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The Chair and Members of Overview
and Performance Scrutiny Forum

Dear Councillor,

AGENDA SUPPLEMENT

Please see attached the documents for the agenda item(s) listed below for the meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 27 JUNE 2017, the agenda for which has already been published.

8. Scrutiny Annual Report 2016/17 (Pages 3 - 22)

6:20pm to 6:30pm

- *Report to follow*

11. Scrutiny Project Group Progress Updates (Pages 23 - 30)

6:40pm to 6:50pm

- *HS2 SPG*

- *Town Centre SPG*

Yours sincerely,

A handwritten signature in black ink, appearing to read "Randy".

Local Government and Regulatory Law Manager and Monitoring Officer



CHESTERFIELD
BOROUGH COUNCIL

SCRUTINY
ANNUAL
REPORT

2016/17

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1 OVERVIEW AND SCRUTINY COMMITTEE CHAIRS' FOREWORD

In the past year local government has come under even greater pressure as the newly elected government continued to apply its austerity measures and Chesterfield Borough Council faced its seventh year of cuts to its funding. Following our elections the Council pledged to protect the residents of Chesterfield as best it could from this unprecedented attack on local democracy and services. This means that we have to question everything we do to ensure that we achieve value for money and find innovative ways to do things. Not only to make savings but also to generate new income to protect services. Thus never before has Scrutiny been so essential to good decision making.

As can be seen from this Annual Report in committee we have ensured that we have received the information necessary to perform our role from Cabinet Members and officers on important matters such as balancing the budget, customer satisfaction and the impact of welfare and housing reform on the Borough's residents.

Scrutiny Project Groups have also played an important role. For instance, the Scrutiny Project Group on Leisure, Sport & Culture Activities focused on encouraging more people to improve their health and wellbeing by taking part in physical activities whatever their age or background. This group was praised for the way in which its involvement at the planning and construction stage led to improvements to the delivery of new Queen's Park Sports Centre; notably to disability access.

In addition, recommendations made by the Scrutiny Project Group regarding Fees and Charges were reported to Cabinet in January and by February one in particular made a contribution to balancing the Council's budget for 2016/17.

Despite having a busy work programme we have also continued to review the way that Scrutiny operates. The Council needs to transform the way in which it works in order to do its best for Chesterfield. It therefore follows that Scrutiny must also transform itself. Consequently we are piloting a new approach to developing our work programme for the coming year 2016/17. During the 8 week period prior to the end of the 2015/16 Council year a series of events took place which brought together Executive, Scrutiny and back bench councillors with the Council's senior managers to share ideas about the Council's priorities and the risks faced in the short to medium term. This resulted in a long list of potential topics for the work programme which were then subject to further analysis by scrutiny members and their back bench colleagues. At all stages feedback from the public was taken into account. We believe that this approach will further strengthen Scrutiny's place in the Council's approach to change, service improvement and policy making.

Finally, we thank all our colleagues across the Council, Executive Members, Scrutiny Members, other Council members and officers for the contribution they have made to Scrutiny over the past year and we look forward to working with you on our new programme in the year ahead.

Councillor Tricia Gilby

Councillor Andy Slack

2 COMMENTS FROM THE CHIEF EXECUTIVE

Firstly, my congratulations and thanks to Cllrs Tricia Gilby and Andy Slack and to all members of the council's 3 overview and scrutiny committees on the excellent work that has been taken forward through the financial year 2015 /16.

There is no doubt that our overview and scrutiny committees are adding real value to the council's policy development and decision making processes. This is most welcome as the council strives to achieve its vision and priorities, to provide great facilities and services, and to make Chesterfield borough a great place to live in, work in and visit.

The additional attention now being given to pre-decision scrutiny is important as it is very often making Cabinet portfolio holders and officers think again about particular proposals. This leads to better decision-making and improved outputs and outcomes. And that had better be the case as the committees are becoming equally adept at post-decision monitoring. This can only be positive as those same portfolio holders and officers know that they will have to be on their mettle in evidencing the effectiveness of decisions made.

A note to self is that I believe we still need to make the Chairs aware of forthcoming key decisions earlier as it is sometimes too late for the committee's members to exert any real influence over what is proposed at the point when they are added to the Forward Plan.

It is also especially pleasing to see the depth of the scrutiny work that is now being progressed with properly constituted scrutiny review panels meeting to offer challenge and views on many of the council's most important public facing issues, and also increasingly to offer similar challenge and views on the sometimes controversial proposals of other partner organisations. This again is an area of further opportunity and development.

As the council moves forward with its plans to achieve full member status of the Sheffield City Region Mayoral Combined Authority, it is of equal importance that our overview and scrutiny committees are fully represented and engaged in this rapidly evolving new world. This role is currently being fulfilled by Cllr Tricia Gilby, who is already making an excellent contribution, as evidenced by my own direct experience of attending a recent meeting of the Sheffield City Region Combined Authority overview and scrutiny committee.

Finally, there is also now an increasing sophistication to how the overview and scrutiny committee chairs and members go about shaping their future work programmes. I am very encouraged by the corporate conversations that have taken place and the planning that has gone in to identifying the committees' priority activities for the financial year 2016 / 17. This reads as an excellent work programme and I wish you well with delivery of it.

