



Please ask for Martin Elliott

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The Chair and Members of Overview
and Performance Scrutiny Forum

28 August 2015

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 8 SEPTEMBER 2015 at 5.00 pm in Committee Room 2, 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. Deputy Leader and Cabinet Member for Planning - Council Corporate Plan - Progress report (Pages 5 - 16)

5:05 – 5:20pm

4. Cabinet Member for Business Transformation - Great Place, Great Service - Progress report (Pages 17 - 30)

5:20 – 5:45pm

5. Cabinet Member for Business Transformation - Chesterfield Procurement Service - Progress report (Pages 31 - 34)

5:45 – 5:55pm

6. Cabinet Member for Business Transformation - ICT Strategy and Action Plan - Progress report (Pages 35 - 48)

5:55 – 6:10pm

7. Corporate Member Development Programme for Overview and Scrutiny (Pages 49 - 60)

6:10 – 6:15pm

8. Forward Plan (Pages 61 - 70)

6:15 – 6:20pm

9. Scrutiny Monitoring (Pages 71 - 78)

6:20 – 6:25pm

10. Scrutiny Project Group Progress Updates (Pages 79 - 82)

6:25 – 6:30

- Approval of Scrutiny Project Group scope on Concessions on Fees and Charges

11. Work Programme for the Overview and Performance Scrutiny Forum (Pages 83 - 92)

6:30 – 6:45pm

1. To give consideration of the appointment of a Scrutiny Project Groups on Public Space Protection Orders and on how the Corporate Plan is working at addressing the problem of deprivation in the borough. (deferred from the meeting of 16 June, 2015).

2. To give consideration to the recommendation of the Enterprise and Wellbeing Scrutiny Committee held 23 April 2015 (consideration deferred from the meeting of 16 June, 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.

12. Overview and Scrutiny Developments

6:45 – 7pm

1. 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.
2. Consideration of the resolution of the Community, Customer and Organisational Scrutiny Committee of 7 July, 2015 that:
 - The Overview and Performance Scrutiny Forum considers the wider involvement of the Council's Scrutiny function in county-wide health scrutiny (DCC OSC - Health), taking account of potential wider joint scrutiny partnerships.

13. Minutes (Pages 93 - 104)

7:00 – 7:05pm

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

PROGRESS ON THE COUNCIL PLAN – QUARTER 1

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY
DATE:	8 TH SEPTEMBER 2015
REPORT BY:	POLICY MANAGER
WARD:	ALL
COMMUNITY ASSEMBLY	ALL

1.0 PURPOSE OF REPORT

- 1.1 To report and discuss progress made during quarter 1 on the delivery of the Council Plan.

2.0 BACKGROUND

- 2.1 The Council's new performance management framework was approved in July 2015 and is currently being implemented. 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

3.0 COUNCIL PLAN PROGRESS – QUARTER 1

- 3.1 The first part of the new PMF to come on stream is the quarterly monitoring and challenge of Council Plan progress. Previously this challenge had been undertaken at the end of the year which is too late for in year mitigation activity and improvement.

- 3.2 There are 35 (34 available for Q1 reporting) Council Plan projects to be delivered during 2015/16. During the first quarter of the year three have already been completed and a further 28 remain on track for full delivery during the year. Six projects have an amber status due to current or potential complications which could delay implementation. This information is available at Appendix A.
- 3.3 The challenge mechanism for the new PMF will be in place for quarter 2. 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. In Lieu of this mechanism being available for quarter 1 we discussed the six projects which were currently rated as amber and reviewed our options for improvement for quarter 2. These exceptions are highlighted below.

4.0 **COUNCIL PLAN PROJECT EXCEPTIONS – QUARTER 1**

4.1 Canal infrastructure at Waterside (Project Number 4)

This is a complicated project with a large number of stakeholders. The canal infrastructure funding has been secured and significant progress is being made but further negotiation required with Derbyshire County Council regarding site access. Negotiation is going well and officers are confident that this project will be deliverable by year end.

4.2 New development partner for Northern Gateway (Project Number 6)

This project had been on hold while negotiation has been taking place regarding the Co-op site. Officers in Development and Growth are currently in talks with the owner. Once this has been progressed we can go back out to look for a new development partner for a revised Northern Gateway scheme.

4.3 Develop plan for market upgrade (Project Number 7)

The consultants design team are currently developing a series of options, with varying levels of intervention, that will form the basis for outline budget costing, phasing and construction implications and overall design responses to specific issues raised during the consultation phase. This has taken slightly longer than forecast. We expect to go to a second phase of consultation by the end of 2015 which will explain the emerging proposals and implications for traders, the public and the council. Any further feedback will then be analysed and, if appropriate, be incorporated into the final report which should be submitted to Cabinet by the end of 2015/16.

4.4 Improve play areas at Circular Rd park and Stand Rd park (Project Number 18)

Improvements to the Circular Road play area have been completed however there have been some delays on the Stand Road project. The Friends of Stand Road Parks were unsuccessful with their Biffa funding bid however some money has been awarded via the Council's Community Chest programme. A grant application has now been submitted to Viridor for this project. There is however a plan B being developed for a scaled down project deliverable via current funds should the Viridor funding bid be unsuccessful.

4.5 Paying all Council staff a living wage (Project Number 27)

Work has been progressing well on this project including an assessment of the numbers of staff affected by introducing the living wage and the costs associated. However further consideration is required regarding pay differentials for other staff and to assess the impact of the summer budget "living wage" rate announcements. This activity is taking place during quarter 2.

