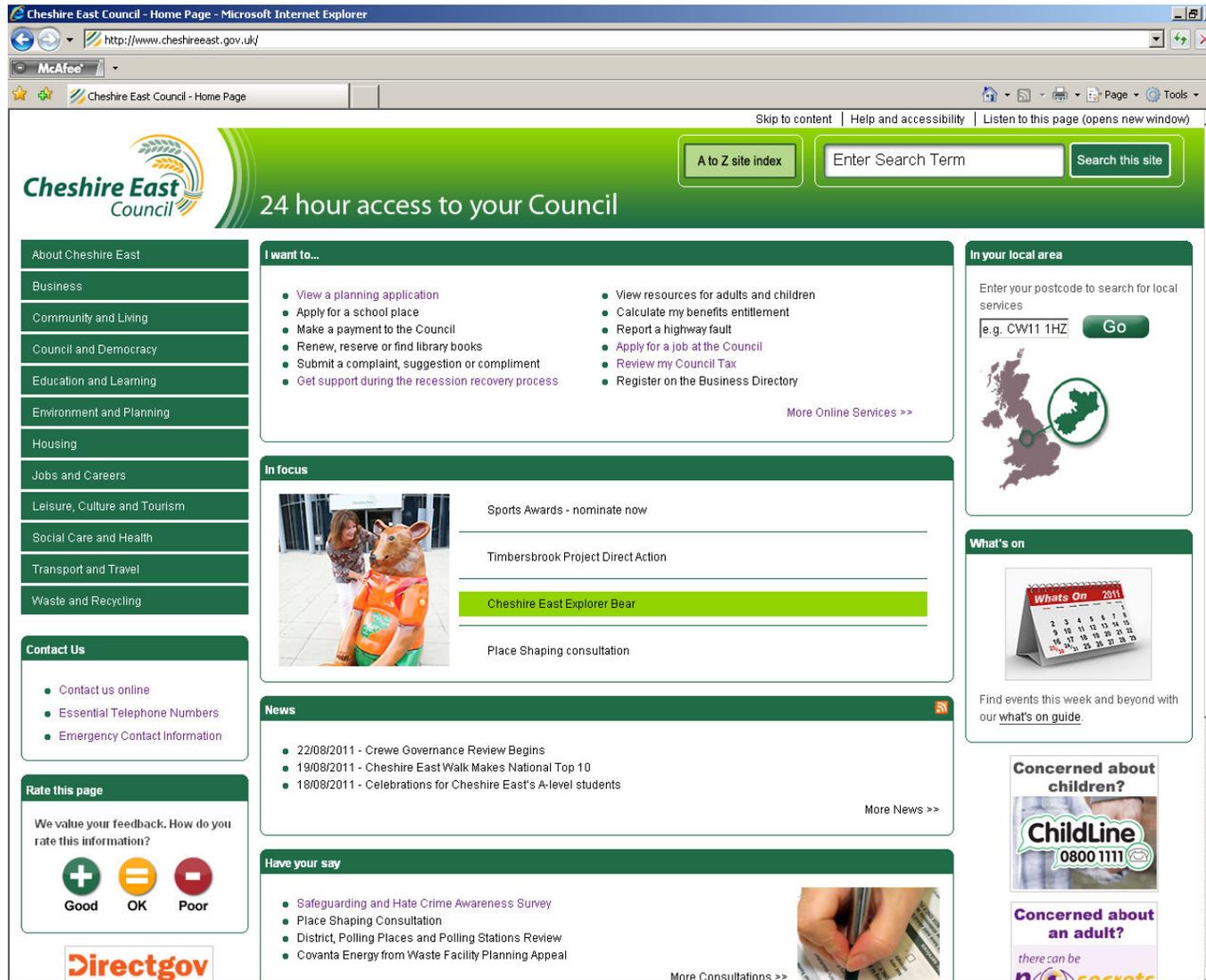
## Agenda

- About Customer Services
- KPIs
- Performance Issues
- Customer Services Strategy 2011-14

## About Customer Services

- Provide excellent customer service through a choice of access channels with a focus on value for money
  
- 2010/11 customer volumes
  - We received 2,900,749 visits to our website
  - We answered 475,449 telephone calls in our Contact Centres with an average speed to answer of 20 seconds
  - We received 54,519 face to face visits to our Crewe and Macclesfield Customer Service Centres
  
- We take the lead on developing and embedding a culture of customer service excellence across the Council, and have established a cross-functional Customer Services Steering Group to ensure a commitment from all services to the aspirations and objectives of the Council's Customer Services Strategy.