Huw Bowen
Chief Executive

3 OVERVIEW AND SCRUTINY COMMITTEE WORK AND ACHIEVEMENTS

The council's three overview and scrutiny committees, which are the **Overview and Performance Scrutiny Forum**, the **Enterprise and Wellbeing Scrutiny Committee** and the **Community, Customer and Organisational Scrutiny Committee**, have had yet another busy year during 2016/17.

The council's overview and scrutiny committees (OSCs) have undertaken scrutiny work as a committee, or as appointed scrutiny project groups (SPGs) which are informal working groups that undertake specific task and finish project work for scrutiny committee consideration.

Work undertaken by our council's OSCs during the municipal year 2016/17 is detailed throughout this report.

Pre-Decision Scrutiny

The council's approach is to support and enable good pre-decision scrutiny. Pre-decision scrutiny provides opportunity for scrutiny members to fully challenge and inform important decisions before they are made. It has a number of benefits for the council and communities in that;

- i. early, proactive involvement is likely to produce a better informed, better quality, more robust decision;
- ii. there is a lesser need to suspend decisions already made (ie, through the 'call-in' mechanism) when it can be too late and high risk to change anything;
- iii. it provides opportunity for wider member involvement in decision making followed by greater ownership and support for a decision;
- iv. it helps mitigate against, and minimises the chances of, things going wrong.

Pre-decision scrutiny usually needs time and opportunity for OSCs to get involved early. With good planning and access to information, OSCs will often appoint project groups to inform policy and service developments at the very early stages of planned work. This happens a long time before decision items are entered into the council's published Forward Plan of key decisions.

The Forward Plan

A standing item on each scrutiny committee agenda is the council's Forward Plan. The Forward Plan is a document that contains details of the key executive decisions the Cabinet, cabinet members or officers are likely to make over each forthcoming 28 day period. It is a legal requirement to make these details public, and the Plan must also include reference to key decisions which are to be made in private.

In addition, in line with its pre-decision scrutiny policy, this council's approach is to provide a Forward Plan containing decision details 4 months in advance of a decision (where that is possible) and to also include important non-key decisions, for example some important non-cabinet (non-executive) decisions.

As well as being an important document for the public, the Forward Plan should help provide our OSCs with the opportunity to monitor the executive decision making programme and undertake pre-decision scrutiny.

Overview and Scrutiny Committee Power of 'Call-in'

Scrutiny law allows for an OSC to investigate, make reports and recommendations on Cabinet decisions that have been agreed but not yet put into action. Legislation allows for action on these decisions to be suspended pending such a scrutiny inquiry.

This process is referred to as scrutiny 'Call-in'. Following any scrutiny call-in inquiry, the scrutiny committee (ie the Overview and Performance Scrutiny Forum) may request Cabinet reconsider its decision on the basis of the further evidence gathered.

During the 2016/17 year no 'call-ins' were made.

OSCs Work and Achievements' Summary

Throughout 2016/17 OSCs undertook both pre-decision and post-decision scrutiny, receiving reports and influencing decisions on the following policies, strategies, plans and services :

Overview and Performance Scrutiny Forum :

- Council Plan and Performance
- Council Budget Monitoring and Medium Term Financial Forecast
- Great Place Great Service Transformation Programme
- Communications Strategy (internal and external)
- Procurement Service
- Health and Wellbeing Strategy

Community, Customer and Organisational Development Scrutiny Committee :

- Friends Groups
- Equality and Diversity Annual Report 2015/16
- Adult Social Care Grant Funding (Derbyshire County Council)
- Sheffield City Region Combined Authority Proposals Consultation
- A Workforce Fit for the Future
- Health and Deprivation including 'Press Red' Work
- Welfare Reform and Universal Credit
- Chesterfield Outdoor Markets
- Chesterfield Community Safety Partnership
- Derbyshire Police and Crime Panel Update

Enterprise and Wellbeing Scrutiny Committee :

- Careline Service
- Housing Tenants Survey (STAR) and Health Impact of Housing Improvements
- Future Use of old Queens Park Sports Centre Site, including the public consultation on proposed options
- Health, Wellbeing and the Green Spaces and Allotments Strategy
- Northern Gateway Regeneration
- Apprentice Town
- Housing Policy and Housing Revenue Account (HRA) Business Plan

During the year the following Cabinet Members (and/or their Assistant Cabinet Members) have attended scrutiny committees to present pre-cabinet and other reports, policies, strategies and plans in relation to the business items above, and to answer scrutiny members' questions :

Leader of the Council / Cabinet Member for Regeneration, Councillor John Burrows
Deputy Leader and Cabinet Member for Planning, Councillor Terry Gilby
Cabinet Member for Governance, Councillor Sharon Blank
Cabinet Member for Health and Wellbeing, Councillor Chris Ludlow
Cabinet Member for Housing, Councillor Tom Murphy
Cabinet Member for Town Centre and Visitor Economy, Councillor Amanda Serjeant
Cabinet Member for Business Transformation, Councillor Ken Huckle.

Scrutiny Project Groups :

Scrutiny Project Group on Play Strategy

A scrutiny project group was appointed by the Enterprise and Wellbeing Scrutiny Committee in June 2016 to inform and provide oversight of the development of the council's play strategy. The project groups' objectives were :

- To ensure that the strategic decisions are based on solid evidence, recognise the needs of the users and follow the strategic plan for Chesterfield Borough.
- To ensure that the location and provision of the play areas serve the needs of the community and provides value for money and sustainability.
- To ensure that the Play Strategy aligns with the Council's Plan and Priorities (2015-2019) to improve quality of life for local people and value for money services.

