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The Chair and Members of Overview
and Performance Scrutiny Forum

8 June 2015

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 16 JUNE 2015 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers Interests relating to items on the Agenda
2. Apologies for Absence
3. Leader and Cabinet Member for Regeneration - External and Internal Communications Strategy Progress Report (Pages 5 - 16)

5:05 – 5:25pm

4. Deputy Leader and Cabinet Member for Planning - New Performance Management Framework (Pages 17 - 36)

5:25 – 5:45pm

5. Cabinet Member for Business Transformation - ICT Strategy and Action Plan Progress Report (Pages 37 - 40)

5:45 – 6:00pm

6. Cabinet Member for Business Transformation - Chesterfield Procurement Service Progress Report (Pages 41 - 44)

6:00 – 6:15pm

7. Forward Plan (Pages 45 - 58)

6:15 – 6:25pm

8. Scrutiny Monitoring (Pages 59 - 70)

6:25pm – 6:30pm

To give consideration to the resolution of the Enterprise and Wellbeing Scrutiny Committee held on 23 April 2015:

- To refer to this Forum for its view, the matter relating to monitoring remits in relation to reference EW5 on the monitoring form.

9. Work Programme for the Overview and Performance Scrutiny Forum (Pages 71 - 90)

6:30 – 6:50pm

To review the Work Programme of the Overview and Performance Scrutiny Forum.

To give consideration to the recommendation of the Enterprise and Wellbeing Scrutiny Committee held 23 April 2015:

- To consider undertaking an evaluation of the impact and effectiveness of integrated working across different service teams across the council and to recommend to Cabinet that this be a joint review working with scrutiny.

To give consideration to the appointment of the scrutiny project groups recommended at the meeting of the Overview and Performance Scrutiny Forum of 19 March, 2015 regarding;

- the implementation of Public Space Protection Orders (PSPO's) across the borough;
- how the council offers concessions on fees for chargeable services;
- how the Corporate Plan is working at addressing the problem of deprivation in the borough.

10. Joint Overview and Scrutiny (Pages 91 - 96)

6:50 – 7pm

- Appointments to Chesterfield, North East Derbyshire and Bolsover Joint Overview and Scrutiny Panel

11. Overview and Scrutiny Developments (Pages 97 - 102)

7:00pm – 7:15pm

- To give consideration to the recommendations made at the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 23 April, 2015;

To consider adopting a continued use of the scrutiny approach (method) used for this review work.

- Training opportunities for Scrutiny members.

12. Minutes (Pages 103 - 114)

7:15 – 7:20pm

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Local Government and Regulatory Law Manager and Monitoring Officer

FOR PUBLICATION

AGENDA ITEM

EXTERNAL AND INTERNAL COMMUNICATIONS STRATEGIES PROGRESS REPORT

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	16 JUNE 2014
REPORT BY:	COMMUNICATIONS AND MARKETING MANAGER
WARD:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	N/A

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:	External communications strategy - report to full council on 17 December 2014 http://chesterfield.moderngov.co.uk/ieListDocuments.aspx?Clid=136&MId=4082&Ver=4 and Overview and Performance Scrutiny Forum on 13 November 2014. http://chesterfield.moderngov.co.uk/mgAi.aspx?ID=3360 Overview and Performance Scrutiny Forum review of external communications – June 2014 http://chesterfield.moderngov.co.uk/documents/s4870/Apendix%201.pdf
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1.0 PURPOSE OF REPORT

- 1.1 To update the forum on progress to implement the council's external and internal communications strategies and the scrutiny recommendations relating to external communications.

2.0 RECOMMENDATIONS

- 2.1 To receive and consider the progress report at appendix 1 on the delivery of the external and internal communications strategies.
- 2.2 To receive and consider the progress report at appendix 2 on the implementation of scrutiny recommendations about the council's external communications.

3.0 BACKGROUND

- 3.1 Between November 2013 and June 2014 a project group from the Overview and Performance Scrutiny Forum carried out a review of external communications (see background papers).
- 3.2 The recommendations from this were approved by cabinet on 29 July 2014 and used to develop an external communications strategy for the council.
- 3.3 A draft of this strategy was considered by the Overview and Performance Scrutiny Forum on 13 November 2014, before it was approved by full council on 17 December 2014.
- 3.4 At its meeting on 13 November 2014 the Overview and Scrutiny Forum asked for six monthly updates on the progress into the implementation of its recommendations made following the review of external communications, while also giving an update on delivery of the strategy.
- 3.5 In May 2015 the chairs of the Overview and Scrutiny Forum asked that a brief update also be given on the implementation of the council's internal communications strategy.
- 3.6 This report provides those progress updates.

4.0 PROGRESS ON DELIVERING THE STRATEGIES AND SCRUTINY RECOMMENDATIONS

- 4.1 The review of external communications made four recommendations. Three of the recommendations have been implemented and the remaining one will be addressed in the financial year 2015/16 once the future marketing needs of the council are identified. The progress report can be found at appendix 2.
- 4.2 Appendix 1 gives an update on progress in delivering both the external and internal communications strategies.

5.0 CORPORATE CONSIDERATIONS

5.1 There are no financial, legal or equalities considerations arising from this report.

6.0 RECOMMENDATIONS

6.1 To receive and consider the progress report at appendix 1 on the delivery of the external and internal communications strategies.

6.2 To receive and consider the progress report at appendix 2 on the implementation of scrutiny recommendations about the council's external communications.

7.0 REASON FOR RECOMMENDATIONS

7.1 To enable the council to be more responsive to the community and staff through improved communication and engagement.

JOHN FERN
COMMUNICATIONS AND MARKETING MANAGER

You can get more information about this report from
John Fern on ext 5245

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PROGRESS REPORT ON THE DELIVERY OF THE COUNCIL'S EXTERNAL COMMUNICATIONS STRATEGY

The strategy covers the period 2014 to 2017 and has eight communications and marketing objectives. The majority of the objectives will be evaluated through the Are You Being Served resident surveys, which are held bi-annually so we are awaiting the results of the survey in 2015 to get the first update on progress.

Below is a summary of activity to deliver each objective.

Objective:

- 1. To adopt a digital first approach to communications that seeks to increase the number of people accessing information and talking to the council through digital communication channels.**

Progress: See recommendation 4 in appendix 2.

- 2. To build and maintain our brand, including a clear visual corporate identity, so that tax payers can clearly see that it is the council delivering the services they are paying for.**

Progress: The council's new corporate branding was implemented in March 2015 and has already achieved a greater level of consistency of message and visual style to the materials produced by the council.

The branding has been implemented in corporate publications, publicity and marketing materials, websites, social media, letterheads, PowerPoint templates, some signage and official documents (eg permits, licences).

As the existing vehicle fleet reaches the end of its working life the replacement vehicles will have the new branding which will enable the second phase of the branding implementation to take place.

As part of the process many website pages and leaflets are being re-written to ensure they are written in plain English and meet the needs of particular audiences.

- 3. To ensure our brand is applied consistently and in a coordinated way across the council and its services**

Progress: All uses of the council's branding have to be approved by the communications and marketing service before they are used to ensure that a consistent style is being used across the council.

- 4. To improve the user experience of our website, including ensuring it is suitable to be viewed on mobile or tablet devices**

Progress: A project is just underway to replace the existing website content management system with a new one that will enable it to be viewed easily on mobile or tablet devices. Once this work is completed a second phase project will begin to

reorganise the content to make it more user focused based upon information gained from analytics, as well as user testing.

Other improvements are also being made, including the greater use of video on the website.

5. To increase the number of people using our website and social media channels to obtain information and to carry out transactions

There are currently 530,000 website users a year and the plan is to increase that to at least 535,000 in the next 12 months.

The number of social media followers continues to grow. Across all the council's social media channels we now have 16,644 followers.

The core corporate accounts have seen the number of Twitter followers increase from 3,600 since the strategy was approved in December 2014 to 4,389 and the number of Facebook users rise from 815 to 1,337. This means we are on track to achieve our 2017 targets.

In addition the council has many other social media accounts.

- Chesterfield Theatres has 2,152 Twitter and 1,972 Facebook followers
- Chesterfield Visitor Information Centre 1,640 Twitter followers
- Chesterfield Museum has 1,031 Twitter and 1,014 Facebook followers
- The leisure centres have 187 Twitter followers, while the Healthy Living Centre Facebook page has 1,338 followers and the Queen's Park Sports Centre Facebook page has 818 followers
- Housing has 134 Facebook and 8 Twitter followers
- Community assemblies has 143 Twitter followers and 46 Facebook followers
- Environment has 40 Twitter followers
- Pavements Shopping Centre has 331 Twitter followers and 206 Facebook followers

6. To deliver pro-active media relations and public relations that inform the public about our vision, priorities, services and success in delivering them.

We continue to have a good working relationship with all local media. The vast majority of the information issued to the media whether as a press release, statement or letter are published and the council's cabinet members do regular interviews on local radio.

7. To develop alternative channels to communicate messages

In May 2015 the council started trialling the use of video using small, handheld recording devices. A council YouTube channel has been created to host these videos, although they will be promoted through social media and by embedding them within the council website.

It is also intended to use video to accompany traditional press releases to give statements from cabinet members to the public via the media.

8. Seek commercial opportunities from the council's brand and sub brands

Opportunities are being sought to generate income from the council's brand that can be invested back into core services for the public.

The council has set up a working group to develop commercial opportunities and the communications and marketing service will be a member of this to enable opportunities to be turned into workable business cases. This process will also uncover the future marketing needs of the council in the coming years as more services seek to increase income levels.

The communications and marketing service is also part of the group looking at the marketing opportunities to increase membership of the Queen's Park Sports Centre once the new centre is opened in early 2016.

PROGRESS REPORT ON THE DELIVERY OF THE COUNCIL'S INTERNAL COMMUNICATIONS STRATEGY

The results from the 2015 employee survey indicate that improvements are being made to internal communications. Across the nine measures eight have increased and one has decreased. This is set against a backdrop of a year of significant organisational change, particularly to senior management, and with several restructures of different teams.

An action plan is currently being drawn by the managers and the Workforce Strategy Group to address issues raised in the employee survey and set the 2015/16 targets for improving these, and other measures.

A major contribution to improving performance will be the launch of the new intranet in the summer. Currently half of staff have no access to the intranet. The new intranet will be accessible to all staff from any computer or mobile device. It will also make it easier for teams based at different locations or sites to collaborate on projects.

Measures

1. Staff familiar with the council's vision: 2013/14 level 75%; 2014/15 79% - **4% increase**
2. Staff familiar with the council's priorities (corporate plan): 2013/14 69%; 2014/15 74% - **5% increase**
3. Staff understand our values: 2013/14 88%; 2014/15 89% - **1% increase**
4. Staff who are proud to tell others they work for the council: 2013/14 61%; 2014/15 62% - **1% increase**
5. Staff who feel well informed – 2013/14 40%; 2014/15 45% - **5% increase**

6. Staff who understand how their work contributes to the council's priorities:
2013/14 69%; 2014/15 75% - **5% increase**
7. Staff who believe the intranet keeps them well informed – 2013/14 40%; 2014/15 41% increase – **1% increase**
8. Staff who believe the Borough Bulletin keeps them well informed – 2013/14 79%; 2014/15 73% - **6% decrease**
9. Staff who feel their team meetings keep them well informed – 2013/14 59%; 2014/15 63% - **4% increase**

Appendix 2

SCRUTINY PROGRESS MONITORING REPORT ON IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS ON EXTERNAL COMMUNICATIONS

Progress report on Ref: OP4 of the Monitoring Form. To provide progress in implementing recommendations of the Overview and Performance Scrutiny Forum from its scrutiny project work on External Communications Strategy. These recommendations were approved by Cabinet on 29.07.14 for action.

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Recommendation 1 : That the council adopts clear branding and a 'one council' approach.				
Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation.	Leader, Councillor John Burrows Communications and Marketing Manager, John Fern	Existing resources.	N/A	Completed. The council's cabinet approved new corporate branding on 2 December 2014. This was implemented in March 2015 and is now being rolled out across different applications. Where changes can be made at no cost the branding is now being used. Other applications (eg vehicles, signs, buildings etc) are being implemented only when existing materials need replacing anyway

Recommendation 2 :
 That a review be undertaken to look at how better coordination of marketing and communication activities can be achieved to enable the objectives of the new external communications strategy to be delivered, which may involve the need for a review of the organisational structure.

Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation.	Leader, Councillor John Burrows Marketing and Communications Manager, John Fern	Will depend on option selected.	By March 2016.	Outstanding. A review of marketing and communication activities is to be carried out in the 2015/16 financial year but is going to be timed to take account of the council's future marketing requirements in light of planned moves to commercialise services and / or develop trading arms so that income generated can be used to provide core services to the public.

Recommendation 3 :
 That analytics (the discovery and communication of meaningful patterns in data) are used to guide web content and to be able to better predict and improve performance.

Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation.	Leader, Councillor John Burrows Marketing and Communications Manager, John Fern	Existing resources.	N/A	Completed. Analytics are routinely being used to monitor and guide customer service improvements for the council's website and social media channels. The website will be improved during 2015

				and analytics will be used to guide this process.
Recommendation 4 :				
That the Council considers adopting a ‘digital first approach’ to all of its external communications.				
Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation.	Leader, Councillor John Burrows Marketing and Communications Manager, John Fern	Existing resources.	N/A	Completed. The council’s external communications strategy made adopting a digital first approach to communications one of its key objectives. This is being delivered through: <ul style="list-style-type: none"> • Greater focus on website copy • Increased use of social media, including by different teams • Use of emails as a communication tool eg a welcome email for new residents alerting them to key council services they need to know about • Planned improvements to the website eg delivering responsive design so it can be viewed easily on mobile phones and tablets • Use of videos on website and social media • Use of e-newsletters

Appendix 2: Scrutiny progress monitoring report on external communications strategy and update on delivery of internal communications strategy

				When services now approach the communications and marketing service for advice on particular issues they are taken through a process that encourages them to think about, and use, different digital channels. Only then are they asked to consider whether paper based communication is needed to support that.
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FOR PUBLICATION

AGENDA ITEM

DRAFT PERFORMANCE MANAGEMENT FRAMEWORK

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	16 th June 2015
REPORT BY:	POLICY MANAGER
WARD:	ALL
COMMUNITY ASSEMBLY:	ALL

1.0 PURPOSE OF REPORT

1.1 To consult the Overview and Performance Scrutiny Forum during the development of the new Performance Management Framework for the Council.

2.0 BACKGROUND

2.1 Since 2010 there have been major national level changes impacting on local authority performance management and improvement. These include:

- The 200 measure strong national indicator set was abandoned
- The requirement for undertaking Public Satisfaction Surveys including the Place Survey (general residents survey) and the Status Survey (local authority tenants) was removed
- Comprehensive Area Assessments, Key Lines of Enquiry and formal performance assessments co-ordinated by the Audit Commission were abolished

2.2 Council's no longer have formal assessments and performance management is entirely voluntary. Since 2010 the Council's performance management framework has been eroded and is no longer considered to be effective in challenging and improving performance.

2.3 We have been working with East Midlands Councils and other authorities across the East Midlands to develop a new fit for purpose framework which recognises the importance of transparency, accountability and sector led improvement. The draft Performance Management Framework (PMF) is attached at Appendix A.

3.0 **NEW PERFORMANCE MANAGEMENT FRAMEWORK PRINCIPLES**

3.1 The new PMF sets out the high level approach to performance management ensuring that all services and employees are:

- Clear about what we are aiming to achieve, by when and by whom
- Focusing resources and actions on the right outcomes
- Increasing their awareness and ownership of how things are going- both the successes and where things need to improve
- Able to report on progress to both internal and external audiences
- Able to access effective performance management improvement and support

4.0 **THE PERFORMANCE MANAGEMENT CYCLE**

4.1 Analyse

We need a solid understanding of our communities' needs and aspirations and increasingly require an understanding of the wider market conditions. We need to assess and analyse this information to inform our plans. Key data could include:

- Legislative and regulatory considerations
- Demographic information
- Emerging social trends
- Customer satisfaction and feedback
- Past performance information
- Workforce data

4.2 Plan

This is where we need to be clear about our vision – where do we want to go?. We need to identify our priorities – what needs to be done? What are the most important actions? Who is responsible for delivery?

The Key plans identified include:

- The Council Plan 2015 – 2019 – sets out the key priorities and the actions and activities we will deliver in year and by the end of the plan
- The Medium Term Financial Strategy – sets out how resources will be aligned to deliver the Council Plan priorities

- Service Plans – each service develops an annual plan setting the high level themes, approach and tone for their work
- Employee Personal Development meetings – Every employee has an annual performance and development meeting with their line manager at which objectives and milestones for the year are set

Accountability is a key part of the new PMF. Responsibilities of Elected Members (including a specific role for Overview and Scrutiny), Senior Officers and Employees are clearly identified within the PMF. The support commitment via the Policy Service is also made.

4.3 Do – Deliver the objectives and priorities – Implement the plans

The Council's plans are live documents which set out what will be done in the period ahead. They are updated to reflect emerging issues such as demographic changes, community engagement feedback and political changes. We also use a competency framework for all employees and managers against which employees are assessed. Part of this framework includes demonstrating ownership of their own performance and striving for improvement.

4.4 Review/Revise – monitor, challenge, review and revise

Performance information needs to be actively used to achieve outcomes and drive improvement. Challenge and review needs to occur at all levels of the authority and includes reviews of past performance, learning lessons, benchmarking and looking ahead to what could be emphasised or done differently in the future.

5.0 **PERFORMANCE REVIEW**

5.1 Service Performance Review

Within in each service (or group of services) there will be a dedicated quarterly management team meeting to consider and challenge their performance against their service plan. Services will be encouraged to discuss this information at their wider team meetings as appropriate.

5.2 Corporate Performance Review

The Corporate Performance Review comprises of Political Cabinet, Senior Leadership Team and Corporate Management Team. The review will take place quarterly as part of the Executive/Management Team away days and focus on reviewing and challenging overall performance and aligning resources to improve areas of greatest need.

A balanced scorecard would be a key element of the corporate performance review. An example scorecard is attached at Appendix B. The scorecard brings together a variety of data including:

- Council Plan – Projects and performance indicators
- Workforce information – pay and productivity indicators, workforce profile information, health and safety indicators, employee surveys indicators and relevant action plans
- Customers and communities – complaints, avoidable contact, communication indicators, public satisfaction indicators
- Business critical activity – key income streams, key service level indicators, governance indicators, PPP indicators and business critical projects
- Big ticket progress – could include Great Place: Great Service information, transformation programme data, trading etc.

This wouldn't be new data, it will involve bringing together data from a variety of sources so that the data is more transparent and more accessible for decision making. Exception reports and options for improvement would be available in addition to the scorecard.

Corporate Managers will be encouraged to discuss this information at their management and employee team meetings as appropriate to increase the engagement and ownership of performance management at all levels.

5.3 Performance Review Timing

An issue to consider is whether the service performance reviews should take place before the corporate review so they can feed into the corporate review or if the corporate review should go first and information cascaded down.

It is important that performance reviews take place soon after the quarter end to ensure that where necessary improvement activities can be put in place in order to improve performance in year. With this in mind depending on timing we may not be able to get the quarterly reports to Scrutiny before the performance review meetings – they would of course be available for viewing.

5.4 Performance Reporting

Twice a year a full performance report will be developed to highlight performance data, trends and the findings and actions for the service and corporate performance reviews. This report will be challenged by Overview and Scrutiny and Cabinet to ensure our PMF is achieving change and

driving improvement. The six monthly performance reports will also be available to the public on the Council's website.

6.0 **OTHER FORMS OF CHALLENGE**

- 6.1 Community engagement – there is a wealth of feedback from our community engagement programme including community assemblies, satisfaction surveys, Equality and Diversity Forum which help to challenge our performance. Employee engagement and Trade Union activity also offer effective opportunities to challenge performance.
- 6.2 Complaints, comments and compliments – our communities are encouraged to give feedback to the Council on the services we provide. Each service will be provided with quarterly updates of their comments, complaints and compliments to inform their decision making and service level performance reviews.
- 6.3 Sector led improvement – The Council is actively using the Local Government Association's "Taking the Lead" approach for sector led improvement including a commitment to a Peer Challenge every four years. Additional voluntary challenges such as investors in people and Equality Framework are also used to drive performance.
- 6.4 We also use a variety of benchmarking tools and services to benchmark our performance, costs and employment issues against other local authorities.

7.0 **ACTION SO FAR**

- 7.1 The following activities have been taking place over the last six months to increase momentum on our performance improvement journey:
- New four year Council Plan approved. This document clearly sets out the in-year deliverables and what is expected by the end of the plan term
 - Service Plans have been developed for all service areas which include key performance indicators, projects, risk assessments and workforce development issues. Each Service Plan has been cross-referenced with the Council Plan to ensure all Council Plan deliverables have been allocated to the appropriate lead service
 - The Council Plan and Service Plans were used to discuss the support requirements with arvato and Kier for the coming year
 - There was a big push on employee personal development appraisals this year so that all employees had the opportunity to meet with their manager to discuss objectives and development needs
 - Working with East Midlands Council and authorities across the East Midlands to raise Performance standards across the region – this work has informed our new PMF

- Development of a single data list which clearly identifies the data type, frequency of collection, opportunities for benchmarking, lead service area and how the data can feed into the new PMF
- Data has been reviewed to boost the frequency of collection on key indicators to enable improvement actions to be put in place much earlier in the year and improve in-year performance

8.0 **CONSULTATION**

8.1 We are currently consulting a number of stakeholders including Overview and Performance Scrutiny Forum on the new PMF in order to inform the proposals before they are considered by Cabinet.

9.0 **NEXT STEPS**

9.1 Suggestions for improvement emerging from the consultation will help inform the final draft version of the PMF which we are planning to take to Cabinet on the 21st July. If the PMF is approved we are aiming to bring in the majority of the framework for the second quarter of 2015/16, although there will be further improvements into 2016/17.

D. M. REDDISH
POLICY MANAGER

Further information on this matter can be obtained from Donna Reddish (Extension 5307).

Officer recommendation supported/not supported/modified as below or Lead Members' recommendation/comments if no Officer recommendation.

Signed

Lead Member

Date

Consultee Lead Member/Support Member comments (if applicable)

Introduction

Our performance management framework (PMF) aims to drive improvement and achieve the best results for Chesterfield Borough and its communities. It facilitates a consistent, streamlined and joined-up approach to all performance activity throughout the organisation.

The Council’s Executive and Senior Leadership Team are seeking to embed a strong performance culture which places our communities at the heart of everything we do and responds to our vision of putting our communities first.

This new PMF set out the high level approach to performance management ensuring that all services and employees are:

- clear about what we are aiming to achieve, by when and by whom;
- focusing resources and action on the right outcomes
- increasing their awareness and ownership of how things are going – both the successes and where things need to improve
- able to report on progress to both internal and external audiences
- able to access effective performance management and improvement support

Each service and team will need to apply and possibly supplement the framework in ways that best suit their context and needs while ensuring a one council, one team approach to delivering the Council’s ambitions.

Transparency and Challenge

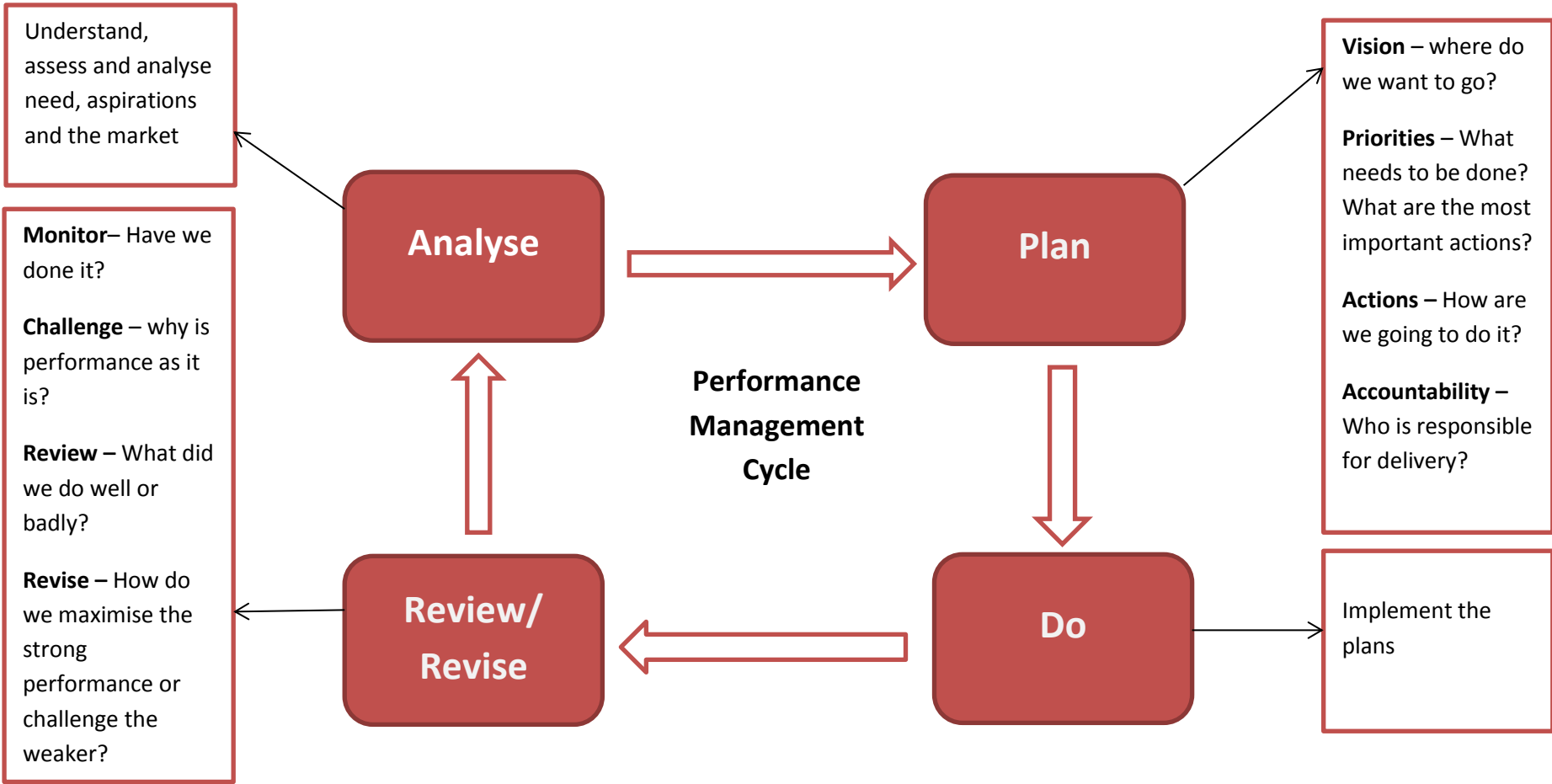
Councils no longer have formal external assessments of performance. However we recognise the importance of transparency and accountability and are activity using the Local Government Association’s (LGA) “Taking the Lead” approach to sector led improvement. We also ensure that our performance information is available to the public via our website.