# The customer experience - web



Cheshire East Council - Home Page - Microsoft Internet Explorer

http://www.cheshireeast.gov.uk/

Cheshire East Council - Home Page

Skip to content | Help and accessibility | Listen to this page (opens new window)

Cheshire East Council

24 hour access to your Council

A to Z site index

Enter Search Term

Search this site

About Cheshire East

Business

Community and Living

Council and Democracy

Education and Learning

Environment and Planning

Housing

Jobs and Careers

Leisure, Culture and Tourism

Social Care and Health

Transport and Travel

Waste and Recycling

Contact Us

- Contact us online
- Essential Telephone Numbers
- Emergency Contact Information

Rate this page

We value your feedback. How do you rate this information?

Good OK Poor

Directgov

I want to...

- View a planning application
- Apply for a school place
- Make a payment to the Council
- Renew, reserve or find library books
- Submit a complaint, suggestion or compliment
- Get support during the recession recovery process
- View resources for adults and children
- Calculate my benefits entitlement
- Report a highway fault
- Apply for a job at the Council
- Review my Council Tax
- Register on the Business Directory

More Online Services >>

In focus

Sports Awards - nominate now

Timbersbrook Project Direct Action

Cheshire East Explorer Bear

Place Shaping consultation

News

- 22/08/2011 - Crewe Governance Review Begins
- 19/08/2011 - Cheshire East Walk Makes National Top 10
- 18/08/2011 - Celebrations for Cheshire East's A-level students

More News >>

Have your say

- Safeguarding and Hate Crime Awareness Survey
- Place Shaping Consultation
- District, Polling Places and Polling Stations Review
- Covanta Energy from Waste Facility Planning Appeal

More Consultations >>

In your local area

Enter your postcode to search for local services

e.g. CW11 1HZ

Go

What's on

Whats On 2011

Find events this week and beyond with our what's on guide.

Concerned about children?

ChildLine

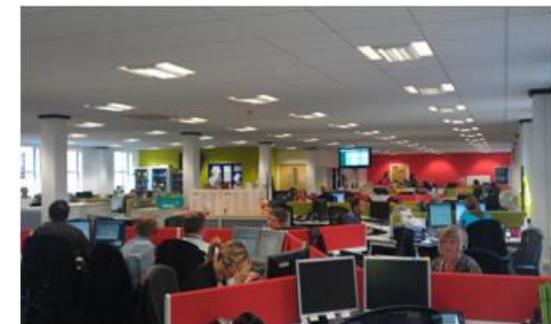
0800 1111

Concerned about an adult?

there can be secrets

## The customer experience - telephone

- Cheshire East 'essential numbers'
  - 0300 123 5010 Social Care and Health
  - 0300 123 5011 Waste and Recycling
  - 0300 123 5012 Children, Schools and Families
  - 0300 123 5013 Council Tax and Housing Benefits
  - 0300 123 5014 Planning
  - 0300 123 5015 Environmental Health and Licensing
  - 0300 123 5016 Elections
  - 0300 123 5017 Housing
  - 0300 123 5018 Leisure, Culture and Tourism
  - 0300 123 5019 Births, Deaths and Marriages
  - 0300 123 5020 Roads, Transport and Parking
  - 0300 123 5021 Community Safety
  - 0300 123 5500 Cheshire East Information Line
  - Lines open 8.30am-5pm Monday to Friday
  - Out of hours Emergency Control Centre 0300 123 5025
  - Social Care Out of Hours team 0300 123 5022



