

## **OVERVIEW AND PERFORMANCE SCRUTINY FORUM MEETING**

**Thursday, 19th March, 2015**

Present:-

Councillor Innes (Chair)

Councillors	Bagley	Ludlow+
	Borrell	Gibson
	Flood	Tom Murphy
	Gilby++	
	Hollingworth+	

Karen Brown, Business Transformation Manager++

James Drury, Executive Director++

Martin Elliott, Committee and Scrutiny Coordinator

Michael Rich, Executive Director++

Russell Sinclair, Environmental Health Manager+

+ Attended for Minute No. 60

++ Attended for Minute Nos. 60, 61 and 62

### **58 DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS RELATING TO ITEMS ON THE AGENDA**

No declarations were received.

### **59 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Bradford, Callan and Slack.

### **60 EXECUTIVE MEMBER FOR ENVIRONMENT - DOG CONTROL MEASURES PROGRESS REPORT**

The Executive Member for Environment and the Environmental Health Manager presented a progress report on the review of adoption of Dog Control Orders across the borough.

In June 2012 the Council received a petition with over 800 signatures asking that dogs be kept on leads in the borough's parks and footpaths.

The Eastwood Park dog control orders came into force in August 2013 following the re-opening of the park after the heritage improvement works. It was agreed that, following the petition, this would also serve as a pilot for testing the public response, appropriateness and enforceability of dog control orders across the borough. The Environmental Health Manager noted that since the implementation of the orders, penalty notices have been issued for fouling and allowing dogs into excluded areas of the park, but that no penalties relating to dogs not on leads had been issued. At the start of 2015 a survey of visitors to Eastwood Park was carried out and of the twelve responses received only three respondents thought that making dogs off a lead an offence was a good idea. The Environmental Health Manager also noted that a dog off a lead is not necessarily out of control and that a dog on a lead is not always under control.

The Environmental Health Manager advised that now the Antisocial Behaviour, Crime and Policing Act 2014 had come into force, dog control orders, and similar provisions relating to litter and alcohol had now been abolished, and that a new provision, the Public Space Protection Order (PSPO) had been introduced. The Environmental Health Manager noted that there was a three year transitional period between the old and new regulations, but for the Council to retain current controls a PSPO needed to be implemented. He also noted that the introduction of the new orders, as well as the adoption of the Council's new Parks and Open Spaces Strategy presented an opportunity for an evaluation of evidence and for consultation on any proposed orders.

Members noted that dog fouling was still a problem in many areas of the borough, but welcomed the recommendations from the Enterprise and Wellbeing Scrutiny Committee project group that had recently been approved by Cabinet on this issue. The Environmental Health Manager advised that work had already started in implementing the project group's recommendations with targeted interventions starting in New Whittington next week and the creation of a social media feed for Environmental Health which will have direct input from officers out and about in the borough.

Members asked that if the new legislation had not been introduced would the Council have introduced more control orders. The Executive Member for Environment explained that it would have been very difficult to create control orders that would have been enforceable, for example many play areas are open plan and not fenced off so it would have been very difficult to prove that a dog had gone into an area where it shouldn't have. The

Executive Member also noted that a dog off a lead at a country park, such as Poolsbrook is a very different situation to a dog of a lead in a small urban park. Members asked if it would be possible with the new PSPO's to have different orders for different parks. The Environmental Health Manager advised that while possible this was not an ideal solution as it could create confusion for residents and that the idea of PSPO's was that they were wide ranging, encompassing large areas and different types of anti social behaviour.

The Executive Member noted that with any type of enforcement, the number of staff available to enforce orders will always affect the orders effectiveness as there needs to be a witness of the order being broken. The Executive Member also noted that as it is not possible to have enforcement officers everywhere it was vital to encourage residents to report incidents to the Council, and for them to feel confident that they will remain anonymous. Members noted that some members of the public are confident to report incidents and that this had led to fines being issued, but that this positive behavior needs to be encouraged more.

Members asked if more publicity could be generated from the successful enforcement action that is carried out. The Executive Member advised that the vast majority of fines issued are paid promptly and that the Council can only generate publicity when a case goes to Court.

Members thanked the Executive Member and the Environmental Health Manager for attending and answering their questions.