The project has challenged and informed the development of detailed audits of existing play areas across the borough. The project has also informed the content and design of proposed community consultation which is scheduled to take place during late summer. The work will continue into the annual work programme for next year, and outcomes will be reported in next year's scrutiny annual report.

Scrutiny Project Group on Friends Groups

A scrutiny project group was appointed by the Community, Customer and Organisational Development Scrutiny Committee in May 2016 to examine how 'friends of' and Community groups work with the council to improve their local parks and open spaces. A 'friends of' community group is a group of local residents and other interested parties who dedicate their time, skills and knowledge to improve their local park or open space. While the council works with and supports these groups, the relationship has not been reviewed to see if it is enabling the best possible outcomes for the groups and for our parks and open spaces.

The group submitted a number of initial recommendations summarised below. The scrutiny committee supported these in principal subject to further work first being undertaken to assess impact on corporate considerations including resources.

- That an up-to-date data base of Friends Groups is maintained by the council and groups given a single point of contact at the council.
- That an annual survey with Friends Groups be carried out to collect information on their contribution to the council's objectives in the Parks and Open Spaces Strategy.
- That all Friends Groups have an agreed Management or Master Plan which has been developed in consultation with both the Council and the local community.
- That the council provides Friends Groups with some guidance on how to publicise their activities and engage effectively with their local communities.
- That existing council documentation on setting up and running Friends Groups is reviewed to better assist groups to put key documents, policies and a constitution in place.
- That to facilitate effective communication a Friends Group Committee and a bi-annual Friends Group newsletter be established.
- That the council works closely with, and provides guidance to, Friends Groups who are bidding for external funding to enable the best outcomes from bids.

The scrutiny committee will soon be considering an extension to the current remit of the project group to undertake further work as needed, which will continue as part of the annual work programme for next year. Final recommendations will then be reported to the Community, Customer and Organisational Development Scrutiny Committee and outcomes included in next year's scrutiny annual report.

Scrutiny Project Group on Leisure, Sport and Cultural Activities

Detailed background to this review can be found in the scrutiny annual reports for 2013/14 and 2014/15. With a strong focus on enabling good health and wellbeing in Chesterfield, the ongoing project group was initially appointed to closely monitor and scrutinise council plans to develop and deliver a strategy for leisure, sport and cultural activities. The scrutiny project group's initial work in 2013/14 focussed on the important development of a new build leisure centre facility. During 2014/15 the project group and its sub groups continued to oversee the development and adoption of a number of council strategies for i) parks and open spaces, ii) playing pitches, and iii) sports facilities.

All recommendations to date have been approved by the Enterprise and Wellbeing Scrutiny Committee, and by Cabinet, and are all detailed in previous scrutiny annual reports.

Now very close to the end of its work, the project group is overseeing the close-down of the corporate management project and finances relating to the new build leisure centre, which is now open to the public. Any further developments to report will again be included in next year's annual report.

Corporate Working Groups :

Last year the Overview and Performance Scrutiny Forum appointed individual members to attend the following corporate working group meetings to report back to the relevant OSC on the work of the corporate groups.

Housing Revenue Account (HRA) Business Plan Steering Group – The Enterprise and Wellbeing Scrutiny Committee has received reports on HRA finances, work with housing tenants sub groups, and policy changes including pay-to-stay, flexible tenancies, disposal of high value assets, rent reductions, and housing repairs and maintenance . The working group has met a number of times during the year.

Member Development Working Group – The Overview and Performance Scrutiny Forum received reports in relation to ongoing development and delivery of the Scrutiny Member Development Plan and wider member learning and development. The working group met 3 times during the year.

Constitution Review Working Group – A report to the Community, Customer and Organisational Scrutiny Committee is pending. The working group has had one initial meeting during the year.

Statutory Crime and Disorder Scrutiny Committee

Legislation requires that Councils appoint a Crime and Disorder Scrutiny Committee (CDSC) which must meet at least once a year to provide overview and scrutiny of the council area's Community Safety Partnership's work and performance.

Meetings of the committee were held on 13 September 2016 and 21 March 2017 to consider performance and progress against the Chesterfield Community Safety Partnership Plan for 2016/17. The committee also considered priorities for 2017/18 which would be aligned to the Derbyshire Police and Crime Commissioners Plan for 2016-2021 to access required funding. Priorities included i) substance misuse, ii) organised crime groups, iii) cyber-crime, iv) improving support for victims, v) anti-social behaviour, vi) domestic violence and hate crime, and vii) integrated offender management.

In addition the committee monitored progress in relation to actioning its recommendations regarding alcohol related hospital admissions and the locking of park gates (see previous reports).

The committee also received minutes of the meetings of the Derbyshire Police and Crime Panel, and updates from the Council's appointed member representative, the Cabinet Member for Health and Wellbeing.

Joint Overview and Scrutiny Panel for Chesterfield, North East Derbyshire and Bolsover Councils

The Panel was originally appointed to scrutinise performance and monitor services delivered jointly between the three Councils of Chesterfield, Bolsover and North East Derbyshire. These included the shared services of Procurement, Internal Audit and Building Control. Last year the panel considered a review of its own terms of reference in light of various changes taking place impacting on services and the role of the panel. These factors included the cessation of the shared procurement service; plans to extend the audit and building control services Derbyshire wide; a reducing joint executive agenda to monitor; and national plans regarding the introduction of new combined authorities and their new overview and scrutiny committees (see section ? below).