## The customer experience - face to face

- Customer Service Centres
  - Delamere House, Crewe
  - Macclesfield Town Hall
  - Civic Centre, Nantwich
  - Westfields, Sandbach
- Libraries
  - Alsager
  - Congleton
  - Holmes Chapel
  - Knutsford
  - Middlewich
  - Wilmslow
- Town Council partnership
  - Poynton Town Council



# Customer Charter



## Cheshire East's Customer Charter

### What you can expect from us:

#### We will:

- respect all our customers, dealing with them in a fair, objective, polite and helpful manner
- respond as quickly as possible to all requests for information or services
- respect your right to privacy and confidentiality
- actively seek your ideas and feedback and act on them where appropriate
- apologise if we get it wrong and put matters right as quickly as possible
- ensure our services are as accessible as possible
- deal with our customers' enquiries at the first point of contact until the enquiry is completed or handed to another member of staff

- have confidence in the information we provide to our customers and inform them of service delivery timescales
- where practical, provide interpretation, translation or other support, if requested (an appointment may be required to achieve this).

### If you visit one of our Customer Service Centres:

- we will aim to deal with your enquiry within ten minutes of your arrival, or let you know if you may have to wait longer
- we will keep our reception areas clean and tidy and provide up to date information about our services
- if you have made an appointment we will ensure that you are seen on time or kept informed of the reason for any delay and the estimated time that you will be seen.

### If you telephone us:

- we will aim to answer your call within 20 seconds
- we will phone you back within one working day if you leave a message
- when the offices are closed we will inform you of our out-of-hours service, together with when the offices will next be open
- your call will be answered by a member of staff, who gives their name and who will take responsibility to ensure that your call is dealt with efficiently.

### If you write or send us an email:

- we aim to respond to all letters within ten working days. If this is not possible we will tell you why and give you a response date
- we will respond to your email in full within five working days
- we will respond in large print or Braille if requested

- we will respond to you in plain language.

### What we expect from you:

- honesty and as much relevant information as possible to assist us in dealing with your enquiry, letting us know if you have any special needs
- full co-operation and for you to be civil when dealing with council staff – *we will not tolerate abuse, threats or harassment, on or off council premises.*