## **RESOLVED –**

1. That the progress report be noted.
2. That the Dog Control Measures progress report item be removed from the work programme and replaced with a Public Space Protection Orders progress report due to the changes introduced by the Antisocial Behaviour, Crime and Policing Act 2014.
3. That a project group be appointed during the civic year of 2015/16 to look at the implementation of Public Space Protection Orders (PSPO's) across the Borough.

61 **DEPUTY LEADER AND EXECUTIVE MEMBER FOR PLANNING - CHESTERFIELD BOROUGH COUNCIL CORPORATE PLAN**

The Deputy Leader and Executive Member for Planning, and Executive Director, Michael Rich presented a progress report on the Council's new Corporate Plan and its implementation.

The Deputy Leader advised that in recent years the Council had produced a one year Corporate Plan. This had allowed it to reflect the needs and aspirations of the Borough's communities in the setting of its priorities each year. These priorities were aligned with budgets and ensured that the Council's key priorities and projects were achievable. Following the Local Government Association's Peer Challenge a recommendation was made that the Council set out plans on a longer term basis. A four year Corporate Plan was one element of the Council's response to this which, along with a revised medium term financial plan and strengthened transformation programme, would enable the Council to plan effectively for the financial and policy challenges it faced.

The Deputy Leader also noted that the new Corporate Plan contained targets and objectives that would be achievable. The new Corporate Plan set one year specific projects as well as providing the outline for longer term strategic four years aims. The plan also contained key measurements and milestones for assessing performance against as well as highlighting key achievements to date.

With the adoption of the new Corporate Plan by Council on 26 February, 2015, Executive Director, Michael Rich outlined the steps that would now be taken to implement it. The Executive Director advised that the new plan would act as a "golden thread" running through and linking the corporate plan with individual and team objectives as well as the new streamlined Employee Personal Development process. There would also be a new approach to performance management which in the past had been IT driven and not always effective. The Executive Director also noted that the new plan would encourage more joined up working from Council departments to achieve corporate objectives more effectively, and that this was a further movement away from the strongly demarcated departmental structure that had operated for many years at the Council.

The Executive Director advised members that there would be an increased focus on engaging staff with the new plan and that the internal communications strategy would be used to increase awareness and

ownership of the plan by staff. In conclusion the Executive Director noted that the new plan would be reviewed following the local and national elections in May 2015 and then subsequently each year to reflect shifting policy and local circumstances, allowing the plan to stay relevant to current needs.

Members thanked the Deputy Leader and the Executive Director for outlining the implementation of the plan noting that the new Corporate Plan was a very impressive document and was a great improvement on previous plans which had been unwieldy and hard to deliver on.

Members asked how the plan would work to develop better broadband access in areas of the borough as businesses were being put off from setting up and staying in Chesterfield due to the poor broadband connection in some areas. The Deputy Leader agreed that broadband speeds and connectivity needed to improve and that Derbyshire County Council were also involved with working with broadband providers to improve broadband connectivity, speeds and access. It was also noted that work was ongoing at the Innovation Centres to improve their broadband access.

Members also asked if there were any plans to provide free Wi-Fi access in the town centre for the benefit of business and shoppers, like there was in other local towns such as Mansfield, where there had been free Wi-Fi in the town centre since 2013. Executive Director, James Drury accepted that Chesterfield was a bit behind other areas in this field but that work was happening to look at a sustainable solution for this for Chesterfield. Members asked if it would be arvarto that would provide this service in the town centre but were advised by the Executive Director that as this initiative would be separate to the Council's IT service it could be provided by another provider.

Members asked how the Corporate Plan would work to improve internet access for tenants, especially vulnerable tenants as the roll out on Universal Credit made having internet access essential in order to claim benefits. The Executive Director advised that these concerns would be addressed in the Council's Digital Inclusion Strategy.

Members also asked several questions about on whether individual and service area plans would link into the Corporate Plan to deliver effective joined up working. The Executive Director advised they would link together and that this requirement would be reinforced to managers.