The joint panel decided that its role should remain relatively unchanged for the present time, and that it continues to meet as and when needed. During the 2016/17 municipal year no meetings of the Joint Overview and Scrutiny Panel (JOSP) have been called. The Panel remains in place pending any business coming forward.

4 SCRUTINY OUTCOMES AND IMPACT ON SERVICE DELIVERY

Ensuring Implementation and Monitoring Impact of Scrutiny Work and Recommendations

Our overview and scrutiny committees monitor progress in implementing scrutiny recommendations that are approved by decision makers, requesting regular 6 monthly or annual updates on progress. This follow up procedure ensures once recommendations are approved they are put into action, and that the work of scrutiny impacts on service delivery and benefits the people of Chesterfield.

During 2016/17 the council's scrutiny committees monitored and received progress reports on delivery of scrutiny recommendations made in relation to the scrutiny project reviews listed below. Information regarding monitoring of Crime and Disorder Scrutiny Committee recommendations is covered in part 3 of this report.

- Concessions on Service Fees and Charges
- Dog Fouling
- Leisure, Sport and Cultural Activities
- External Communications
- ICT Developments (Great Place, Great Service programme)
- Water Rates Payments Policy
- Hackney Carriage Licence Limit Policy
- Playing Pitches Strategy

Greater detail of these scrutiny project reports and recommendations can be found either in part 3 of this report or in previous annual scrutiny reports. For most of the business items above reports were minor, final reports to conclude items as satisfactorily complete before removal from the monitoring schedule. More specific progress made this year in delivering scrutiny recommendations is detailed below.

Scrutiny Project Group on Concessions on Service Fees and Charges

Last year a scrutiny project group was appointed by the Overview and Performance Scrutiny Forum to look into the issue of concessions on service fees and charges. The issue arose as there was no corporate policy in place guiding the application of concessions (public discount) for chargeable services. There was no corporate guidance regarding the level of discounts or who should be eligible.

The Scrutiny review's objectives were to produce recommendations that would contribute to the development of a clear, corporate policy on setting concessions that:

- ensured equality of access to services for all residents and visitors;
- did not harm the financial position of the Council;
- ensured services used a consistent approach to setting concessions on fees and charges; and
- reflects the changes to benefits happening with the introduction of the Universal Credit benefit.

The scrutiny committee's recommendations were approved by Cabinet subject to further consideration being given to the financial implications of implementation.

All the recommendations are detailed fully in last year's scrutiny annual report.

Achievements:

The work of the scrutiny project group has resulted in the development and adoption of the council's Concessions Policy.

Following the Community, Customer and Organisational Development Scrutiny Committee's approval of the project group's recommendations, the Cabinet resolved that a corporate policy working group be appointed. The corporate working group which scrutiny project group members were also involved with continued the work to develop the council's concessions policy. This was reported to and agreed by Cabinet in November 2016 and is now being delivered.

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5 OVERVIEW AND SCRUTINY DEVELOPMENTS DURING THE YEAR

Developments in overview and scrutiny are ongoing and this is a standing item on the agenda for each meeting of the Overview and Performance Scrutiny Forum (OPSF). Developments fall into two main areas:

- i) Developments inside and outside of the Council having an impact on delivery of the overview and scrutiny function;
- ii) The development of people involved with delivering the function, and more specifically those elected members of our overview and scrutiny committees.

The information below provides details of the various developments that have taken place during 2016/17.

Sheffield City Region Combined Authority, Overview and Scrutiny Committee

Last year we reported on the Sheffield City Region Combined Authority (SCRCA), a new decision making body created in April 2014. The combined authority area covers 9 councils in south Yorkshire and north Derbyshire, and Chesterfield Borough Council is in the process of becoming a full constituent member. This new body has strategic powers to make decisions on transport, economic development and regeneration matters within the combined authority area.

Legislation requires the combined authority to establish an overview and scrutiny committee (OSC) to increase transparency and accountability of the authority's decision making. The SCRCA OSC has been meeting during 2016/17 and Chesterfield Borough Council's scrutiny chair is appointed to, and attends its meetings. The SCRCA and its OSC meetings are administered by the South Yorkshire Joint Authorities Unit and meeting details and webcasts of its work during 2016/17 can be accessed via the internet at <http://www.southyorks.gov.uk/webcomponents/jsec.aspx>.

Last year we reported that the Centre for Public Scrutiny (CfPS - a national charity which supports development of the scrutiny role) had been appointed to assist with the development of governance and scrutiny arrangements for the SCRCA and its OSC. This work resulted in universal, rather than SCRCA specific, publications about scrutiny and devolution and can be found on the CfPS website <http://www.cfps.org.uk>.

Currently the SCRCA is in the process of making further proposals to government for even greater access to funding and decision making powers, to build on its existing status.