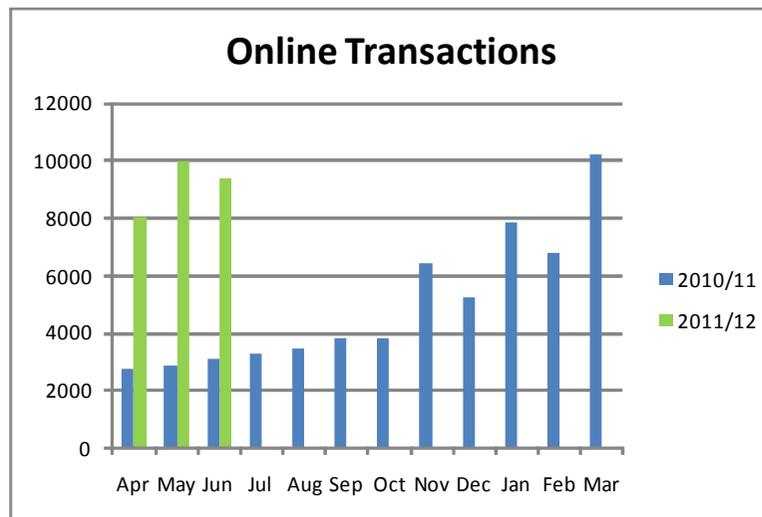
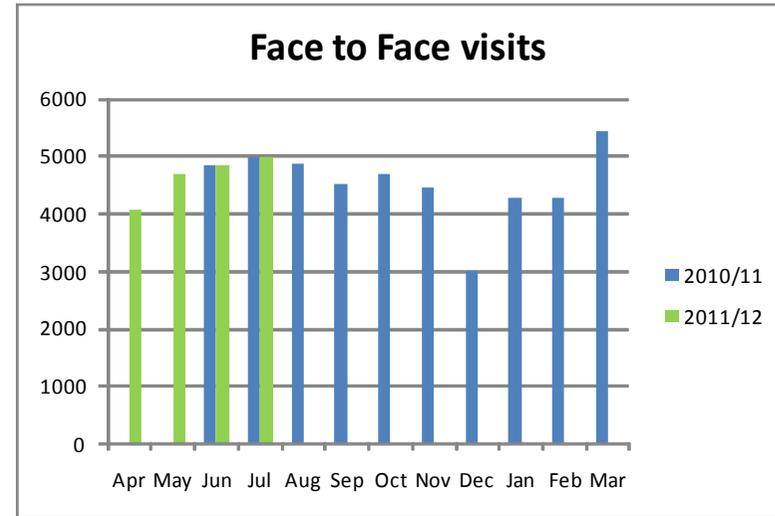
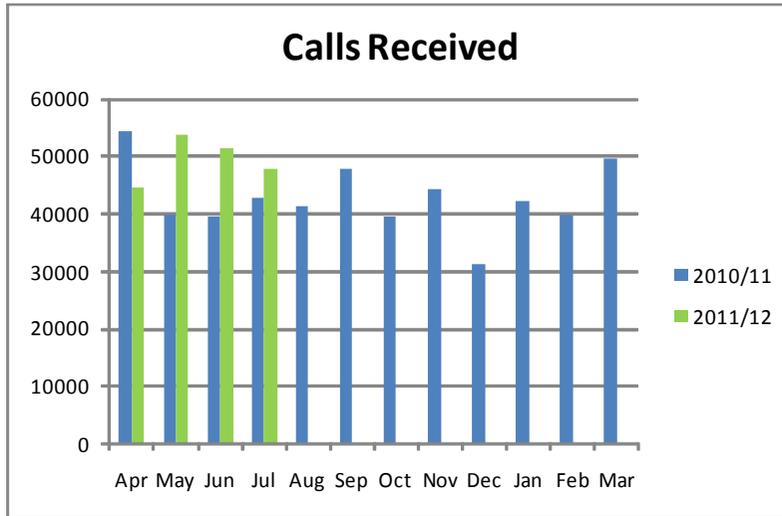
### Let us know

We are committed to delivering the highest possible quality and level of service. We want to know if you are unhappy with any of our services and any suggestions you have for improvement. Our Let Us Know leaflet gives details of our complaints procedure or alternatively you can access the complaint procedure through our website.