Organisational performance management approach

The Performance Management Cycle

The PMF has four continuous stages – Analyse – Plan – Do – Review/Revise. Each of these stages are explained on the following pages.

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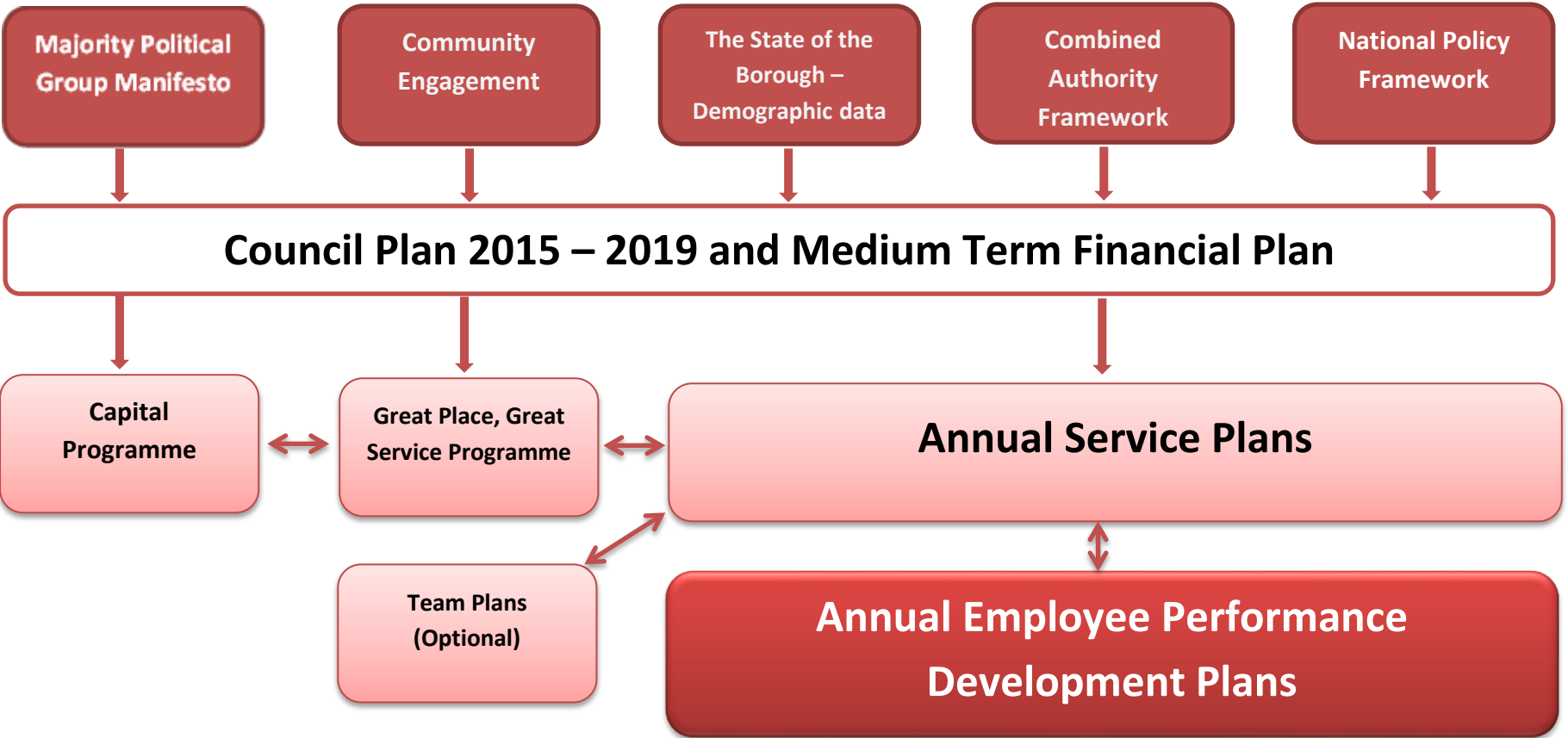
Analyse – understand, assess and analyse need

Understanding the needs of our communities and their environment is critically important. This is analysed in the context of:

- The Council's Plan, which is informed by demographic information, public opinion, the majority group's manifesto and central government policies
- Current legislation and any regulatory considerations
- Emerging combined authority activity
- The demographics of our communities – our State of the Borough report includes a range of datasets and analysis including age, gender, disability and ethnicity profiles, economic analysis, environmental and built environment analysis, health profiles, Census data and indices of multiple deprivation
- Wider emerging social trends such as youth unemployment and technological advancements
- Customer satisfaction and feedback about how services are being provided along with views on what is important to be delivered. The Council's approach to engaging our communities is set out in our Community Engagement Strategy and our data is available on our website
- Past performance is also an important factor when considering how we are progressing, as it allows services to identify and analyse any patterns or trends
- Internal workforce composition including demographics, skills and talent, employee engagement etc. This information is available to employees on our Intranet site.

Plan – setting the Vision, short, medium and long term aims

This diagram shows how the PMF Elements link strategic plans to individual objectives in a golden thread. At each level performance indicators and clear action milestones are used to measure and track delivery:



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Plan – The Key Plans

The Council Plan

The Council's vision, priorities and values are set out in the Council Plan 2015 – 2019. This outlines the key priorities and the actions and activities we will deliver in year and by the end of the plan. The Council Plan takes into account various environmental factors including the national and local economic picture, demographic issues and government policies. It is also informed via our community engagement programme, which drives customer service, engagement and involvement.

The Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) sets out how resources will be aligned to deliver the Council Plan priorities. This is agreed by Full Council every year.

Service Plans

Each service develops an annual plan setting the high level themes, approach and tone for their work. It also includes the key priorities and activities for the year which underpin the Council Plan. These plans include key performance indicators, risk assessments/plans and workforce development issues. Some services and teams may choose to develop more detailed operational level plans to help focus activity and increase the likelihood of achievement.

Personal Objectives

Every employee has an annual performance and development appraisal (EPD) meeting with their line manager at which personal objectives and milestones for the year ahead are set. These show how each person contributes to their Service Plan and therefore Council Plan objectives.

Accountability

Everyone at the Council plays a part in the PMF. The following table shows how these responsibilities are distributed:

Elected Members	<p>Full Council:</p> <ul style="list-style-type: none"> • Approve the overall priorities, budget for the Council, capital programme and the Housing Revenue Account Business Plan <p>Cabinet:</p> <ul style="list-style-type: none"> • Oversight of Council Plan priorities, budgets and manifesto commitments <p>Overview and Scrutiny:</p> <ul style="list-style-type: none"> • Critically appraise the application and direction of the Performance Management Framework
Senior Leadership Team and Corporate Management Team	<p>Senior Leadership Team:</p> <ul style="list-style-type: none"> • Strategic responsibility for achieving Council priorities • Oversight of corporate performance, taking necessary action and focusing resources • Deliver the Medium Term Financial Plan <p>Corporate Management Team:</p> <ul style="list-style-type: none"> • Deliver service objectives • Accountable to Senior Leadership Team for operational performance • Help to deliver the Council’s strategic priorities • Develop employees and teams to ensure they deliver their objectives and contribute to the Council’s priorities • Deliver on time, to standard, within budget and strive to achieve better value for money
Employees	<ul style="list-style-type: none"> • Achieve personal objectives and contribute to those of their team/service/Council Plan • Take responsibility for individual performance and development • Understand how they contribute to Council Plan priorities • Work collaboratively to share best practice and embed a consistent performance improvement culture
Policy Service	<ul style="list-style-type: none"> • Champion and administer the Performance Management Framework • Ensure performance management information is available to all services • Facilitate knowledge management and the sharing of best practice internally and externally

Do – Deliver the objectives and priorities – implement the plans

The Council's plans including the Council Plan and Service Plans are live documents which set out what will be done in the period ahead. They are updated to reflect emerging issues such as demographic changes, community engagement feedback and any political changes at a central or local level.

The Council also uses a competency framework for all employees, against which employees are assessed as part of their annual Employee Performance Development interview. The Council's values also form part of this annual assessment.

The competency framework emphasises that managers must demonstrate that they manage performance effectively and base decisions on reliable performance information and other insight. Employees need to demonstrate ownership of their own performance and strive for improvement.

Review/Revise – monitor, challenge, review and revise

Performance information needs to be actively used to achieve outcomes and drive improvement. The Policy Service support objective challenge to ensure the Council achieves the best it can for our communities at every level.

Challenge and review occurs at all levels in the organisation and includes the review of past performance, learning lessons, benchmarking and looking ahead to what needs to be done next. These are the key steps at the review/revise stage:

Performance Indicators and Key Projects

A single set of performance indicators has been developed. These include Council Plan indicators, workforce related indicators, feedback from our customers and communities and service critical indicators. Our performance management system is used to collect, report and analyse performance information for both the indicators and the key projects identified in the Council Plan and Service Plans.

Service Performance Review

Within each service (or in some cases groups of services) there is a dedicated quarterly meeting with the service management team to consider and challenge their performance in connection with their Service plan. These meetings and action then feed into the corporate level performance review. This information will feed into the Corporate Performance Review and is used by the Senior Leadership Team as part of the performance appraisal of the Corporate Management Team. **Consideration to be given to whether Service Performance Reviews should take place before the Corporate Review so they can feed in or whether the Corporate Review should take place first then feedback.**

Corporate Performance Review

The Corporate Performance Review comprises of political Cabinet, Senior Leadership Team and Corporate Management Team. The review will take place quarterly as part of the Executive/Management Team away days and will focus on reviewing and challenging overall corporate performance and aligning resources to improve areas of greatest need.

Performance Reporting

Twice a year a full performance report will be developed to highlight performance data, trends and the findings and actions from the service level and corporate level performance reviews. This report will be challenged by Overview and Scrutiny and Cabinet to ensure that our PMF is achieving change and driving improvement. The six monthly performance reports will be available to the public on the Council's website.

Quarterly timetable

There are different options on this depending on whether or not we want to hold Service Performance Reviews first or the Corporate Performance Review. We may also be able to reduce the initial collation time down from three weeks to two but this will require an extremely strong commitment from services.

This table shows the sequence of collation and consideration of performance following the end of each quarter: (Service Reviews First)

Weeks after quarter end	1	2	3	4	5	6	7	8
Previous quarter performance information collected and collated	●	●	●					
Service Performance Review preparation				●	●			
Service Performance Review Meetings					●	●		
Corporate Performance Review preparation						●	●	
Corporate Performance Review								●

This table shows the sequence of collation and consideration of performance following the end of each quarter: (Corporate Review First)

Weeks after quarter end	1	2	3	4	5	6	7	8
Previous quarter performance information collected and collated	●	●	●					
Corporate Performance Review preparation				●	●			
Corporate Performance Review						●		
Service Performance Review preparation						●	●	
Service Performance Review Meetings							●	●

Other Forms of Challenge

What	Details
Community engagement	<p>There is a wealth of detailed feedback from our community engagement programme activities. This includes our two yearly residents and tenants satisfaction surveys, regular service specific customer surveys, Community Assembly meetings, Equality and Diversity Forum and local Councillors surgeries.</p> <p>We also undertake a range of employee based engagement activities including an annual employee survey, focus groups, lessons learned engagement sessions and have regular Trade Union engagement.</p>
Complaints, comments and compliments	<p>Our communities are encouraged to give feed back to the Council on the services we provide via the complaints, comments and compliments service. Each Service is provided with a quarterly update of their comments, complaints and compliments to inform their decision making and service level performance review meeting.</p>
Sector Led Improvement and voluntary challenges	<p>The Council is actively using the Local Government Association's (LGA) 'Taking the Lead' approach for sector led improvement including a commitment to take part in a Peer Challenge every four years. Additional voluntary challenges are used to drive performance including Investors in People accreditation and compliance with the Local Government Equality and Diversity framework.</p>
Benchmarking	<p>Comparing the Council with other providers and agencies helps it to understand the wider context, provides the potential to learn from others and to achieve more. There are several benchmarking tools and services we use to benchmark our performance, costs and employment issues. This include's LG Inform – the LGA's performance comparison tool, the Society of Information Technology Managers (SOCITM), Association of Public Service Excellence (APSE), Housemark and the Chartered Institute of Public Finance (CIPFA) nearest neighbours model.</p>

Revision

Plans need to be continually reviewed and potentially revised as communities change, government and local political policy evolves, new needs are identified and new priorities emerge as public expectations and requirements evolve.

The Council Plan is annually reviewed and refreshed to focus on its delivery and clearly set out the key priorities for the coming year. Service plans and optional team plans are also developed annually. Employee performance and development appraisal meetings take place annually with a review after six months. Managers are encouraged to discuss and review service, team and individual objectives at team meetings and one to ones throughout the year.