Developing Overview and Scrutiny Committee Work Programming

Last year we reported that a review of overview and scrutiny operation highlighted a need for more clarity, involvement and transparency in the scrutiny work programming process. In response to this a new practical and more inclusive approach was introduced which enabled (i) more clarity and transparency around the work programming process; (ii) wider understanding and involvement in the work

programming process; and (iii) opportunity to further develop the scrutiny / cabinet working relationship. Two work programme action planning days were held as follows:

Action Planning Day 1 Workshops : At the first action planning event cabinet members were invited to present their priorities and plans for the new year 2017/18. Scrutiny, cabinet and other backbench councillors, and senior managers, then worked together informally by taking part in mixed group workshops to discuss and agree suggested business for the scrutiny work programme. This workshop produced a long list of potential business items including those that might have been suitable for scrutiny project group (task and finish) work.

Action Planning Day 2 Workshops : At the second action planning event OSC and backbench members considered the long list of potential business items generated from action planning day 1. In table groups members used scoring criteria to prioritise the importance and impact of items on the list, particularly to identify the top items for scrutiny project group work. Having achieved some priority the second workshop involved proposed timetabling of items to develop an emerging work programme.

Following member and officer consultation on the final proposed work programme, the programme is reported to the Overview and Performance Scrutiny Forum for consideration and approval.

Evaluation of the impact of the action planning days indicates the new approach was warmly received and very successful.

Corporate Working Groups :

Last year the Overview and Performance Scrutiny Forum was invited to appoint individual members to certain corporate working groups. These corporate working groups are detailed in section 1 of this report. OSC members are appointed to attend the working group meetings and report back to the relevant OSC on the work of the corporate groups. This approach is an efficient way to access more information and to provide a mechanism for more direct communication between the OSCs and working groups enabling early scrutiny involvement and opportunities for pre-decision scrutiny. OSC member appointments are reviewed annually as part of the work programming process.

Scrutiny / Executive Communications

To continue to strengthen communications and information sharing, the two scrutiny committee chairs routinely attend informal joint cabinet member and corporate management team meetings, presentations and networking opportunities.

Learning and Development for Overview and Scrutiny

As part of the corporate review mentioned earlier, development plans for overview and scrutiny have also been adopted. Delivery of the Scrutiny Member Development Plan is overseen as part of wider member development plans, by the council's Member Development Working Group.

During 2016/17 specific learning and development for scrutiny members included :

- Procurement and commissioning
- Questioning skills
- Scrutiny and effective challenge
- Member introduction to overview and scrutiny through one-to-one sessions

Learning on-the-job and action-learning is also valuable and often takes place during routine business and service delivery and helps the building of knowledge and experience. The work programming process detailed above is an excellent example of learning whilst working. Many reports to OSC and service briefings are also further, good examples. OSC members will also benefit from other planned, council wide, member training programmes.

Overview and Scrutiny Policy, Practice and Guidance

In line with the new overview and scrutiny arrangements adopted, we continue to develop our local policy approach, processes, and shared learning, through the introduction and further development of guidance and information documents, as needed. We continue to promote and develop a presence on both the new internet and intranet on an ongoing basis.

East Midlands Councils' Regional Scrutiny Network

The East Midlands Councils' Regional Scrutiny Network is a forum for learning, sharing, promoting, supporting and developing the scrutiny function across the region. The Council plays a proactive role in supporting and contributing to the work of the network which meets on a quarterly basis.

6 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

The three scrutiny committees review their work programme business at each of their meetings held every two months. Programmes of work and meeting agendas would include :

- Individual items of business agreed by the scrutiny committees for consideration (including ongoing priorities such as budget, performance and corporate priorities)
- Reports on scrutiny project group work
- Reports from scrutiny members appointed to corporate working groups
- Scrutiny of the council's Forward Plan of key decisions
- Monitoring of the delivery of approved scrutiny recommendations
- Business items that committees will decide to deal with as and when they arise such as 'call-in' and petitions.

Detail of specific Work Programme business (*as at 9 May 2017*) is below.

Overview and Performance Scrutiny Forum

<p><i>Business items :</i></p> <ul style="list-style-type: none"> • Council Plan and Performance • Budget Monitoring • Great Place Great Service (transformation programme) • Public Private Partnership Contract • Digital Strategy • Commercialisation and Business Transformation • Scrutiny Management (including work programme, annual report, scrutiny member development plan) 	<p><i>Scrutiny Project Groups on :</i></p> <ul style="list-style-type: none"> • Chesterfield Town Centre (and Markets) • HS2 (High Speed Rail Network) <p><i>Corporate Working Group representation on :</i></p> <ul style="list-style-type: none"> • Member Development Working Group
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Community, Customer and Organisational Scrutiny Committee

<p><i>Business items :</i></p> <ul style="list-style-type: none"> • Workforce fit for the Future • Health & Wellbeing (including Food Poverty and Mental Health) • Impacts of Welfare Reform and Universal Credit • Statutory Crime & Disorder Committee • Cultural Venues • Public Consultation <p><i>Scrutiny Project Groups on :</i></p> <ul style="list-style-type: none"> • Friends Groups 	<p><i>Items for Monitoring :</i></p> <ul style="list-style-type: none"> • Crime and Disorder Committee (Alcohol Related Hospital Admissions / Locking of Park Gates) • Consultation and Engagement (New Leisure Centre) <p><i>Corporate Working Group representation on :</i></p> <ul style="list-style-type: none"> • Constitution Review Working Group
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Enterprise and Wellbeing Scrutiny Committee