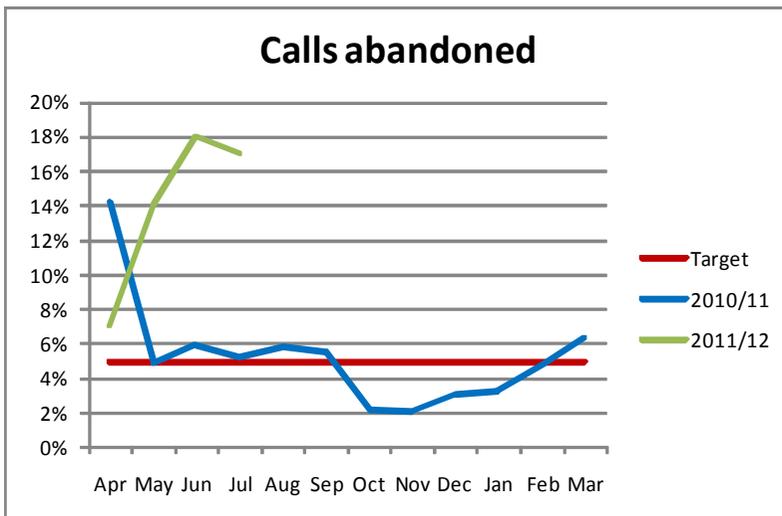
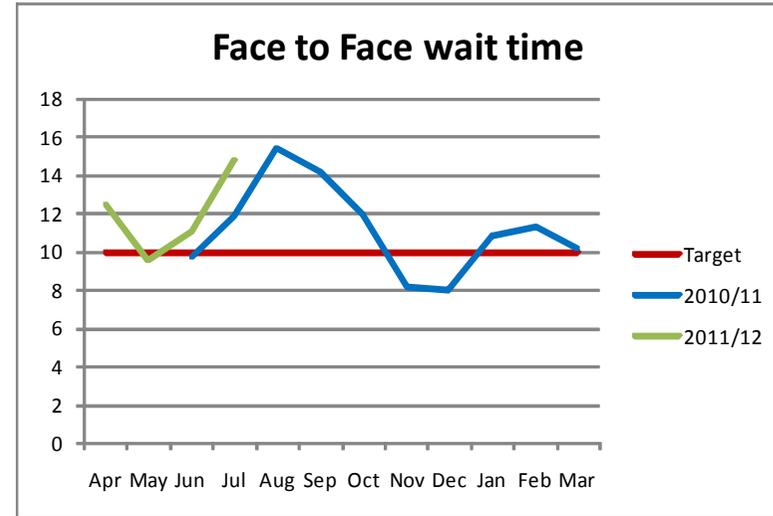
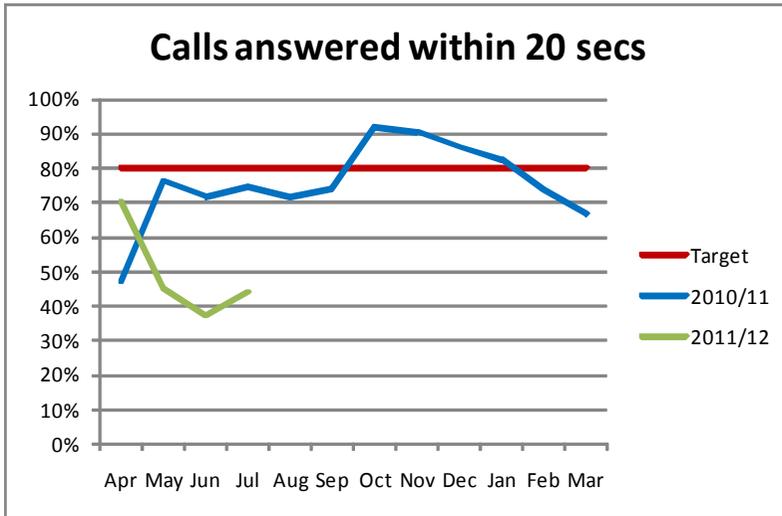
## KPIs

- Website
  - Number of online transactions
  - Less than 1% pages rated as poor
- Telephone
  - Calls received
  - Speed of response - 80% calls answered in 20 seconds
  - Less than 5% calls abandoned
  - Call quality
- Face to face visits
  - Number of visits
  - Average wait time less than 10 minutes
- Number of customer complaints (cumulative)
- Customer Satisfaction
- % enquiries resolved at first point of contact
- Mystery Shopping
- Socitm's annual review of local authority websites