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Corporate Performance Scorecard

Council Plan

Thriving Borough

Projects Indicators

Quality of Life

Projects Indicators

Value for Money

Projects Indicators

Workforce

Pay and Productivity Indicators

Workforce Profile Indicators

Health and Safety key Indicators

Employee Survey Indicators

IIP/Employee Survey Action Plan

Customers and Communities

Complaints and Ombudsman

Avoidable contact

Communication Indicators

Key service satisfaction Indicators

Are you being served Survey Indicators

Star Survey Indicators

Business Critical Activity

Key Income Streams

Key Service Indicators

Key Governance Indicators

PPP Indicators

Business Critical Projects

Big Ticket Progress

Great Place: Great Service Programme progress

Great Place: Great Service Programme savings delivered

Business Transformation savings delivered

Trading/Commercialisation progress

Trading/Commercialisation Income

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AGENDA ITEM

FOR PUBLICATION

ICT STRATEGY AND ACTION PLAN PROGRESS REPORT

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	16 JUNE, 2015
REPORT BY:	EXECUTIVE DIRECTOR
WARDS:	ALL
COMMUNITY ASSEMBLIES:	ALL

FOR PUBLICATION
BACKGROUND PAPERS FOR PUBLIC REPORTS: Nil

1.0 PURPOSE OF REPORT

- 1.1 To update members of the Overview and Performance Scrutiny Forum on the current position regarding the ICT Strategy and Action Plan.

2.0 RECOMMENDATION

- 2.1 That the progress report regarding the ICT Strategy and Action Plan be noted.

3.0 BACKGROUND

- 3.1 ICT is crucial as an enabler of transformation, as a framework to protect and manage the council's data and information, as a provider of our key communications channels and how we deliver a range of services to our borough.

- 3.2 Our ICT strategy needs to be up to date and forward thinking, taking into account the changing context of local government, the changing behaviour and expectations of our citizens and businesses, as well as the rapid rate of change within the ICT

industry that provide both challenges and exciting opportunities. We also need to manage the growing risk of cyber fraud and data security.

- 3.3 The council currently has an ICT strategy, which was produced to cover the period 2012–2014. It is recognised that this document needs updating.

4.0 CURRENT POSITION

- 4.1 Work has been carried out to understand and map the current ICT systems and infrastructure to ensure we have an accurate baseline and asset list.

- 4.2 The themes and main areas of focus for our new ICT strategy have been identified and these are:

- The pace of change
- ICT as an enabler
- Business outcomes
- Access to technology
- Value for money

- 4.3 The document will focus on a strategy to deliver business and service outcomes rather than delivery of technology for its own sake. The key drivers include:

- Improved access for all
- Business transformation
- Intelligence and information
- Mobile and agile working
- Partnerships and shared services
- Reliability and compliance

- 4.4 The document will also include general principles for the ICT service which will be used as a compliance checklist for any future commissioning and procurement of ICT products.

5.0 NEXT STEPS

- 5.1 Work will continue to develop the detail of the strategy and a final draft is expected to be completed by July in order to enable

stakeholder consultation before the document is presented to cabinet in September 2015.

6.0 CORPORATE CONSIDERATIONS

6.1 There are no financial, legal or equalities considerations arising from this report.

7.0 RECOMMENDATION

7.1 That the progress report regarding the ICT Strategy and Action Plan be noted.

Further information regarding this report can be obtained from James Drury, Executive Director Tel: 01246 345292

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AGENDA ITEM

FOR PUBLICATION

CHESTERFIELD BROUGH COUNCIL PROCUREMENT SERVICE – POSITION STATEMENT, MAY 2015

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	16 JUNE, 2015
REPORT BY:	BUSINESS TRANSFORMATION MANAGER
WARDS:	ALL
COMMUNITY ASSEMBLIES:	ALL

FOR PUBLICATION
BACKGROUND PAPERS FOR PUBLIC REPORTS: Nil

1.0 PURPOSE OF REPORT

- 1.1 To update members of the Overview and Performance Scrutiny Forum on the current position regarding the Chesterfield Borough Council Procurement Service.

2.0 RECOMMENDATION

- 2.1 That the current position regarding the Chesterfield Procurement Service be noted.

3.0 BACKGROUND

- 3.1 The Council established a joint procurement unit with North East Derbyshire District Council NEDDC and Bolsover District Council (BDC) in 2008, the unit expanded further in the following years with both Ashfield Borough Council and Mansfield District council joining the unit in 2010.

- 3.2 The service worked effectively for many years before disbanding in 2012 when key officers resigned from the unit, leading to the

breakdown of the consortium as partners went different directions to resolve the immediate procurement requirements.

- 3.3 Chesterfield chose at that point to bring the service back in house as it was felt that the procurement need of CBC was becoming too great for the volume of staff within the shared arrangements.
- 3.4 To support the immediate need a consultant was brought in 3 days per week to 'steady the ship'.
- 3.5 During 2013 a paper was presented to cabinet which formalised arrangements to bring the service in house with a Full time Procurement Manager post at Scale 12 and a full time procurement officer post at Scale 7.
- 3.6 Scrutiny reviewed this paper and supported the recruitment decision at a meeting in January 2014.
- 3.7 A recruitment exercise was undertaken for the Procurement Manager role during 2014 but did not successfully recruit to the position.
- 3.8 The procurement officer role was filled on secondment until Dec 2014 when it was recruited to on a permanent basis; however, this role became vacant in May 2015 and is currently being covered on a temporary basis by Project Academy resource.

4.0 CURRENT POSITION

- 4.1 The Procurement team is currently staff 3 days per week using an external consultant as Procurement Manager, supported by a full time project academy officer assisting with the procurement officer role.
- 4.2 The Business Transformation Manager, along with Executive Director is currently exploring options for the Future provision of the Procurement Service, analysing how different delivery models can best meet the council's future procurement needs taking into consideration the budget position and current procurement recruitment market. A report containing options will be prepared and presented to cabinet in due course.

5.0 CORPORATE CONSIDERATIONS

5.1 There are no financial, legal or equalities considerations arising from this report.

6.0 RECOMMENDATION

6.1 That the current position regarding the Chesterfield Procurement Service be noted.

Further information regarding this report can be obtained from Karen Brown, Business Transformation Manger Tel: 01246 345293

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 JULY 2015 TO 31 OCTOBER 2015

What is the Forward Plan?

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of key decisions to be made on behalf of the Council. This Forward Plan sets out the details of the 'key' and other major decisions which the Council expects to take during the next four month period. The Plan is available to the public 28 days before the beginning of each month.

What is a Key Decision?

Any executive decision which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

- a decision to spend £50,000 or more from an approved budget, or
- a decision to vire more than £10,000 from one budget to another, or
- a decision which would result in a saving of £10,000 or more to any budget head, or
- a decision to dispose or acquire any interest in land or buildings with a value of £50,000 or more, or
- a decision to propose the closure of, or reduction by more than ten (10) percent in the level of service (for example in terms of funding, staffing or hours of operation) provided from any facility from which Council services are supplied.

Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in one or more electoral wards. This includes any plans or strategies which are not within the Council's Policy Framework set out in Article 4 of the Council's Constitution.

Are any other decisions included on the plan?

The Forward Plan also includes details of any significant issues to be considered by the Executive Cabinet, full Council and Overview and Scrutiny Committee. They are called "non-key decisions". Non-key decisions that will be made in private are also listed.

How much notice is given of forthcoming decisions?

As far as possible and in the interests of transparency, the Council will seek to provide at least 28 clear days' notice of new key decisions (and many new non-key decisions) that are listed on this document. Where this is not practicable, such key decisions will be taken under urgency procedures (in accordance with Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to information Procedure Rules). This will be indicated in the final column and a separate notice is also published with additional details.

What information is included in the plan?

The plan will provide a description of the decision to be taken, who will make the decision and when the decision is to be made. The relevant Cabinet Member for each decision is listed. If you wish to make representations about the decision to be made, the contact details of the appropriate officer are also provided. Decisions which are expected to be taken in private (at a meeting of the Cabinet or by an individual Cabinet Member) are marked "private" and the reasons privacy is required will also be stated. Each issue is also listed separately on the website which will show more details including any Urgency Notices if issued.

How is consultation and Community Engagement carried out?

We want all our communities to be given the opportunity to be involved in the decisions that affect them so before a decision is taken, where appropriate, community engagement activities are carried out. The Council's Community Engagement Strategy sets out a framework for how the Council engages with its customers and communities. Details of engagement activities may be found in reports when published. Alternatively you can contact the officer to whom representations may be made.

Notice of Intention to Conduct Business in Private

Whilst the majority of the business at Cabinet meetings will be open to the public and media to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that the Cabinet meetings shown on this Forward Plan will be held partly in private because some of the reports for the meeting will contain either confidential information or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

A list of the reports which are expected to be considered at this meeting in private are set out in a list on this Forward Plan. They are marked "private", including a number indicating the reason why the decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

If you would like to make representations about any particular decision to be conducted in private at this meeting then please email: democratic.services@chesterfield.gov.uk. Such representations must be received in advance of 5 clear working days before the date Cabinet meeting itself, normally by the preceding Monday. The Council is required to consider any representations received as to why an item should not be taken in private and to publish its decision.

It is possible that other private reports may be added at shorter notice to the agenda for the Cabinet meeting or for a Cabinet Member decision.

Huw Bowen
Chief Executive

Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website: www.chesterfield.gov.uk



CHESTERFIELD
BOROUGH COUNCIL

Meeting Dates 2015/16

<u>Cabinet</u>	<u>Council</u>
2 June 2015* 16 June 2015 30 June 2015	
14 July 2015* 21 July 2015	22 July 2015
8 September 2015* 22 September 2015	
6 October 2015* 20 October 2015	14 October 2015
3 November 2015* 17 November 2015	
1 December 2015* 15 December 2015	16 December 2015
12 January 2016* 26 January 2016	
9 February 2016* 23 February 2016	25 February 2016
8 March 2016* 22 March 2016	
5 April 2016* 19 April 2016	27 April 2016 (ABM)
3 May 2016* 17 May 2016 31 May 2016	11 May 2016 (ACM)

*From 2015/16, Joint Cabinet and Employment and General Committee meet immediately prior to the first meeting of Cabinet each month

(To view the dates for other meetings please click [here](#).)

Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decisions								
Key Decision 337	THI Scheme Project Evaluation - to receive a final evaluation of the THI project for Chesterfield Town Centre.	Cabinet	Deputy Leader & Cabinet Member for Planning	14 Jul 2015	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public	
Key Decision 398	Sale of CBC Land/Property	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Jun 2015	Report of Head of Kier	Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk	Exempt 3 Contains financial information	
Key Decision 495	Local Government Pension Scheme To approve the revised Discretions in accordance with the changes to the Local Government Pension Scheme Regulations	Cabinet	Cabinet Member - Business Transformation	14 Jul 2015	Report of HR and Payroll Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@chesterfield.gov.uk	Public	
Key Decision 502	Waste and Recycling Re-designation of Customers To extend the application of commercial waste collection charges to charitable organisations in response to changes in legislation.	Cabinet	Cabinet Member - Health and Wellbeing	14 Jul 2015		Mel Henley melhenley@chesterfield.gov.uk	Public 3	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 505	Funding to Voluntary and Community Organisations 2015/16 – Service Level Agreements	Cabinet	Cabinet Member - Health and Wellbeing	30 Jun 2015	Report of the Economic Development Manager	Laurie Thomas Tel: 01246 345256 laurie.thomas@chesterfield.gov.uk	Public	
Key Decision 507 Page 49	Sheltered Housing Strategy - Delivery of the Next Phase	Cabinet	Cabinet Member - Housing	14 Jul 2015	Report of the Housing Services Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 6	
Key Decision 510	Community Infrastructure Levy To approve the adoption of the Community Infrastructure Levy, subject for formal notification and consultation	Cabinet Council	Deputy Leader & Cabinet Member for Planning	14 Jul 2015 29 Jul 2015	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public	
Key Decision 511	Updated Town Centre Masterplan	Cabinet	Leader & Cabinet Member for Regeneration	14 Jul 2015	Report of the Economic Development Manager	Laurie Thomas Tel: 01246 345256 laurie.thomas@chesterfield.gov.uk	Public	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 512	Careline Partnership – current position	Cabinet	Cabinet Member - Housing	14 Jul 2015	Report by Housing Service Manager – Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Exempt 3	
Key Decision 513	Approval to Dispose of Miscellaneous Housing Stock	Cabinet	Cabinet Member - Housing	14 Jul 2015	Report of Housing Service Manager – Business Planning & Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3	
Key Decision 514	Proposed Air Quality Management Order To approve the proposed air quality management order, in relation to nitrogen dioxide levels at Brimington, for consultation	Cabinet	Cabinet Member - Health and Wellbeing	2 Jun 2015	Report of Environmental Health Manager	Russell Sinclair Tel: 01246 345397 russell.sinclair@chesterfield.gov.uk	Public	
Key Decision 515	Sport and Leisure Service Staffing To establish new posts within the Sport and Leisure Service	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	2 Jun 2015	Report of Sport and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Exempt 1, 3, 4	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 516	Right to Buy - Social Mobility Fund To advise Cabinet following the successful bid to the RTB Social Mobility Fund of the procedures put in place to implement the fund and operate a locally based scheme	Cabinet	Cabinet Member - Housing	16 Jun 2015	Report of Housing Services - Business Planning and Strategy Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 517	Leader & Executive Member for Regeneration Portfolio Accounts 2014/15	Cabinet	Leader & Cabinet Member for Regeneration	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 518	Deputy Leader & Executive Member for Planning Accounts 2014/15	Cabinet	Deputy Leader & Cabinet Member for Planning	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 519	Executive Member for Customers & Communities Final Accounts 2014/15	Cabinet	Cabinet Member - Health and Wellbeing, Cabinet Member - Governance	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 520	Executive Member for Environment Accounts 2014/15	Cabinet	Cabinet Member - Health and Wellbeing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 521	Housing General Fund Final Accounts 2014/15	Cabinet	Cabinet Member - Housing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 522	Housing Revenue Final Accounts 2014/15	Cabinet	Cabinet Member - Housing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 523	Executive Member for Governance and Organisational Development Accounts 2014/15	Cabinet	Cabinet Member - Governance, Cabinet Member - Business Transformation	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 524	Executive Member for Leisure, Culture and Tourism Portfolio Final Accounts 2014/15	Cabinet	Cabinet Member - Health and Wellbeing, Cabinet Member - Town Centre and Visitor Economy	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 525	General Fund Budget Outturn 2014/15	Cabinet	Leader & Cabinet Member for Regeneration	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 526	Security Services DSO Final Accounts 2014/15 and Business Plan 2015/16	Cabinet	Deputy Leader & Cabinet Member for Planning	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 3 Information relating to financial and business affairs	
Key Decision 527	Cleansing Internal Service Provider Cleaning of Buildings Final Accounts 2014/15 and Business Plan 2015/16	Cabinet	Cabinet Member - Health and Wellbeing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 3 Information in relation to financial and business affairs	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 528	Landscape and Streetscene Services (Spirepride) Final accounts 2014/15 and Business Plan 2015/16	Cabinet	Cabinet Member - Health and Wellbeing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 3 Information in relation to financial and business affairs	
Key Decision 529	Operational Services I.S.P. Final Accounts 2014/15 and Business Plan 2015/16	Cabinet	Cabinet Member - Housing	16 Jun 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Exempt 3 Information in relation to financial and business affairs	
Key Decision 530	Annual Report to Tenants	Cabinet	Cabinet Member - Housing	21 Jul 2015	Report of Service Manager - Housing Services	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Public	
Key Decision 531	Refurbishment of Ebenezer Row – waiver of standing orders To seek approval to waive standing orders in order to carry out works and services of a specialist nature at a grade II listed building.	Cabinet	Cabinet Member - Housing	30 Jun 2015	Report of Housing Services - Business Planning and Strategy Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	