Members thanked the Deputy Leader and the Executive Director, Michael Rich, for attending and answering their questions

**RESOLVED -**

1. That the progress report be noted.
2. That the Deputy Leader and Executive Director Michael Rich be invited to the September meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the implementation of the Corporate Plan.
3. That after the progress report has been received members will decide how often progress reports should be presented at the Overview and Performance Scrutiny Forum.
4. That the creation of a project group to look at how the Corporate Plan is working at addressing the problem of deprivation in the borough be considered at the next meeting of the Overview and Performance Scrutiny Forum.
5. That the creation of a project group to look at how the council offers concessions on fees for chargeable services be considered at the next meeting of the Overview and Performance Scrutiny Forum.
6. That the creation of a project group to look at how the Corporate Plan is working at developing the Town Centre, including the upgrading of the outdoor market be recommended to the Enterprise and Wellbeing Scrutiny Committee for consideration.
7. That the creation of a project group to look at how the Corporate Plan is working at increasing the supply and quality of housing in the borough be recommended to the Enterprise and Wellbeing Scrutiny Committee for consideration.

62 **DEPUTY LEADER AND EXECUTIVE MEMBER FOR PLANNING-  
GREAT PLACE, GREAT SERVICE PROGRESS REPORT**

The Deputy Leader and Executive Member for Planning, and Executive Director, James Drury presented a progress report on the Council's Great Place, Great Service programme.

The Deputy Leader noted that initially the Great Place, Great Service programme had been a bit too ambitious in its scope and objectives, but that the programme had now been reviewed and modified.

The Executive Director, James Drury advised Members that due to the fast moving and ever changing environment that the Council operated in the organisational transformation scheme needed to be flexible and agile enough to respond to emerging challenges and opportunities, and to be able to convert these into successful outcomes for Chesterfield. He also noted that it was essential that the programme operated in a controlled, managed and transparent way.

The Executive Director outlined his position statement on Great Place, Great Service, noting the major achievements including the embedding of the programme with Members and the Senior Leadership Team, that it had delivered positive change, financial savings and had laid strong foundations to develop and grow. The Executive Director also advised that he had been reviewing the scope of the programme, and while the programme had been focusing on the right areas, there had been areas that were important and which had needed to be looked at but which had not been within the Programme. For example customer service provision had been looked at, but not the Council's website, which was an integral part of the Customer Service experience.

It was acknowledged by the Executive Director that the Governance and reporting of Great Place, Great Service had not been effective and that the programme had not felt like a controlled or coordinated programme. It was also noted that there had been insufficient focus on the process of managing change, including the relationship with PPP delivery partners being unclear in relation to their role in delivering change. It was noted that the Project Managers in post were working effectively on their projects.

The Executive Director outlined planned activity for reshaping the Great Place, Great Service programme up to June, 2015. He advised that in future there would be much more focus on communicating the achievements of the programme and of celebrating success, as

significant achievements to date had not been communicated effectively with stakeholders. He also advised that the scope of the programme and its governance would be reviewed. The Executive Director also noted that Great Place, Great Service would be merged with Business Transformation, and that the Business Transformation Manager would lead on both programmes and that by bringing the two programmes together there would be mutual benefits in utilising and sharing skills to maximise positive outcomes for both programmes.

Members asked what impact the creation of the Derby and Derbyshire Combined Authority would have on the ability of Great Place, Great Service to deliver. The Executive Director advised that delivery would not be impacted, but that the Combined Authority and its implications would be considered when planning Great Place, Great Service projects.

Members asked how well the Council's Public, Private Delivery partners were performing and if they were holding the Council back in delivering change. The Deputy Leader and the Executive Director advised that both Kier and arvato were meeting the targets set in their contracts. It was however acknowledged that these contracts were old and that the climate that the Council was operating in now had changed significantly since the contracts were entered into, and that work was needed to see how these contracts could be delivered most effectively to meet current needs.

Members expressed concern that targets set for collection of Council Tax and rents were too low and not stretching enough, resulting in the Council losing out on revenue. Members also expressed frustration that these targets could not be renegotiated to be more challenging and to bring an uplift of performance. The Deputy Leader advised Members that there would be a benchmarking exercise carried out against other comparable authorities with regard to collection rate targets.

Members noted their concern about the level of staffing in Human Resources and that it was not sufficient to meet the Council's needs. The Executive Director advised that another HR Manager had been recruited and would be based permanently at Chesterfield.

Members also asked several questions regarding how the Great Place, Great Service programme would be better communicated with Council staff. The Executive Director advised that this would be done using internal communications, such as the intranet, but there would be a focus on channeled feedback to staff involved in individual projects.