# Contact Volumes

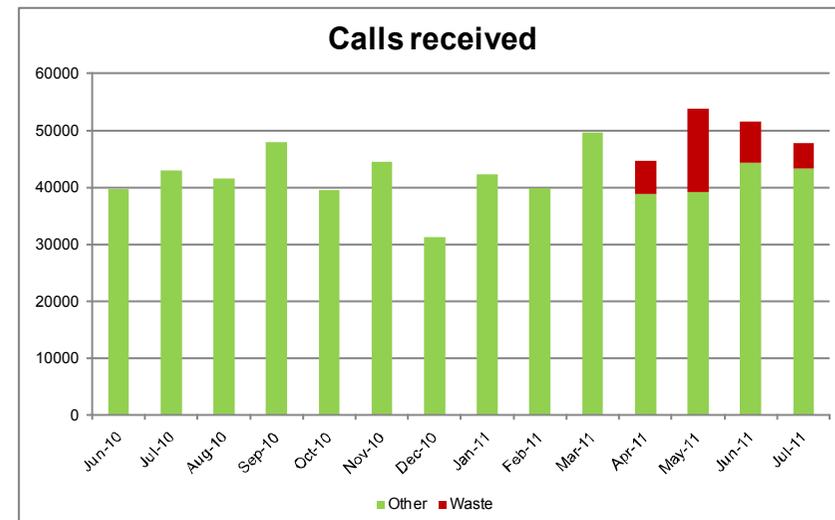
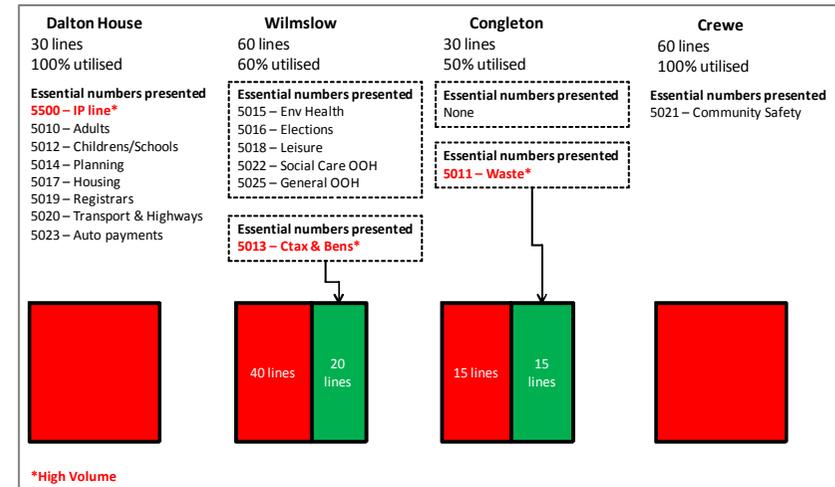


# Customer Experience



# Performance issues

- The engaged tone
  - During March, April and May customers calling the essential numbers received the engaged tone at periods of very high call volumes
  - Investigations identified a bottleneck in the telephony infrastructure following the introduction of the essential numbers in June 2010
  
- Telephone wait times
  - Call volumes have increased by 20% since March 2011
  - Council tax peak and South waste roll out
  - Hidden demand from service migrations into the Contact Centre
  - Backlogs and service issues resulting in avoidable contact, e.g. waste, planning, benefits