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Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Key Decision 532	Further update report on Westwood Avenue, Middlecroft	Cabinet	Cabinet Member - Housing	30 Jun 2015	Report of Business Planning and Strategy Manager - Housing Services	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 1, 3	
Key Decision 533	Replacement of Boilers at the Winding Wheel To seek approval and funding for the replacement of the boilers located at the Winding Wheel, which services the Winding Wheel, Stephenson's Memorial Hall and the Parish Church.	Cabinet Council	Cabinet Member - Town Centre and Visitor Economy	30 Jun 2015 22 Jul 2015	Report of Cultural and Visitor Services Manager	Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk	Public	
Key Decision 534	Proposals for Restructure of Housing Customer Division	Joint Cabinet and Employment & General Committee	Cabinet Member - Housing	14 Jul 2015	Report of Housing Service Manager – Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcrogan@chesterfield.gov.uk	Exempt 1, 3, 4 information in relation to individuals, business affairs and labour relations	

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Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Private Items -Non Key/ Significant but non-Key								
Non-Key 363	Application for Home Repairs Assistance	Cabinet Member - Housing	Executive Member Housing - Executive Member decisions	30 Jun 2015	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Exempt 1, 3 Information relating to an individual Information relating to financial affairs	
Non-Key 364	Application for Waiver of Private Sector Housing Discretionary Decisions (including Home Repair Assistance and Disabled Facilities Grants)	Cabinet Member - Housing	Cabinet Member - Housing	30 Jun 2015	Report of Local Government and Regulatory Law Manager	Stephen Oliver Tel: 01246 345313 stephen.oliver@chesterfield.gov.uk	Exempt 1 Contains information relating to an individual.	
Non-Key 367	Lease of Commercial and Industrial Properties	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Jun 2015	Report of Kier Asset Management	Christopher Oakes Tel: 01246 345346 christopher.oakes@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Non-Key 372	Creation of Digital Content Editor post	Joint Cabinet and Employment & General Committee	Leader & Cabinet Member for Regeneration	30 Jun 2015	Report of Communications and Marketing Manager	John Fern Tel: 01246 345245 john.fern@chesterfield.gov.uk	Public	
Non Key Decision								
Non-Key 34	List of Buildings of Local Interest - to consider the list of nominated buildings and agree an assessment panel and process	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	14 Jul 2015	Report of Development Management and Conservation Manager	Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk	Public	
Non-Key 31	Corporate Health and Safety Improvement Programme 2015 - 18	Cabinet	Cabinet Member - Governance	30 Jun 2015	Report of Business Transformation Manager	Karen Brown Tel: 01246 345293 karen.brown@chesterfield.gov.uk	Public	
Non-Key 35	Community Assemblies Annual Report Community Assemblies Annual Report	Cabinet	Cabinet Member - Governance	14 Jul 2015	Report of the Community Development Worker	Wendy Blunt Community Development Officer Tel: 01246-345344 wendy.blunt@chesterfield.gov.uk	Public	

Key Decision No	Details of the Decision to be Taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be Taken	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated	Public or Private	Decision Under Urgency Provisions
Non-Key 36	Equalities Annual Report Equalities Annual Report	Cabinet	Cabinet Member - Governance	14 Jul 2015	Report of the Policy Officer	Katy Marshall Tel: 01246 345247 katy.marshall@chesterfield.gov.uk	Public	
Non-Key 37	Review of Code of Corporate Governance and the Annual Governance Statement To review compliance with the Code of Corporate Governance and approve the Annual Governance Statement .	Cabinet, Standards and Audit Committee	Cabinet Member - Governance	16 Jun 2015	Report of Corporate Management Team	Jenny Williams Tel: 01246 345468 jenny.williams@chesterfield.gov.uk	Public	

SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING FORM

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW6 Page 59	Dog Fouling	EW 05.02.15 Cabinet 10.03.15	<ol style="list-style-type: none"> 1. <i>Review of staff resources – enforcement team.</i> 2. <i>Realise potential of neighbourhood wardens.</i> 3. <i>Purchase new mobile phones for street scene team.</i> 4. <i>Borough wide review of provision of dog bins.</i> 5. <i>Change signage wording re fine limit / introduce more innovative imagery for signs.</i> 6. <i>Introduce co-ordinated and structured communication and engagement with communities.</i> 	12 month progress report from date of decision.		Monitoring due 02.02.16 or 19.04.16 (to be agreed)
EW5	New Leisure Facilities (SPG) (<i>now Leisure, Sport and Cultural Activities SPG including various sub groups</i>) - -	EW 05.06.14 Cabinet 23.09.14	<ol style="list-style-type: none"> 1. Consider Community Engagement Strategy principles throughout corporate projects. 2. Pre consultation dialogue takes place with key stakeholders. 3. Internal communications and engagement plan be developed for projects impacting on employees. 	6 month progress report		Monitoring due & progress report received on 23.04.15. Date for next progress report to be agreed.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW5b	- Playing Pitches Strategy	EW 20.10.14	<ol style="list-style-type: none"> 1. Support the draft Playing Pitches Strategy as received by EW on 02.10.14. 2. Progress report be received in 12 months to confirm delivery progress including on impact in reversing Junior Teams shortfall and interest of young people in playing. 	12 months progress report.		Monitoring due 06.10.15.
EW5c	- Sports Facilities Strategy	EW 18.12.14 Cabinet 13.01.15	<ol style="list-style-type: none"> 1. Prioritise facilities to be community focused, aiming for good health impacts especially for those with mental health issues and the elderly. 2. Physical access to comply with Sport England standards to encourage community based delivery and participation. 			Monitoring due 06.10.15
EW5d	- Parks and Open Spaces Strategy sub group.	EW 18.12.14 Pending Cabinet	<ol style="list-style-type: none"> 1. Community consultation take place when making proposals for investment in a park / open space, whilst also promoting health benefit awareness. Consultation to be in line with Council's Community 	6 month progress report.		Monitoring (due June 2015) deferred to 28.07.15..

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
Page 61			Engagement Strategy with regard to University of Nottingham students' engagement workshop model. 2. Prioritise disability access when developing such investment proposals. 3. Review Play Strategy in next 12 months. 4. Use Council website more effectively to promote parks and open spaces. 5. Use signs and notices better to promote parks and open spaces.	12 month progress report for Play Strategy.		
	OP5	ICT Developments (under Great Place, Great Service)	OP 10.09.14 Cabinet 02.12.14	That the Council employ an ICT specialist to represent the Council's ICT needs / requirements.	6 month progress report.	Cabinet to report back for OP consideration as per Cabinet decision.
OP4	Review into External Communications (SPG)	OP 19.06.14 Cabinet 29.07.14	1. Adopt clear branding 2. Review marketing / communication activities. 3. Introduce use of analytics. 4. Adopt a 'digital first' approach.	6 month progress report		Monitoring due June 2015

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
EW4	Hackney Carriage Licence Limit (SPG)	EW 16.01.14 Appeals & Regulatory Ctte on 12.02.14	<ol style="list-style-type: none"> 1. Produce clear comparison survey by taxi rank. 2. Produce written procedure for future reviews & include in the Forward Plan. 3. That Appeals & Regulatory Ctte consider other options to reduce number of Hackney licences when new legislation permits. 	6 month progress report.	Information requested E&W 18.12.14, circulated 30.12.14.	Monitoring (due June 2015) deferred to 28.07.15.
EW3	Parking Policy (SPG)	14.02.13 Cabinet on 05.03.13	<ol style="list-style-type: none"> 1. The barrier system of parking control which gives change, be extended to other car parks. 2. Improvements be implemented for the New Beetwell Street MSCP to bring the facility up to a standard equivalent to that at Vicar Lane. 3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken. 	6 month progress report	Progress provided to EW on 05.09.13 and 05.06.14. Requested progress circulated to EW Members 22.01.15.	Monitoring due 28.07.15.
EW2	Review of Water Rates Payment Policy (SPG)	16.01.14 and 05.06.14. Cabinet 29.07.14.	<ol style="list-style-type: none"> 1. Provide 6 month update on collection process and technology review. 2. Provide update when contract signed and again after 1 year. 	6 months	Further SPG review / recommendations approved 29.07.14.	Monitoring due 28.07.15.

Ref No	Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work)	Decision Dates (Scrutiny Committee, Cabinet, Council & its Committees)	Scrutiny Committee Recommendations and/or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) *	Completion Date for Actions	Action / Response Completed	Further Action Required by Scrutiny (6 monthly progress reports)
Page 63 CO1			3. Support review of Tenant's information. 4. Provide 6 month update on number of evictions for water rates. 5. Amend Policy wording.		Progress requested by EW on 18.12.14. Circulated 28.01.15.	
	Statutory Crime & Disorder Scrutiny Ctte			Meeting held 08.01.15.		Next 6 monthly meeting due 07.07.15.
	" "	29/09/11 (No 0044)	Progress report on sharing information re alcohol related health problems and hospital admissions.	6 months from 29/09/11.	Statistics received 08.01.15.	Agreed 08.01.15 statistics on alcohol related health problems / hospital admissions be reported to each 6 monthly meeting.

	“ “	10.04.14 (No 58)	Derbyshire County Council Health Scrutiny Committee requested to obtain / share information regarding alcohol related hospital admissions.	Request made 13.05.14.	Awaiting response. Matter related to Item 1 above.	1. Agreed as above.
	“ “	08.01.15 (No 35)	That the Executive Member for Environment be recommended to carry out a review of the decision to stop locking the park gates at night and to consider whether this may have led to the increase in anti-social behaviour and criminal damage and all the associated costs; and That the Crime and Disorder (Community, Customer and Organisation) Committee be provided with the details of the outcome of the review and the cost benefit analysis.	Report expected 07.07.15 Response due 2 months from receipt of recommendation.	Awaiting response.	

Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee).
Note recommendation wording may be abridged.

ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE MEETING**Thursday, 23rd April, 2015**

Present:-

Councillor Slack (Chair)

Councillors Flood

Gibson
Serjeant +

Mick Blythe, Sports and Leisure Manager +
Anita Cunningham, Policy and Scrutiny Officer
Martin Elliott, Committee and Scrutiny Coordinator

+ Attended for Minute No.70

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

No declarations were made.

69 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Bradford and Callan.

**70 LEISURE, SPORT AND CULTURE ACTIVITIES SCRUTINY PROJECT
GROUP PROGRESS REPORT**

Councillor Flood, the lead member on the Leisure, Sport and Cultural Activities project group presented to the committee a progress report on the group's work so far with further recommendations. The Executive Member for Leisure and the Sports and Leisure Manager also attended.

The Executive Member for Leisure noted that the project group and its work had been an excellent example of how Scrutiny can positively improve the implementation of projects and that it was an excellent example of best practice for Scrutiny work. The Executive member also praised the project group on the thoroughness of how it had consulted

with all stakeholders involved in the building of the new Queen's Park Sports Centre.

The Sports and Leisure Manager also noted how effectively and constructively Scrutiny members had worked on the Leisure, Sport and Cultural Activities project group in working with officers and other stakeholders, and that the group had provided a great example of Scrutiny by adding value to a project and its implementation.

The lead member of the project group, Councillor Flood advised that due to the length of time since an update was last provided to the Enterprise and Wellbeing Scrutiny Committee, and with many members due to retire it was a good time to present a progress report on the project group's progress so far. The report summarised the work of the Leisure, Sport and Culture Activities Project Group to date, identified on-going issues for further consideration in 2015/16 and sought approval for the Enterprise and Wellbeing Scrutiny Committee of the Group's proposed continuing work in 2015/16.