<p><i>Business items :</i></p> <ul style="list-style-type: none"> • Green Spaces and Health Improvement • Skills Action Plan • Housing Policy and Housing Revenue Account Business Plan • Housing Tenants' Survey Results • Homelessness • Housing Allocations Policy 	<p><i>Scrutiny Project Groups on :</i></p> <ul style="list-style-type: none"> • Play Strategy • Development of former Queens Park Leisure Centre site • Waste Management Contract <p><i>Corporate Working Group representation on :</i></p> <ul style="list-style-type: none"> • Housing Policy and Housing Revenue Account Business Plan Steering Group
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7 SCRUTINY COMMITTEE MEMBERSHIP 2016/17

<p>Overview and Performance Scrutiny Forum (<i>May to December 2016</i>) :</p> <p>Councillors</p>	
<p>Tricia Gilby - Co Chair Andy Slack - Co Chair Jeannie Barr Howard Borrell Ian Callan Ray Catt Lisa-Marie Derbyshire</p>	<p>Vickey-Anne Diouf Barry Dyke Jenny Flood Keith Miles Donald Parsons Suzie Perkins Kate Sarvent</p>
<p>Community, Customer and Organisational Scrutiny Committee (<i>May to December 2016</i>) :</p> <p>Councillors</p>	
<p>Andy Slack – Chair Howard Borrell – Vice Chair Jeannie Barr (<i>May to October</i>) Shirley Niblock (<i>October to December</i>) Barry Dyke</p>	<p>Jenny Flood Keith Miles Donald Parsons Kate Sarvent</p>
<p>Enterprise and Wellbeing Scrutiny Committee (<i>May to December 2016</i>) :</p> <p>Councillors</p>	
<p>Tricia Gilby – Chair (<i>also Lead Member for Leisure, Sport and Culture Activities SPG</i>) Suzie Perkins – Vice Chair Ian Callan Ray Catt</p>	<p>Lisa-Marie Derbyshire (<i>also Lead Member for Play Strategy SPG</i>) Vickey-Anne Diouf Barry Dyke Kate Sarvent</p>

Overview and Performance Scrutiny Forum (December to May 2017) :

Councillors

Peter Innes - Co Chair
Kate Sarvent - Co Chair
Jeannie Barr
Howard Borrell
Ian Callan
Lisa-Marie Derbyshire
(appointee to Member Development Working Group)

Kate Caulfield
Lisa Collins
Vickey-Anne Diouf
Barry Dyke
Jenny Flood
Stephen Hitchin
Donald Parsons
Suzie Perkins

Community, Customer and Organisational Scrutiny Committee (December to May 2017) :

Councillors

Peter Innes – Chair
Howard Borrell – Vice Chair
Lisa Collins
Barry Dyke
Jenny Flood

Shirley Niblock
Donald Parsons
Kate Sarvent
(appointee to Constitution Review Working Group)

Enterprise and Wellbeing Scrutiny Committee (December to May 2017) :

Councillors

Kate Sarvent – Chair
Suzie Perkins – Vice Chair
(appointee to HRA Business Plan Steering Group)
Ian Callan
Kate Caulfield

Lisa-Marie Derbyshire
Vickey-Anne Diouf
Barry Dyke
Stephen Hitchin
Kate Sarvent

For further information contact :

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or visit the Council's website at <http://www.chesterfield.gov.uk>

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OVERVIEW & SCRUTINY PROJECT

1. Project Start Report (PSR)

(Incorporates justification, business case and approval stages).

Scrutiny Project Group (SPG) Name:	Town Centre Review
Date of PSR:	June 2017
Person completing PSR:	Councillor Howard Borrell, Lead Member, and Rachel Lenthall, Project Support and Management
Service Manager / CMT Responsibility	Neil Johnson
Sponsor :	Rachel Lenthall, Senior Democratic and Scrutiny Officer

1.0 Opportunity / Idea and Background

- 1.1 Aim to identify and/or establish existing plans and strategies in respect of Chesterfield town centre and ensure that the plans are fit for future purpose.

2.0 Project Aims / Objectives

- 2.1 To ensure each area of responsibility within the Council works in partnership with others to ensure a joined-up cohesive approach to future changes and contributes towards a shared vision for the town centre.

3.0 Proposed / Expected Benefits

- 3.1 This project aims to support the Council Plan priority “to make Chesterfield a thriving borough.” To achieve this, the project’s aim is to ensure that all developments that may have linkage to the town centre consider their impact, eliminate unwanted surprises and have a joined-up approach to support the vision for the town centre.
- 3.2 Within this priority, the project will focus on the objectives “to develop our great town centre” and “to make sure that local people benefit from growth in Chesterfield Borough.” The town centre is the focal point for



the area and the project will seek to ensure it broadens its offer, appeal, and its connectivity.

4.0 Scope

- 4.1 The project will identify and review all existing plans/developments relating to the town centre and those that have an impact on the town centre.
- 4.2 Once identified, the group will assess whether the strategies/plans are in need of refinement i.e. not up to date, and working in partnership with other developers and stakeholders towards a shared vision.
- 4.3 Where strategies/plans require revision, the group will review the strategies/plans and provide input.
- 4.4 The group will seek input from visitors, residents and traders when looking to identify ways to enhance the town centre as a visitor experience, and will identify the most viable proposals.