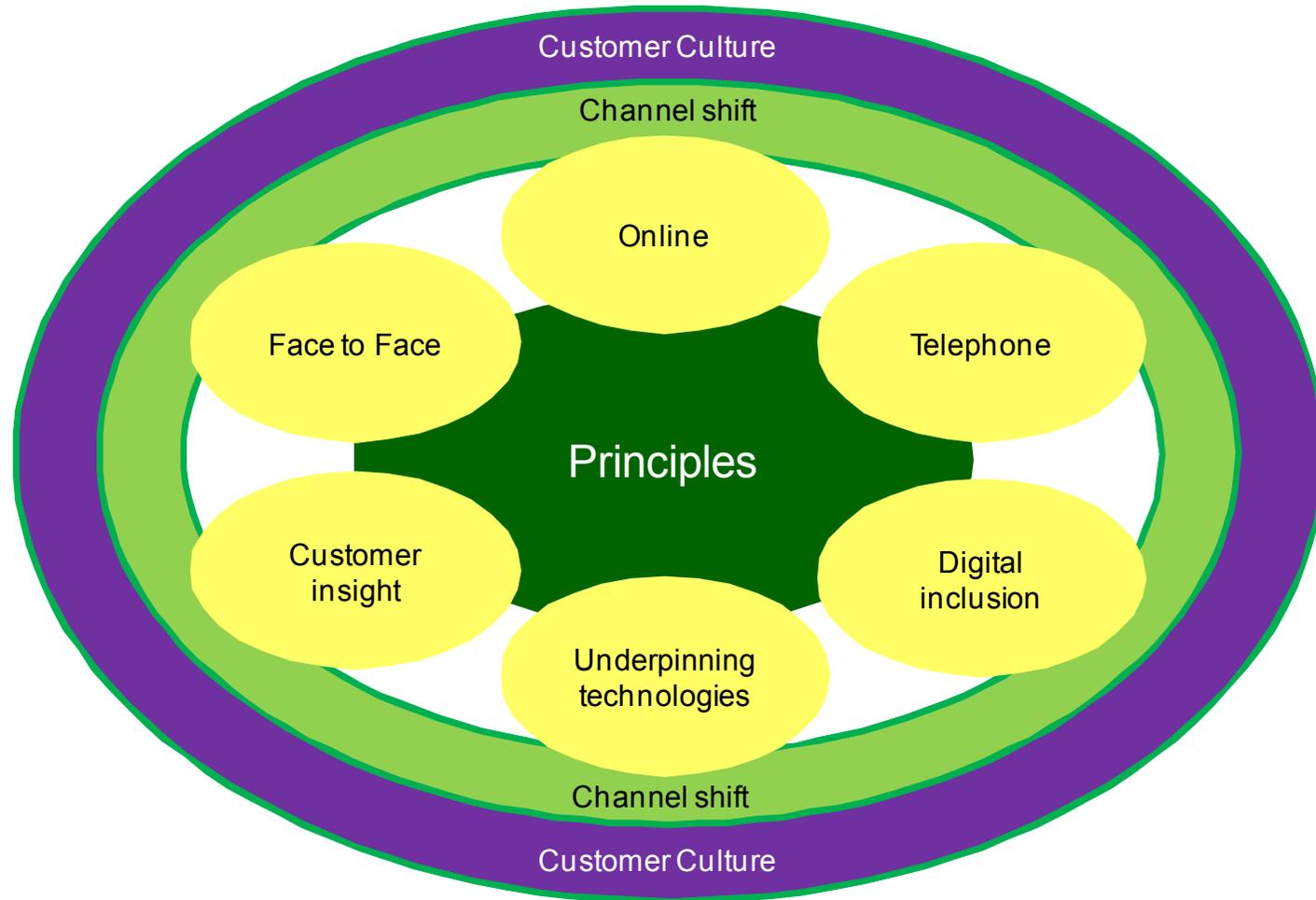
## Recovery plan

- Short term recruitment of 12 FTE for waste roll out in north
- Consolidation of Dalton House and Macclesfield contact centres into a single contact centre in Macclesfield to provide greater flexibility and economies of scale
- Investment in resourcing tool to improve forecasting and better match resources to anticipated customer demand
- Continue to encourage web self service – 212% increase in online transactions in Q1 2011/12 vs Q1 2010/11

## Customer Services Strategy 2011-14

- Purpose of the strategy is to outline the broad principles that drive the development of an efficient and customer focused operating model across all Council services
  - How customers can access Council services
  - what we can do to better understand customer expectations,
  - how our culture and the behaviours and attitudes of our people is critical to providing customer service excellence.
- Strategy developed through a Customer Services Steering group with representatives from all areas of the Council.
- Cabinet endorsed the new Customer Services Strategy and supported the recommendation to extend face to face customer access across all Cheshire East libraries on 1st August 2011
- <http://centranet.ourcheshire.cccusers.com/customerservices/Pages/CustomerServicesStrategy.aspx>

# Strategy framework



## Strategic principles

- Provide straightforward, high quality, value for money service through a choice of access channels.
- Put the needs of the customer and local communities at the heart of service design, and develop more connected service delivery through the intelligent use of customer insight data to anticipate related needs.
- Increase resolution at first point of contact and reduce avoidable contact caused by service failures, progress chasing and poor communication.
- Encourage customers to use access channels that are more appropriate to the transaction and cost effective for the Council.

## Questions



## **CHESHIRE EAST COUNCIL**

### **REPORT TO: SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE**

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**Date of Meeting:** 1 September 2011  
**Report of:** Borough Solicitor  
**Subject/Title:** Work Programme update

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#### **1.0 Report Summary**

- 1.1 To review items in the 2011 Work Programme, to consider the efficacy of existing items listed in the schedule attached, together with any other items suggested by Committee Members.

#### **2.0 Recommendations**

- 2.1 That the work programme be received and noted.