Councillor Flood commended the excellent work of the Sports and Leisure Manager, Morgan Sindall, the Executive Member for Leisure, project group members and Committee and Scrutiny Coordinator, Brian Offiler on their excellent work in making the project group and their work a success. The Sports and Leisure Manager also noted that the project group assisted in keeping officers focused on the delivery of the project and that the project group had also facilitated effective communication between members and officers.

Members noted that by having Scrutiny involvement from the start of a project, rather than by looking at a project retrospectively had been a productive way of working and that it had enabled members to be involved and impacting in the implementation of projects, rather than just reviewing how a project had been implemented.

Members thanked Councillor Flood for presenting the report and the Executive Member for Leisure and the Sports and Leisure Manager for attending.

RESOLVED –

1. To approve the on-going work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities; and
 - the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B of the report.
2. That when monitoring the implementation of previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee also considers the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.
 3. That a recommendation be made to the Overview and Performance Scrutiny Forum to:
 - consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council, focusing on the potential for integrated and added value outcomes; and
 - recommend to the Cabinet that this evaluation be undertaken working jointly with Cabinet.
 4. That the Overview and Performance Scrutiny Forum consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.

71 **FORWARD PLAN AND NOTICES OF URGENT DECISIONS**

The Forward Plan was considered. There had been no Notices of Urgent Decisions published since the last meeting.

Regarding key decision 504 on the Housing Allocations Policy report scheduled for Cabinet on 21 April, it was asked why the report had not been brought to this meeting as scheduled in the committee's work programme. It was reported the Housing Manager had explained there was no new information that warranted a further report to scrutiny following the consultation on the proposed policy changes, and the Chair had agreed the item not be included on the agenda.

RESOLVED -

1. That the Forward Plan be noted.
2. That a progress report on the new Housing Allocations Policy be requested and circulated to members.

72 SCRUTINY MONITORING

The Committee considered a progress report on the implementation of Cabinet approved Scrutiny recommendations, from the Leisure Sport and Cultural Activities project group, reference EW5 on the monitoring form.

Regarding those same recommendations, the report also provided options for monitoring programme management, as it was considered the monitoring of their implementation crossed the remits of this committee the Community, Customer and Organisational Scrutiny Committee, and possibly the Overview and Performance Scrutiny Forum. It was also reported that the Overview and Performance Scrutiny Forum had a work allocation co-ordination role and may have a view.

The Committee noted that items reference EW5(d) and EW4 on the monitoring form were due for progress reports at the June meeting; and that items reference EW3 and EW2 were due for progress reports at the July meeting.

RESOLVED –

1. That the overall monitoring programme be agreed.
2. That items scheduled for progress reports to the June and July meetings be noted, pending possible cancellation of the June meeting.
3. That the progress report in relation to Leisure Services be noted.
4. That the matter of monitoring remits in relation to the Leisure Sport and Cultural Activities project group reference EW5, be referred to the Overview and Performance Scrutiny Forum for a view.

73 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer advised that the corporate review of Overview and Scrutiny was progressing.

RESOLVED –

That the update be noted.

74 WORK PROGRAMME FOR ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The Committee considered its Work Programme and those items programmed for its next meeting. It was noted there were currently meetings scheduled for both June and July and items due for monitoring were scheduled for both meetings.

Also reported were recommendations from the Overview and Performance Scrutiny Forum held 19 March, for the Enterprise and Wellbeing Scrutiny Committee to consider appointing project groups in relation to developing the town centre, and increasing the supply and quality of housing.

RESOLVED –

1. That the Work Programme be agreed.
2. That the Overview and Performance Scrutiny Forum's recommendations be noted for further consideration at the next meeting.
3. That a progress report on the Careline Consortium be requested and circulated to members.
4. That the Policy and Scrutiny Officer contacts the Housing Services Manager, Customer division regarding the scheduling of the report on the Careline Consortium to determine whether this item should be on the agenda for the June meeting of the Enterprise and Wellbeing Scrutiny Committee.
5. That the Chair be requested in consultation with the Policy and Scrutiny Officer, to determine the business agenda for the next

meeting of the Enterprise and Wellbeing Scrutiny Committee and whether the 2 June meeting should be cancelled.

75 **MINUTES**

The Minutes of the meetings of the Committee held on 5 February, 2015 were presented. The Chair also thanked retiring members for their contribution to the work of the Committee.

RESOLVED –

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

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME : OVERVIEW AND PERFORMANCE SCRUTINY FORUM for 16 JUNE 2015

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Executive Responsibility
1	16.06.15	ICT Strategy and Action Plan Progress Report	Strategy approved December 2012. Report received 30.01.14. Part report received 11.09.14 under GPGS.	<i>O&P Chairs</i>	<i>Executive Member Governance</i>
2	16.06.15	1.External Communications Strategy Progress Report; and 2.Internal Communications Strategy Progress Report.	1.Pending implementation of scrutiny recommendations / corporate action plan. Progress report last received 13.11.14.	<i>O&P</i>	<i>Leader</i>
3	16.06.15	Chesterfield Procurement Service	New arrangements pending scrutiny monitoring. Report received 30.01.14. Written update requested 11.09.14, circulated 28.10.14.	<i>O&P Chairs</i>	<i>Executive Member Governance</i>
4	16.06.15	Scrutiny Project Groups appointment on 1. Public Space Protection Orders, 2. Deprivation in the Borough, and 3. Service Fee Concessions.	Agreed at meeting held 19.03.15.	<i>O&P</i>	
5	08.09.15	Council Corporate Plan	Received 17.01.13. 30.01.14. 19.03.15.	<i>O&P</i>	<i>Deputy Leader & Planning</i>

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Executive Responsibility
6	08.09.15	Great Place, Great Service (GPGS) (<i>council transformation programme</i>)	Ongoing. Considered Joint Cabinet / Employment & General Committee 03.12.13. Last progress reported 19.03.15. 6-monthly progress requested.	O&P Chairs	<i>Deputy Leader / Executive Member Planning</i>
7	10.11.15	Public, Private Partnership (Corporate Services) Performance Report	Verbal progress report received 13.11.14. Next Annual progress report due November 2015.	O&P (<i>carried forward</i>)	<i>Governance & Organisational Development</i>
8	10.11.15	Tenant Consultation Survey Results	Results from 'STAR' housing tenants' survey. Report received 12.02.15.	<i>Link Officer (Policy)</i>	<i>Housing</i>
9	12.01.16	<i>[Business items to be agreed.]</i>			
10	08.03.16	Great Place, Great Service (GPGS) (<i>council transformation programme</i>)	Ongoing. See details above for 08.09.15. 6-monthly progress requested.	O&P Chairs	<i>Deputy Leader / Executive Member Planning</i>
11	10.05.16	<i>[Business items to be agreed.]</i>			
Items Pending Reschedule or Removal					
	TBC	Budget Scrutiny and Monitoring	Ongoing. Last reported 12.02.15.	O&P	<i>Leader & Regeneration</i>
	TBC	Council Corporate Performance	Report for 6 monthly monitoring. Last received 19.06.14.	O&P	<i>Deputy Leader & Planning</i>

CHESTERFIELD BOROUGH COUNCIL

Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Executive Responsibility
TBC	Public Space Protection Orders	Report received 19.03.15. (Replaced Dog Control Orders).	O&P	<i>Environment / Customer & Community</i>
Scrutiny Project Groups (SPG) :				
	None.			
New Business Items Proposed :				
	None.			

Note: Items for monitoring (from scrutiny reviews and/or recommendations) are not included above but are listed in the Scrutiny Monitoring Form a separate item on the agenda. Members may wish to agree items from the Forward Plan (FP) and Scrutiny Monitoring Form for the work programme. *[KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed].*
(Subsequent meeting to 16.06.15 meeting, is 08.09.15).

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Summary

Our vision: Putting our communities first

Our priority: to make Chesterfield a thriving borough. To deliver this, we will focus on four objectives:

1. To make sure that local people benefit from growth in Chesterfield Borough
2. To continue delivering regeneration projects that will make Chesterfield Borough a better place
3. To develop our great town centre
4. To improve access to technology that meets the needs of our residents, businesses and visitors

Our priority: to improve the quality of life for local people. To deliver this, we will focus on four objectives:

5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs
6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes
7. To improve the health and well-being of people in Chesterfield Borough
8. To reduce inequality and support the more vulnerable members of our communities

Our priority: to provide value for money services. To deliver this, we will focus on a single objective:

9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

Our values:

- Customer focused – delivering great customer service, meeting customer needs.
- Can do – striving to make a difference by adopting a positive attitude.
- One council, one team –proud of what we do, working together for the greater good.
- Honesty and respect – embracing diversity and treating everyone fairly.

1. Introduction

This plan describes the priorities for Chesterfield Borough Council over the next four years. We have chosen a four year period as it gives us time to properly plan ahead, without trying to speculate about what our communities will need and expect in the distant future. It does not cover in detail everything that we do as a council (this will be covered by our service plans on an annual basis). Instead it features the activities where we will be focusing our efforts and where we want to see a real shift over those four years.

In putting the plan together, we have been guided by our simple vision:

Putting our communities first

As a council, we are here to serve and support our communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

This vision shows through in the recent work we have done on behalf of our communities, from transforming the historic Market Hall to securing four prestigious Green Flag awards for our parks, from attracting nationally recognised productions to our cultural venues to investing £52 million to achieve the Decent Homes Standard for all council homes. Our commitment to this vision has led to rising levels of resident and tenant satisfaction with our services. It is evident in the many ways in which we regularly engage with our communities about those services.

The plan should be read alongside other key plans for the borough, in particular our Local Plan: Core Strategy (2011-2031) which sets out proposals for the development and use of land in Chesterfield Borough.

2. Context

Our achievements

There is a great deal to be proud of as we look back on the work delivered by the council and its partners in the last few years. We have taken important steps to secure **the future of Chesterfield Borough**, getting the green light from the Planning Inspectorate for our Local Plan: Core Strategy which sets out how land across the borough will be used over the next 20 years. This includes a number of major regeneration schemes, such as Chesterfield Waterside and Peak Resort. We have played an active role in partnership working with other councils in order to bring additional benefits to Chesterfield Borough, for example securing the devolution of powers and funding from Whitehall as a member of the Sheffield City Region Combined Authority.

The council has continued to provide services that **improve the environment we live in**. Four of our parks (Queen's Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium Grounds) have been awarded the prestigious Green Flag Award. Standards of cleanliness have improved across the borough and many of our parks have benefitted from refurbishment and improved play facilities, including a £1.3m project at Eastwood Park. Our historic Market Hall received a £4m redevelopment and a conservation area has been established for Chatsworth Road.

By embracing growth and attracting investment to Chesterfield Borough, we have been **improving the economy and employment prospects** for our communities. £2.2m of Regional Growth Fund money has been awarded to local businesses and £100m of support provided to attract new businesses to the Markham Vale Enterprise Zone. The Destination Chesterfield partnership has put the town on the map and its 160 business champions promote Chesterfield Borough as a great place to do business.

The council has taken further steps to **provide great leisure and cultural facilities**. The new £11.25m Queen's Park Sports Centre will provide high quality accessible facilities, as well as a base for Chesterfield College students. We have invested in the Pomegranate Theatre and the Winding Wheel, upgrading our cultural venues to bring larger and more varied shows to Chesterfield and attracting £495,000 in Arts Council England funding. We have seen our visitor numbers increase, with over three million a year now bringing £140 million into our economy each year.

As the landlord for almost 9,500 homes, we pride ourselves on **providing a responsive housing service**. We made a £52m investment in our housing stock to bring all our council homes up to the Decent Homes Standard. Our £3m Parkside Housing Scheme will provide high quality homes for older people and new affordable housing has recently been completed at Chesterfield Waterside. The council has also invested in the Local Authority Mortgage Scheme to help local people make their first step on the property ladder.

The council has delivered these achievements and rising satisfaction levels despite a reduction to the funding it receives from central government. We have therefore worked hard to **become more efficient**, investing in a programme of transformation that is improving how we use our offices and depots, how our staff deliver our services and how our customers are able to access our services.

Chesterfield Borough in 2015

Every year we publish a 'State of the Borough' report, which includes a wide range of facts and figures about the borough that we use to help shape the services we provide. The latest report shows that the population of the borough has increased by 5,000 in the ten years between 2001-2011, with 3,400 more households forming in the same period. The proportion of those households that are privately renting has doubled in this time, from 6.2% to 12.4%, reflecting a national shift away from owner occupation. Our population has become more diverse and there are over 900 households with no residents for whom English is their main language.

Our State of the Borough report shows that there remain some particular **challenges** for the council and the communities it serves. The levels of skills and qualifications of our residents remain below the county and national averages. Whilst unemployment has fallen, it remains above the national average and there remain particular issues for younger people and those who are long-term unemployed. There are significant variations in the health of those in the borough, with life expectancy in the most deprived areas 10 years lower for men and 7.6 years lower for women when compared with the least deprived areas. Almost a fifth of our year 6 children are classed as obese and alcohol related hospital admissions, smoking related deaths and adult obesity remain key concerns. The borough contains a number of areas that rank among the 10% most deprived in the country and about 3,900 children live in poverty.

Looking to the future

In planning for the next four years, the council is preparing for changes that will affect us and many other councils across the country. We know that the amount of funding we receive from central government will continue to reduce, falling to almost nothing by the end of the period covered by the plan. Therefore we will need to continue to find savings, as well as looking at other ways to bring in income to fund the services we provide. We will need to work even more closely with partners, building on sharing services and joining up with others to have a greater presence and take on more powers that currently sit in Whitehall.