5.0 Project Analysis

- 5.1 Chesterfield is historically a market town, however, due to the shift to online sales and increase in out of town shopping areas, footfall into the town centre has dropped.
- 5.2 Several large developments are planned for Chesterfield which will provide a boost to the economy and visitor numbers. These developments will bring a mixture of improvements including:
 - better access and transport arrangements within the town centre and to the town from other locations;
 - new hotel accommodation in the town centre and nearby;
 - more office and retail units;
 - a new major leisure resort, visitor attraction and university campus within easy reach of the town centre;
 - new restaurants and bars;
 - more houses and apartments close to the town centre;
 - modernised parking spaces in the town centre.
- 5.3 These developments all vary in size and require different levels of funding. There is also a mixture of Council led projects and projects led by other bodies but in receipt of support from the Council. This poses a risk that the developers of the projects may not consider how their



plans support the vision for Chesterfield and sit in partnership with other developments planned for the town centre.

- 5.4 The common aim in all these developments is to drive regeneration and economic growth in Chesterfield. This scrutiny project seeks to ensure that there is a joined up approach by the Council when it considers, supports and enables these developments and plans to be carried out.
- 5.6 Using the data gathered from visitors, residents and traders on the town centre, the group seeks to identify viable changes that will broaden and enhance the town centre mix with a new emphasis on finding ways to increase the length of stay and encourage activities from mid-afternoon to evening. Where improvements are suggested a full analysis of the corporate impact will take place.

6.0 Options

- 6.1 Initially, the review would look to identify all the projects being undertaken in the town centre and nearby. If there are projects not included in the Town Centre Masterplan, it could be recommended that this is revised to include these developments. It may also be suggested that key development areas that do not currently figure in any plans be assessed for their potential inclusion.
- 6.2 The project group will be investigating what systems or processes are in place to ensure that developers and project managers on different projects in Chesterfield consult each other through the planning and implementation process. The review may discover that this system is already in place; in this situation, the project group can review if this system is working effectively.
- 6.3 The project group will examine the existing tourism offer and look to identify how that can be enhanced to lengthen visitor stay. Should the review identify a need for change it may suggest new initiatives that will aim to stimulate footfall and visitor activity.

7.0 Work Schedule and Method

- 7.1 The project started with a guidance meeting between the Senior Democratic and Scrutiny Officer and Lead Member on 17 May, 2017.
- 7.2 Following this, a meeting was arranged on 7 June, 2017 with the responsible CMT member and Cabinet Member for Town Centres and



Visitor Economy to consult on the ideas for the review and gather information.

- 7.3 The first meeting of the members of the Scrutiny Project Group took place on 21 June, 2017. Members discussed 21 June, 2017 the drafted PSR. A work plan was also agreed, establishing a draft timeline and action plan for the project.
- 7.4 The PSR was sent to the Scrutiny Chairs and Senior Democratic and Scrutiny Officer for consideration and then submitted to the Overview and Performance Scrutiny Forum for final approval on 27 June, 2017.

SPG project start date :	9 May, 2017
Final SPG report completion date :	unknown
SPG report to O&S Management Team:	unknown
SPG report to OSC on :	unknown
Cabinet Member / WBR deadline :	unknown
OSC report to (ie) Cabinet on :	unknown

8.0 Financial Appraisal

- 8.1 The project will be led by Lead Member, Councillor Howard Borrell. Project management and overall guidance and support will be provided by the Senior Democratic and Scrutiny Officer, Rachel Lenthall. This resource is already provided for within the Democratic and Scrutiny section.
- 8.2 Initially, the project group will request input from Neil Johnson, Economic Growth Manager, and the Cabinet Member for Town Centres and Visitor Economy. On specific parts of the review, other officers and Cabinet Members will be identified and consultations will take place. This may require attendance at project group meetings or written submissions.
- 8.3 It is not anticipated that the project will secure a specific financial return however it is hoped that the results of the review will contribute to the success of developments in the town centre which will drive growth in the town centre economy.
- 8.4 Some of the options which may be explored to improve the offer of the town centre may have small financial and resource implications. A full



analysis of the implications of each option will be undertaken before any recommendation is made.

9.0 Key Risks and Actions

- 9.1 The key risk is ensuring there is officer and Cabinet Member support throughout the project. Scrutiny reviews aim to add value, support the delivery of the council plan and ensure public representation in local government. It is hoped that this scrutiny project will provide a valuable input into the plans for the town centre by creating a joined up overview of all the regeneration projects in the town and reviewing how this supports the revitalisation of the town centre. However, there is a risk that without officer or Cabinet Member support, the outcomes may not be based accurate information which would reduce the likelihood of recommendations being accepted by Cabinet and scrutiny adding value.
- 9.2 The amount of developments and plans for the town centre is increasing and if the scrutiny project did not start at this time, scrutiny may lose the opportunity to review the plans for the town centre whilst the developments are on-going and make valuable recommendations.

10.0 Recommendations

- 10.1 Recommendations will be made by the Scrutiny Project Group to the parent Overview and Scrutiny Committee (OSC) at the end of the scrutiny project. OSC will consider the work and agree any recommendations to Cabinet or other decision making body(ies).