#### **3.0 Reasons for Recommendations**

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

#### **4.0 Wards Affected**

- 4.1 All

#### **5.0 Local Ward Members**

- 5.1 Not applicable.

#### **6.0 Policy Implications including - Climate change - Health**

- 6.1 Not known at this stage.

#### **7.0 Financial Implications for Transition Costs**

- 7.1 None identified at the moment.

#### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 None.

#### **9.0 Risk Management**

9.1 There are no identifiable risks.

## **10.0 Background and Options**

10.1 In reviewing the work programme, Members must pay close attention to the Corporate Plan and Sustainable Communities Strategy.

10.2 The schedule attached, has been updated in line with the Committees recommendations on 7 July 2011. Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.

10.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority
- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service

10.4 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

## **11.0 Access to Information**

The background papers relating to this report can be inspected by contacting the report writer:

Name: James Morley  
Designation: Scrutiny Officer  
Tel No: 01270 686465  
Email: james.morley@cheshireeast.gov.uk

## Sustainable Communities Scrutiny Committee Work Programme – September 2011

Issue	Description/Comments	Suggested by	Portfolio Holder	Corporate Priority	Current Position	Date
Road Safety Provision	Update on road safety provision in consultation with the Fire Authority (and Cllr Livesley)	Committee		Nurture Strong Communities		6 October 2011
Community Safety Warden Service	To receive a progress report on the new working arrangements including detailed financial information on the savings achieved through the restructure.	Committee	Bailey	Nurture Strong Communities	Deferred from 1 September 2011	6 October 2011
Crime Bill briefing	To receive a briefing from the Police Authority on the Crime Bill currently being considered by the House of Commons and House of Lords.	Committee		Nurture Strong Communities		6 October 2011

### Possible Items to Monitor or consider at future Meetings

- Performance Management
- Process and Policy for Anti Social Neighbours in private and let accommodation.
- Budget
- Establishment of the Cheshire Road Safety Group
- Potential impacts of the Pilkington Case Report
- Reconvene Task and Finish Group on Community Wardens.
- Hidden Treasures – role and contribution of the faith sector

## **Sustainable Communities Scrutiny Committee Work Programme – September 2011**

### **Dates of Future Meetings**

1 September 2011, 6 October 2011, 3 November 2011, 1 December 2011, 5 January 2012, 2 February 2012, 1 March 2012, 5 April 2012 and 10 May 2012.

### **Dates of Future Cabinet Meetings**

1 August 2011, 5 September 2011, 3 October 2011, 31 October 2011, 28 November 2011, 5 December 2011, 9 January 2012, 6 February 2012, 5 March 2012, 2 April 2012 and 30 April 2012.

### **Dates of Future Council Meetings**

21 July 2011, 13 October 2011, 15 December 2011, 23 February 2012, 19 April 2012 and 16 May 2012.



## **FORWARD PLAN 1 SEPTEMBER 2011 - 31 DECEMBER 2011**

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid September and will then contain all key decisions expected to be taken between 1 October and 31 January 2012. Key decisions are defined in the Council's Constitution.

Reports relevant to key decisions, and any listed background documents may be viewed at any of the Council's Offices/Information Centres 6 days before the decision is to be made. Copies of, or extracts from these documents may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team  
Cheshire East Council ,  
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ  
Telephone: 01270 686463

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, Council Information Centres and Council Offices.

The law and the Council's Constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

Forward Plan 1 September 2011 to 31 December 2011

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Relevant Scrutiny Committee</b>	<b>How to make representation to the decision made</b>
CE10/11-62 Transfer and Devolution of Services and Functions to Town and Parish Councils	To receive an update on the project and to approve any points of negotiation reached.	Cabinet	5 Sep 2011	With Town and Parish Councils, local ward members, staff and unions.	Sustainable Communities	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE10/11-69 Libraries Services Strategy Development	To determine the approach to the delivery of library services.	Cabinet	3 Oct 2011	Staff, customers, Ward Members, Town and Parish Councils by means of meetings, notices and briefings.	Corporate Scrutiny 1 February 2011	Guy Kilminster, Head of Health and Wellbeing Services