We know that reforms underway to the welfare system will have an impact on our communities and that we will need to continue to respond through our housing and support services. We know that the population will continue to change, with an increasing proportion of older people with different expectations and service needs. We know that as technology develops, many of our residents, visitors and businesses will expect to engage with our services in different ways and will look for improved access to technology in our towns, villages and business centres.

Our plan sets out how we will be responding to these challenges and we know that doing so will also require some changes to how we work and development in the skills of our staff. Thankfully we already have a highly skilled and committed workforce and a strong record of developing our teams to ensure they provide the quality services our communities expect and deserve.

3. Our priorities: to make Chesterfield a thriving borough

Chesterfield Borough is already successful in attracting businesses and visitors, bringing income and jobs that benefit our communities. The council has played a lead role in driving growth and regeneration, working closely with the business community and partners in other public sector organisations. We have a diverse and appealing offer for those living and working here and this continues to support a strong visitor economy. However, in an increasingly competitive country and in a global economy, it is vital that Chesterfield Borough continues to thrive. We also need to keep pace with the demands and expectations of those that live, work and visit our Borough and take a long-term view of what needs to be in place to sustain growth in the future.

To deliver this priority, we have set out four key objectives where the council will focus its efforts over the next few years:

1. To make sure that local people benefit from growth in Chesterfield Borough

As we continue to attract businesses and visitors to Chesterfield Borough, it is important that local people are able to benefit from the growth. We will support new and existing businesses, and work with our partners to make sure that local people have the right skills to take the job and training opportunities that are created. As well as supporting our existing businesses to grow, we want to continue attracting new investors and encouraging new businesses to start up.

In the first year of the plan, we will:

- launch, with Chesterfield College and other partners, our plans for Chesterfield to be an Apprentice Town
- develop a local employment and skills plan to maximise job opportunities at the new Peak Resort
- bring dedicated business support advisers into Chesterfield Borough as part of the Sheffield City Region and D2N2 Growth Hubs

Over the next four years, we aim to:

- agree local labour clauses in 100% of new eligible major developments and fill at least half of the jobs locally where those clauses are in place
- reduce the number of young people not in education, employment or training by 75%
- increase year on year the number of businesses in Chesterfield Borough

2. To continue delivering regeneration projects that will make Chesterfield Borough a better place

The council has been leading work across Chesterfield Borough to bring forward sites to create more jobs, housing and growth in the area. We will continue to drive this activity, maintaining momentum on sites where work is underway and building a pipeline of activity for the future.

In the first year of the plan we will:

- put in place the canal infrastructure at Chesterfield Waterside to unlock further development
- develop a funded delivery plan for the regeneration of the Staveley and Rother Valley Corridor
- select a new development partner for the Northern Gateway project

Over the next four years, we aim to:

- create 7,500 sq metres of commercial floorspace and 300 homes at Chesterfield Waterside
- start on site with the regeneration of the Staveley and Rother Valley Corridor and ensure that local benefits are maximised as plans develop for the proposed HS2 maintenance depot
- increase the occupancy at the Markham Vale Enterprise Zone

3. To develop our great town centre

A vibrant town centre is important for the whole of the Chesterfield area, as it will drive and support our plans for growth. It brings economic benefits and rightly remains a source of pride for our residents. Recent years have shown how challenging it can be to maintain a busy and thriving town centre and it is important we continue to shift and adapt our offer, whilst preserving what is best from our proud history and tradition.

In the first year of the plan we will:

- in consultation develop a delivery plan for an upgrade to the outdoor Market
- adopt the revised masterplan for the town centre, setting the scene for future development
- enable a varied programme of events and festivals throughout the year, including negotiation of a new commercial five year deal with Derbyshire County Cricket Club to secure the future of the annual Chesterfield Festival of Cricket

Over the next four years, we aim to:

- extend the town centre offer for our residents and visitors and increase satisfaction levels with the council's cultural venues
- sustain town centre occupancy levels at 90% or higher and increase occupancy levels at the outdoor market, reaching 90% by the end of the period
- increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum
- begin work on a mixed employment, leisure and residential scheme in the northern part of the town centre, complementing an appropriate re-use of the former Co-op building

4. To improve access to technology that meets the needs of our residents, businesses and visitors

Our expectations regarding technology have shifted massively over the last ten years. If we wish to continue attracting businesses to locate here and people to visit, it is important that our business parks and our town and district shopping centres reflect these shifting expectations. By increasing our investment in technology, we will also make sure that our residents have greater opportunities to access modern and responsive council services, and our staff are suitably equipped to provide this.

In the first year of the plan we will:

- deliver the very latest digital connectivity to tenants at our innovation centres and provide wi-fi access in council buildings
- switch to a new website that will provide our customers with improved access to our services, including from mobile devices
- develop a digital inclusion strategy, to increase skills, access and connectivity among our communities

Over the next four years, we aim to:

- significantly enhance broadband access at key locations, including business centres and new housing schemes
- create a digital hub in Chesterfield, including a wi-fi network across the town centre
- increase user satisfaction with on-line council services year on year
- make all appropriate council services available on-line

4. Our priorities: to improve the quality of life for local people

Satisfaction with services provided by the council is rising and many of our residents enjoy a good quality of life. We continue to provide a clean, safe and green environment and increase the range of leisure services available. More housing is being built to meet the needs of our communities and as the landlord for over a fifth of the homes in Chesterfield Borough; we have recently ensured all of those houses are of a decent standard. However, we know that our communities still look to the council to bring further improvements and to provide for people and places that do not currently enjoy the standards they need and expect.

To deliver this priority, we have set out four key objectives where the council will focus its efforts over the next few years:

5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs

We know that access to decent housing is vital for the quality of life and well-being of communities. We will continue to work to support our existing residents and plan for future growth by providing the right housing offer across Chesterfield Borough. This needs to be housing that meets the changing pattern of the lives and aspirations of our residents, housing that is affordable and housing that will attract people coming into the new jobs created in the area.

In the first year of the plan we will:

- complete and fully occupy the new supported housing scheme at Parkside
- invest £32m in our council housing to maintain and improve quality for our tenants
- agree a strategic approach which will allow the council to build its own housing for sale and rent

Over the next four years, we aim to:

- increase overall housing supply, bringing 1520 new homes into Chesterfield Borough, of which up to 30% on appropriate sites will be affordable
- begin directly building new housing by making use of surplus council land
- maintain the quality of homes across all tenures and maximise further investment in home energy improvements to deliver affordable warmth for our residents
- Improve the quality and management of privately owned properties through investigation, assistance and active regulation where necessary

6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes

The council is able to make a significant difference to the quality of people's lives through the way it maintains and improves the estates, buildings and open spaces it owns and manages. Working with communities, it will continue to deliver a rolling programme of improvements that make places across the borough cleaner, safer and greener. We will do this by investing our own resources and attracting additional funding, as well as looking for alternative uses and/or owners for those assets and spaces that are no longer serving communities well.

In the first year of the plan we will:

- open the new £350,000 sports pavilion at Eastwood Park
- begin estate regeneration work at Barrow Hill
- improve the play area at Circular Road Park and improve park facilities at Stand Road Park
- in consultation develop a masterplan for King George V park

Over the next four years, we aim to:

- deliver estate regeneration programmes at Barrow Hill and Holmehall and begin work on a third programme following consultation with tenants
- improve resident satisfaction with our parks and open spaces
- increase tenant satisfaction with their neighbourhood as a place to live to 85% or above
- increase the number of Green Flag awards for our parks to 6
- invest in improvements at a further 5 parks and children's play areas in a rolling programme, funded by releasing assets that no longer serve communities well

7. To improve the health and well-being of people in Chesterfield Borough

The life expectancy of Chesterfield Borough residents varies significantly between areas, being 10 years lower for men and almost 8 years lower for women in the most deprived areas compared to the least deprived. We will continue to work with our partners to improve all aspects of health, especially those such as obesity, alcohol abuse and self-harm, where our residents are currently less healthy than the national average. We know that a whole range of factors have an impact on people's health and the objectives we have set to bring additional jobs and better housing will lead to health improvements. As a council, we can also focus on increasing participation in leisure activities through the services we provide and working closely with partners who provide a wider range of services to tackle some of the underlying reasons for poor health.

In the first year of the plan we will:

- open the new £11.25m Queen’s Park Sports Centre
- provide a new outdoor gym at Langerfield
- become an official member of the Healthy Communities Network and work in partnership to improve the health and wellbeing of our communities
- promote the ‘Time to Change’ mental health campaign within the council and among our partners

Over the next four years, we aim to:

- increase participation in sport and physical activity at facilities provided by the council and promote healthy lifestyles via the Active Derbyshire partnership
- increase the use of our parks and open spaces by delivering a varied programme of events and increasing participation in voluntary activities by 5% each year
- work with our partners to reduce the gap in health outcomes between the most and least deprived parts of the borough, as measured through the annual health profile
- build capacity in our communities to allow groups to take on the management of facilities currently run by the council
- work with partners to develop and expand the support given to tenants and residents to enable them to live independently

8. To reduce inequality and support the more vulnerable members of our communities

We will build on the support that we have already provided to those members of our communities most in need and work with our partners to make sure our collective resources are used effectively to support vulnerable people across Chesterfield Borough. We will particularly address social exclusion through improving access to financial support, making sure our residents know where to go for additional help and bringing agencies together to target help where it can have most impact.

In the first year of the plan we will:

- work with our partners to deliver an intensive support and advice package in Holmehall, Grangewood, St. Helens and Middlecroft
- introduce an assessment of an applicant’s ability to manage and maintain a tenancy before allocating council housing and provide support to those not yet able to sustain a tenancy
- provide increased support for homeless people through additional housing advice workers and a dedicated ‘No Second Night Out’ worker
- set an example as a council by paying all our staff a living wage

Over the next four years, we aim to:

- maintain our commitment to working in partnership with community and voluntary groups in order to increase awareness, satisfaction and take-up of programmes offering financial advice and support to individuals and families
- develop a more targeted approach to the funding used by the council and its partners so that the most vulnerable people in our communities receive effective, joined-up support
- provide and expand our homelessness support and prevention services in partnership with Bolsover and North East Derbyshire councils

5. Our priorities: to provide value for money services

The council has a strong record in delivering good value for money services. In recent years it has been able to find the savings necessary to balance its budget, whilst still providing a wide range of services with which our communities are increasingly satisfied. It has improved the efficiency of running services and continues to operate to high standards of governance and accountability. It looks to make effective use of the assets that it owns and to develop opportunities for bringing in income in order to fund the services our communities need. However, the financial challenges are growing and we see more and more councils looking to transform into very different types of organisation. Chesterfield Borough Council also needs to change and has been looking at new approaches in response to these financial challenges.

Our focus in delivering this priority will be:

9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

This means that we will need to fill the gap that is left as central government funding (currently around £4.4m per year) reduces to almost zero by the end of this plan period. It is only by prioritising ‘balancing the books’ that we will be able to continue to serve our communities and deliver the services they need and expect from us.

To do this, we will continue to look at how we provide services more efficiently and make savings. We will develop those areas where we could generate more income from our services and assets. And we will need to consider whether the council should continue to provide all of the services it does at present, or whether some might be better provided in partnership with others. Doing these things will mean changing the nature of the council and how it works. Continuing to operate as we do now will not be sufficient given the scale of the financial challenges that face us. It will mean that we need to build on the existing skills of our staff and take some considered risks.

In the first year of the plan we will:

- freeze council tax for 2015-16
- consult on options for the use of the existing Queen’s Park Sport Centre site
- review and strengthen our Great Place: Great Service programme and deliver £586,000 of savings in order to balance our budget
- roll out on-line bookings for our cultural and leisure facilities
- maintain our Investors In People status and use our assessment to inform the development of a new workforce strategy
- develop a new operating model for the council in order that we are prepared to meet future challenges

Over the next four years, we aim to:

- ensure the council has a balanced budget each year, making up the reduction in central government grant through savings and increased income
- develop a five year plan for the use our surplus land assets, investing in opportunities that will bring sustained revenue to the council to use for delivering services
- take a more commercial approach where appropriate, including developing new services and selling existing services to new customers
- improve the technology that supports our service delivery and increase the skills and capacity of our staff to work in a more commercial manner
- increase the % of citizens who feel we provide value for money services

6. How we will work

The council has four values that describe how we want to work to achieve our vision.

We are **customer focused**: delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums and on-line, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.

We take a **can do** approach: striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and regularly go the extra mile to ensure our communities are well served. We take a 'public sector first' approach to service delivery, believing in the benefits to our communities that come from a public service ethos. We contribute actively to partnerships with other organisations within Chesterfield Borough and beyond our boundaries. We manage our suppliers and contractors fairly but robustly to make sure we are getting the best from the public money we spend.

We act as **one council, one team**: proud of what we do, working together for the greater good. The council has recently restructured, moving away from rigid departments to encourage teams to work more closely together. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.

We believe in **honesty and respect**: embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and elected members work well together and individuals are able to express their views openly within their teams and at wider meetings and events.

Our annual employee survey provides a valuable source of feedback on how well we are doing in light of these values. We are committed to taking action in response to the survey each year, working with our staff to improve satisfaction scores and increase employee engagement.

Get in touch

Whether you are a member of staff, a resident, work in a local business or for one of our partner organisations, we welcome your views about this plan. You may want to contribute to its delivery, find out more about what we do or suggest activities that you feel are missing.