11.0 Project Team Structure

- 11.1 The Lead Member for the Scrutiny Project is Councillor Howard Borrell.
- 11.2 The support officer for the Scrutiny Project is Rachel Lenthall, Senior Democratic and Scrutiny Officer.
- 11.3 The members of the Scrutiny Project Group are as follows:

Councillor Howard Borrell (Lead Member)
Councillor Kate Caulfield
Councillor Vickey-Anne Diouf
Councillor Shirley Niblock
Councillor Nick Redihough
Councillor Kate Sarvent



12. Project Approval

12.1 This project has been approved for addition to the Scrutiny Work Programme by the Overview and Performance Scrutiny Forum (see consent date below).

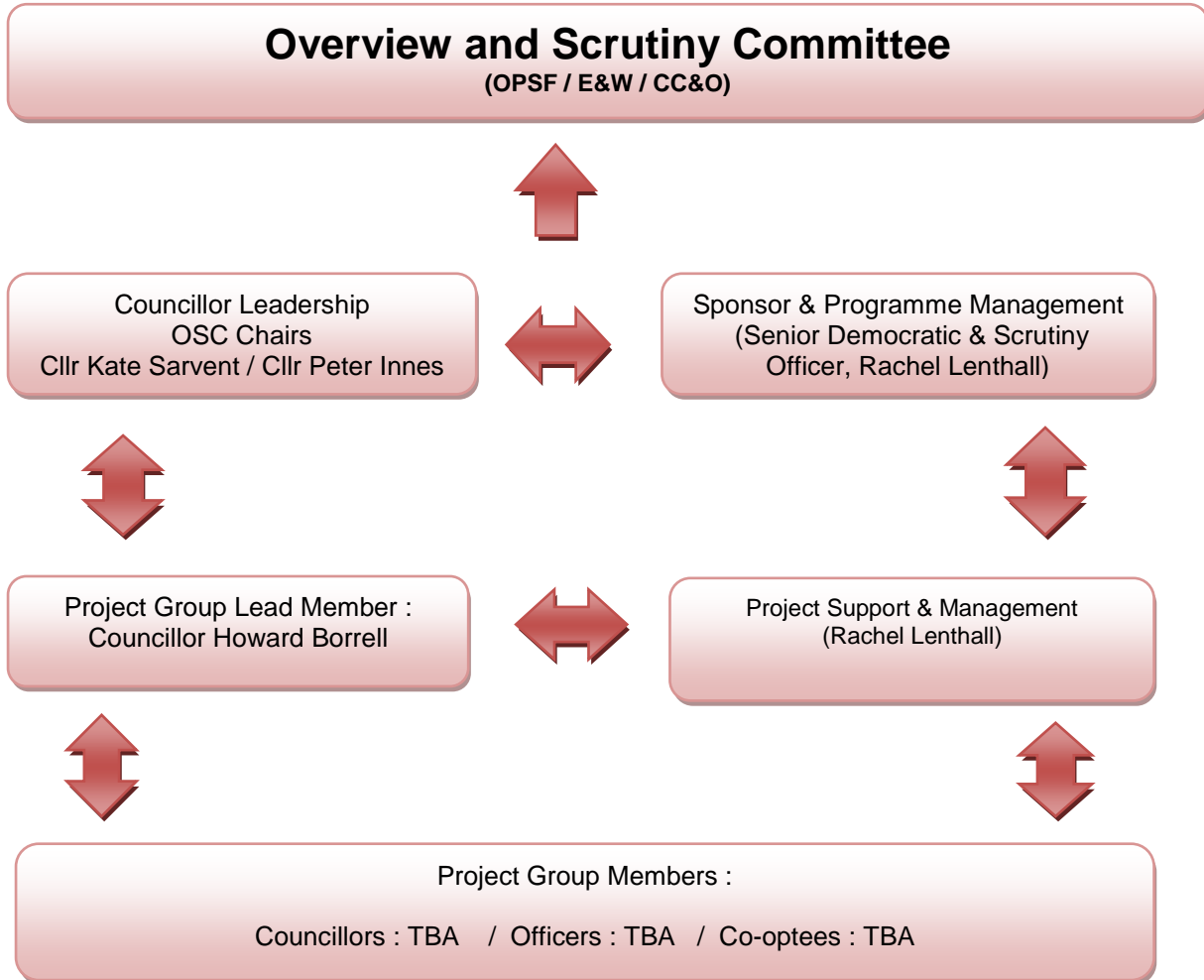
Cabinet members and the senior leadership team have been consulted on the scrutiny work programme.

Relevant cabinet members and service managers have been consulted on this PSR (see dates below).

OSC Project Consent date :	<i>OSC & date : 9 May, 2017</i>
Relevant Cabinet Member & SLT/CMT/Service Manager(s) PSR Consultation date :	<i>Date consulted : 7 June 2017</i>
SPG PSR Approval date :	<i>SPG Lead Member Approval : 23 June, 2017</i>
PSR Checked date :	Senior Democratic and Scrutiny Officer <i>checked</i> : 23 June 2017
PSR Approved for submission to OSC :	<i>Date approved by relevant OSC Chair(s) :</i> Cllr Kate Sarvent : 23 June 2017 Cllr Peter Innes :
corporate notification :	<i>Date notified to programme management office / business transformation, for corporate register/record (as required):</i>



15. Project Team Structure



16. Role Descriptions

OSC :	Overall (statutory) approvals
OSC Chairs :	General leadership and support
Project Sponsor :	General leadership and support
Project Lead Member :	SPG leadership, direction and approvals (with SPG)
Project Manager :	Support and manage the project process

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