Members thanked the Deputy Leader and the Executive Director, James Drury for attending and for providing a comprehensive progress report to members.

**RESOLVED –**

1. That the immediate changes to the Great Place, Great Service outlined in the Executive Director's programme be supported.
2. That the Executive Director's Position Statement be supported.
3. That the Deputy Leader and Executive Director be invited to the September meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the Great Place, Great Service programme.
4. That the Great Place, Great Place progress reports to the Overview and Performance Scrutiny Forum be scheduled at 6 monthly intervals.
5. That the Executive Director or Business Transformation/Great Place Manager will advise Forum members by email if there are any significant developments to the Great Place, Great Service programme between the progress reports presented to members at Forum meetings.

**63 SCRUTINY ANNUAL REPORT 2014/15**

The draft Scrutiny Annual Report 2014/15 was presented to Members for consideration and approval.

**RESOLVED –**

That the Scrutiny Annual Report 2014/15 be approved and submitted to Full Council.

**64 FORWARD PLAN**

The Forward Plan was considered.

**RESOLVED –**

That the Forward Plan be noted.

**65 SCRUTINY MONITORING**

Consideration was given to the Implementation Monitoring Form for Scrutiny Committee Recommendations.

**RESOLVED –**

1. That the Monitoring Report be noted.
2. That the item on ICT Developments be moved to June, 2015.

**66 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

The Work Programme for the Overview and Performance Scrutiny Forum was considered.

**RESOLVED –**

1. To approve the Work Programme.
2. That the Dog Control Measures progress report item be removed from the work programme and replaced with a Public Space Protection Orders progress report due to the changes introduced by the Antisocial Behaviour, Crime and Policing Act 2014.
3. That the Deputy Leader and Executive Director, Michael Rich be invited to the September meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the implementation Council Corporate Plan.
4. That a progress report on the ICT Strategy and Action Plan be requested for the next meeting of the Overview and Performance Scrutiny Forum.
5. That the External Communications progress report scheduled for the next meeting of the Overview and Performance Forum be amended to also include an progress report on the Internal Communications Strategy.
6. That the Deputy Leader and Executive Director, James Drury be invited to the September meeting of the Overview and Performance Scrutiny Forum to update members on the Great Place, Great

Service programme and that updates on Great Place, Great Service will then be 6 monthly.

7. That a progress report on the new Tenant Consultation Survey be requested at the November meeting of the Overview and Performance Scrutiny Forum.
8. That the on hold Scrutiny project group on Welfare Reform be removed from the Work Programme.

## **67 JOINT OVERVIEW AND SCRUTINY**

The Chair advised the Committee that she had recently attended a meeting of Joint Scrutiny with Bolsover and North East Derbyshire District Councils but that the meeting had inquorate. The meeting did however continue on an informal basis with members noting progress reports on the Internal Audit Consortium and BCN (Building Control).

The Joint Scrutiny Panel also submitted a request the Joint Board to consider and inform the Panel of the Board's future plans and work programme, as this would directly influence the work and future of the Joint Scrutiny Panel.

The Committee and Scrutiny Coordinator noted that at the meeting of the Joint Board held on 16 March, 2015 members had resolved that the Joint Scrutiny Panel be involved, and be kept updated on the progress of exploring the option for a Derbyshire wide Building Control service, and that the role of the Joint Scrutiny Panel would be discussed at the next meeting of the Joint Board.

### **RESOLVED –**

That the update be noted.

## **68 OVERVIEW AND SCRUTINY DEVELOPMENTS**

Members of the Forum asked the Chair if there were any plans to reinstate the Scrutiny Link Officer meetings and the pre scrutiny meeting training sessions that were currently on hold.

The Chair advised that these sessions would be looked at after the corporate review of Scrutiny had been completed.

Members noted that training in scrutiny over and above what is provided to new Members was useful and that potentially having a yearly training programme would be helpful for ongoing development of the skills needed to be an effective scrutiny member.

**RESOLVED –**

That the potential training opportunities available for scrutiny members be added to the agenda for discussion of the June meeting of the Overview and Performance Scrutiny Forum.

**69 MINUTES**

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 12 February, 2015 were presented.

**RESOLVED –**

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