If so, please contact us at:

Visit us in person

Customer Service Centre
85 New Square
Chesterfield S40 1SN

Opening hours

8.30am to 5pm on Monday, Tuesday and Thursday
10am to 5pm on Wednesday
8.30am to 4.30pm on Friday
9am to midday on Saturdays for payments only

Call us

You can telephone us on 01246 345 345 or you can text 07960 910 264.

Website and Social Media

Website – www.chesterfield.gov.uk

Facebook - <https://www.facebook.com/ChesterfieldBoroughCouncil>

Twitter - <https://twitter.com/chesterfieldbc>

YouTube - http://www.youtube.com/user/chesterfielduk?feature=results_main

You can also find out more and get involved in the work of the council by attending one of our Community Assemblies. There are four groups that cover the borough (north/south/east/west) and each one meets four times a year. As well as helping us by giving your views on key issues, each Assembly has a small budget that can be used for community based projects.

Please go to <http://www.chesterfield.gov.uk/Community-assemblies-1162.html> or call 01246 345344 to find out more about the Community Assemblies.

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JOINT SCRUTINY PANEL

Tuesday, 10th March, 2015

Present:-

Councillor Innes (CBC) (Chair)

Councillors Slack (CBC)

Heffer (BDC)

Sue Broadhead, Overview and Scrutiny Manager (NEDDC)

Malcolm Clinton, BCN Consultancy Business Manager (CBC)

Anita Cunningham, Policy and Scrutiny Officer (CBC)

Martin Elliott, Committee and Scrutiny Coordinator (CBC)

Neil Johnson, Development and Growth Manager (CBC)

Claire Millington, Scrutiny Officer (BDC)

Jenny Williams, Interim Head, Internal Audit Consortium (CBC)

19 DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS RELATING TO ITEMS ON THE AGENDA

No declarations were received.

20 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Windle (NEDDC) and Turner (BDC).

The meeting did not have members from all three authorities in attendance to be quorate. The Chair decided that the meeting should continue and that any recommendations would be presented at the next Joint Scrutiny meeting for approval.

21 MINUTES

The Minutes of the meeting of the Joint Scrutiny Panel held on 4 November, 2014 were presented.

RESOLVED –

That the Minutes be approved as a correct record.

22 LOCAL GOVERNMENT ACT 1972 – EXCLUSION OF THE PUBLIC

RESOLVED -

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A of the Act.

23 BCN CONSULTANCY (BUILDING CONTROL) UPDATE

The Development and Growth Manager (CBC) and the BCN Consultancy Business Manager (CBC) presented a report detailing the current financial position of BCN as at the end of January 2015. The report also outlined the progress made towards the establishment of a Derbyshire wide Building Control service for Derbyshire.

The Development and Growth Manager made a presentation and answered questions from members on how BCN might be incorporated into a Derbyshire wide service and the benefits and challenges that this would present.

Members asked when the Derbyshire wide service could be launched. The Development and Growth Manager advised that the proposals would be presented to the Joint Board for approval and that if approved the aim would be to have a full transfer of services to the Derbyshire wide service by April, 2016.

Members also asked about Erewash Borough Council who were not currently looking to join the proposed Derbyshire wide service. The Development and Growth Manager advised that Erewash had decided to consider whether to join the Derbyshire wide service when a decision on its creation had been made. Members also asked numerous questions about the increased commercial freedoms that a Derbyshire wide service would have which the Development and Growth Manager and the BCN Consultancy Business Manager gave further information on.

Members also noted with concern the ageing demographic of current BCN staff with significant numbers due to retire in the next five years.

The Development and Growth Manager advised members that there were currently no staff aged 20 – 30 employed at BCN Consultancy and that there was only one apprentice. Members agreed that for a Derbyshire wide service to be successful and have a secure future there was a need for younger staff more apprentices to be recruited. The Development and Growth Manager advised members that staff skills and development and appropriate recruitment would be a priority over the next 5 to 10 years.

Members thanked the Development and Growth Manager and the BCN Consultancy Business Manager for attending and answering their questions.

RESOLVED -

1. That the current financial position of BCN as at the end of January 2015 be noted.
2. That the work undertaken to date in exploring the option for a Derbyshire wide service be noted.
3. That the proposed implementation programme and next steps towards establishing a Derbyshire wide building control company be supported.
4. That a new Derbyshire wide service should aim to take on more apprentices to ensure the service has qualified staff needed to be successful into the future.

24 LOCAL GOVERNMENT ACT 1972 – READMISSION OF THE PUBLIC

RESOLVED –

That the public be readmitted to the meeting.

25 NOTES OF THE MEETING OF THE JOINT BOARD

The notes of the meeting of the Joint Board held on 19 January, 2015 were presented. Members of the panel were pleased to note the development and good performance of the Chesterfield and North East

Derbyshire Credit Union and that its position appeared to be more sustainable and resilient.

RESOLVED –

That the notes of the meeting of the Joint Board held on 19 January, 2015 be noted.

26

INTERNAL AUDIT CONSORTIUM UPDATE REPORT

The Interim Head of the Internal Audit Consortium attended to provide an update on the progress made by the Internal Audit Consortium during the period April 2014 – January 2015 as measured against the business plan (budget) for the Consortium for 2014/15, as well as to seek approval for the revised 2014/15 business plan and draft business plan for 2015/16.

The Interim Head advised that the external consultants' review of the options for joint working/shared services in respect of internal audit across Derbyshire had now been completed and that the consultants had recommended moving towards a Derbyshire wide internal audit partnership. Officers were now looking at the options and viability of moving towards such a partnership and it was noted that the Joint Board would be kept informed of progress. An update on staffing matters, internal audit plans and working procedures was also provided.

Members asked several questions about the working relationship with, and the income received from Derbyshire Dales District Council for the provision of its internal audit management service.

Members thanked the Interim Head of the Internal Audit Consortium for attending and answering their questions.

RESOLVED –

1. That the progress made by the Internal Audit Consortium through 2014/15 be noted
2. That the revised Business Plan (budget) for 2014/15 and the draft Internal Audit Consortium Business Plan (and associated charges) for 2015/16, be supported.

3. To support that the recommendation that the Internal Audit Consortium's accumulated surplus as at 31 March 2015 (less £50,000) be distributed to the partner authorities.
4. To support the recommendation that £50,000 be held as a working balance, and to fund any possible changes resulting from the review of the Internal Audit Consortium's staffing structure, and to support the next stage of implementation of the Derbyshire wide review of internal audit.

27 **DISCUSSION OF THE FUTURE OF THE JOINT SCRUTINY PANEL**

Members discussed the future and the usefulness of the Joint Scrutiny Panel. It was noted that Procurement was no longer a shared service between the three authorities, and that their two remaining shared services of BCN and Internal Audit were both considering extending the shared arrangement with other Councils across Derbyshire. Implications of new partnership arrangements such as the Combined Authorities, were also raised.

Members agreed that for the panel to be useful their work programme needed to reflect what the Joint Board was doing. Members also agreed that they were keen for the panel to be more active and to have project groups looking at specific topics as happened in the past.

RESOLVED -

That the Joint Board be asked to consider and inform the Joint Scrutiny Panel of its future plans and work programme as this would directly influence the work and the future of the Joint Scrutiny Panel.

28 **DATE OF NEXT MEETING**

RESOLVED –

That the next meeting of the Joint Scrutiny Panel be held in the week commencing 15 June, 2015 at Bolsover District Council and that the Scrutiny Officer (BDC) would advise of members and officers of the specific date and time after checking room availability.

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ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE MEETING

Thursday, 23rd April, 2015

Present:-

Councillor Slack (Chair)

Councillors Flood

Gibson
Serjeant +

Mick Blythe, Sports and Leisure Manager +
Anita Cunningham, Policy and Scrutiny Officer
Martin Elliott, Committee and Scrutiny Coordinator

+ Attended for Minute No.70

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

No declarations were made.

69 **APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Bradford and Callan.

70 **LEISURE, SPORT AND CULTURE ACTIVITIES SCRUTINY PROJECT
GROUP PROGRESS REPORT**

Councillor Flood, the lead member on the Leisure, Sport and Cultural Activities project group presented to the committee a progress report on the group's work so far with further recommendations. The Executive Member for Leisure and the Sports and Leisure Manager also attended.

The Executive Member for Leisure noted that the project group and its work had been an excellent example of how Scrutiny can positively improve the implementation of projects and that it was an excellent example of best practice for Scrutiny work. The Executive member also praised the project group on the thoroughness of how it had consulted

with all stakeholders involved in the building of the new Queen's Park Sports Centre.

The Sports and Leisure Manager also noted how effectively and constructively Scrutiny members had worked on the Leisure, Sport and Cultural Activities project group in working with officers and other stakeholders, and that the group had provided a great example of Scrutiny by adding value to a project and its implementation.

The lead member of the project group, Councillor Flood advised that due to the length of time since an update was last provided to the Enterprise and Wellbeing Scrutiny Committee, and with many members due to retire it was a good time to present a progress report on the project group's progress so far. The report summarised the work of the Leisure, Sport and Culture Activities Project Group to date, identified on-going issues for further consideration in 2015/16 and sought approval for the Enterprise and Wellbeing Scrutiny Committee of the Group's proposed continuing work in 2015/16.

Councillor Flood commended the excellent work of the Sports and Leisure Manager, Morgan Sindall, the Executive Member for Leisure, project group members and Committee and Scrutiny Coordinator, Brian Offiler on their excellent work in making the project group and their work a success. The Sports and Leisure Manager also noted that the project group assisted in keeping officers focused on the delivery of the project and that the project group had also facilitated effective communication between members and officers.

Members noted that by having Scrutiny involvement from the start of a project, rather than by looking at a project retrospectively had been a productive way of working and that it had enabled members to be involved and impacting in the implementation of projects, rather than just reviewing how a project had been implemented.

Members thanked Councillor Flood for presenting the report and the Executive Member for Leisure and the Sports and Leisure Manager for attending.

RESOLVED –

1. To approve the on-going work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities; and
 - the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B of the report.
2. That when monitoring the implementation of previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee also considers the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.
 3. That a recommendation be made to the Overview and Performance Scrutiny Forum to:
 - consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council, focusing on the potential for integrated and added value outcomes; and
 - recommend to the Cabinet that this evaluation be undertaken working jointly with Cabinet.
 4. That the Overview and Performance Scrutiny Forum consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.

71 **FORWARD PLAN AND NOTICES OF URGENT DECISIONS**

The Forward Plan was considered. There had been no Notices of Urgent Decisions published since the last meeting.

Regarding key decision 504 on the Housing Allocations Policy report scheduled for Cabinet on 21 April, it was asked why the report had not been brought to this meeting as scheduled in the committee's work programme. It was reported the Housing Manager had explained there was no new information that warranted a further report to scrutiny following the consultation on the proposed policy changes, and the Chair had agreed the item not be included on the agenda.

RESOLVED -

1. That the Forward Plan be noted.
2. That a progress report on the new Housing Allocations Policy be requested and circulated to members.

72 SCRUTINY MONITORING

The Committee considered a progress report on the implementation of Cabinet approved Scrutiny recommendations, from the Leisure Sport and Cultural Activities project group, reference EW5 on the monitoring form.

Regarding those same recommendations, the report also provided options for monitoring programme management, as it was considered the monitoring of their implementation crossed the remits of this committee the Community, Customer and Organisational Scrutiny Committee, and possibly the Overview and Performance Scrutiny Forum. It was also reported that the Overview and Performance Scrutiny Forum had a work allocation co-ordination role and may have a view.

The Committee noted that items reference EW5(d) and EW4 on the monitoring form were due for progress reports at the June meeting; and that items reference EW3 and EW2 were due for progress reports at the July meeting.

RESOLVED –

1. That the overall monitoring programme be agreed.
2. That items scheduled for progress reports to the June and July meetings be noted, pending possible cancellation of the June meeting.
3. That the progress report in relation to Leisure Services be noted.
4. That the matter of monitoring remits in relation to the Leisure Sport and Cultural Activities project group reference EW5, be referred to the Overview and Performance Scrutiny Forum for a view.

73 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer advised that the corporate review of Overview and Scrutiny was progressing.

RESOLVED –

That the update be noted.

74 WORK PROGRAMME FOR ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

The Committee considered its Work Programme and those items programmed for its next meeting. It was noted there were currently meetings scheduled for both June and July and items due for monitoring were scheduled for both meetings.

Also reported were recommendations from the Overview and Performance Scrutiny Forum held 19 March, for the Enterprise and Wellbeing Scrutiny Committee to consider appointing project groups in relation to developing the town centre, and increasing the supply and quality of housing.

RESOLVED –

1. That the Work Programme be agreed.
2. That the Overview and Performance Scrutiny Forum's recommendations be noted for further consideration at the next meeting.
3. That a progress report on the Careline Consortium be requested and circulated to members.
4. That the Policy and Scrutiny Officer contacts the Housing Services Manager, Customer division regarding the scheduling of the report on the Careline Consortium to determine whether this item should be on the agenda for the June meeting of the Enterprise and Wellbeing Scrutiny Committee.
5. That the Chair be requested in consultation with the Policy and Scrutiny Officer, to determine the business agenda for the next

meeting of the Enterprise and Wellbeing Scrutiny Committee and whether the 2 June meeting should be cancelled.

75 **MINUTES**

The Minutes of the meetings of the Committee held on 5 February, 2015 were presented. The Chair also thanked retiring members for their contribution to the work of the Committee.

RESOLVED –

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

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 to 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 arvarito 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.