4.6 Consult on options for current Queen's Park Sports Centre land (Project Number 29)

This is an area of intense public interest and requires additional focus. The Environmental Services Manager is convening a meeting of key officers to develop options for the site and to plan the consultation. This could include an interim use of the site and then options for a longer term use which combines income generation and the heritage of the park.

4.7 Great Place: Great Service transformation programme (Project Number 30)

This project is currently under review with the review findings being reported to the board shortly. We expect to be able to report on this project at the end of quarter 2.

5.0 **NEXT STEPS**

5.1 Corporate Management Team managers have been tasked at investigating and enacting mitigating actions for these amber rated projects during quarter 2 to enable completion by the end of 2015/16.

5.2 The quarter 2 Corporate Performance Review meeting will form part of the agenda for the Corporate Cabinet/CMT action day on the 27th October. This will include further challenge on Council Plan 2015/16 deliverable alongside

workforce, customer and communities and business critical data for example governance indicators, income streams and risk management.

- 5.3 The review of the Council Plan to develop the year 2 deliverables will also begin in October 2015.

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)

Performance Management Framework Q1 – Council Plan Progress

There are 35 (34 available for Q1 reporting) projects to be delivered during 2015/16. During the first quarter of the year three have already been completed and a further 28 remain on track for full delivery during the year. Six projects have an amber status due to current or potential complications which could delay implementation.

Our Priority – to make Chesterfield a thriving borough

Key Project	RAG	Progress
1 - Apprenticeships Town	Green	A memorandum of understanding is being developed with Chesterfield College for a launch in November 2015. Working with other partners to develop opportunities for apprenticeships in the Borough.
2 - Local employment and skills plan for Peak resort	Green	Currently working with Peak Resorts and other public and private sector partners to develop connectivity and employment and skills plan.
3 - Dedicated business support advisers	Green	Funding has been secured via D2N2 to make the existing business advisor post, which is currently part-time, into a full time position. This has been agreed at FPG and will be going out to recruitment shortly.
4 - Canal infrastructure at Waterside	Amber	<p>The Lavers bridge planning application is now approved. The uncertainty surrounding the future adoption of Lavers bridge by DCC Highways has been a barrier to housebuilders committing to the scheme. It is now the intention (now planning is finalised and once the commuted sum to DCC for the bridge is finalised) to market the site to housebuilders.</p> <p>Once a housebuilder is signed up this will provide certainty that the GPF loan from SCR of £2.4m to cover the infrastructure works can be drawn down and repaid. The intention is that the GPF loan will be drawn down in January 2016. Discussions are taking place with</p>

		<p>the landowners in the scheme to seek to agree a route for the Council to undertake the works to the canal infrastructure on their land (via a licence). If this is not agreed then the Council will need to explore using its CPO powers for this element of the work.</p>
<p>5 - Develop regeneration plans for Staveley and Rother Valley Corridor</p>		<p>Meetings are being arranged with the key landowners to discuss co-operation on key issues, and with DCC to discuss their role in delivering the required infrastructure. A proposal for a board structure (including public and private partners) to oversee development and implementation of the project is being prepared and will likely go to Cabinet for approval in autumn 2015.</p>
<p>6 - New development partner for Northern Gateway</p>		<p>Cabinet set aside £100k to enable the Council to seek external legal and commercial expertise to guide us through a further competitive dialogue procurement process to seek a development partner for the Northern Gateway.</p> <p>Since that time, the Council has been working with developers who are interested in developing the Co-op building for a leisure led scheme and in order to assist them in bringing the scheme forward the Council has 'parked' the competitive dialogue procurement process so as to avoid creating uncertainty for potential occupiers. A planning application for the Co-op scheme is expected to be submitted during early August.</p> <p>In tandem with parking the procurement process, we have been exploring a potential scheme with the existing landowners within the Northern Gateway site. Initial legal advice suggests that there could be a mechanism which could enable the Council to work directly with these landowners without a procurement</p>

		<p>exercise. On this basis we have asked the landowners to propose a scheme to the Council and we will take further advice. It is expected that they will report back during the summer.</p>
7 - Develop plan for market upgrade		<p>The consultants for this project, IBI Group, implemented an engagement plan in March/April with traders and members of the public which established the key principles and priorities which the final development proposals need to address. IBI Group's design team are currently developing a series of options, with varying levels of intervention, that will form the basis for outline budget costing, phasing and construction implications and overall design responses to specific issues raised.</p> <p>A second phase of the consultation process will then take place in October 2015 which will explain the emerging proposals and implications for traders, the public and the council. Any further feedback will then be analysed and, if appropriate, be incorporated into the final report which should be submitted to Cabinet by the end of the year.</p>
8 - Adopt masterplan for town centre		<p>The revised masterplan was discussed at Cabinet on the 14th July. Two briefing workshops have been held to update Members with the Masterplan.</p> <p>A range of priority projects are highlighted and the Council will create its own implementation plan to move the projects forward.</p>
9 - Programme of events		<p>A range of events have been delivered so far this year on time and on budget including: Chesterfield Area Walking Festival, Love Your Local Market in Chesterfield, Chesterfield Museum Lego Day, Chesterfield's First Artisan Market (plus monthly Artisan Markets thereafter) and Chesterfield Race for Life. A range of events are planned for</p>

		the year.
10 - Digital connectivity in Council buildings and innovation centres		The preferred partner for the upgrade to the digital connectivity at the Innovation Centres has been selected. It is anticipated that the works will be complete by October 2015 and will provide world class digital connectivity to our tenants. Progress is also being made at other key sites.
11 - Improvements to Council website		Currently recruiting for a Digital Content Officer post to support website and Intranet improvements.
12 - Develop digital inclusion strategy		Draft brief has been prepared, procurement documents are being developed for imminent release. Programme is to complete work by Autumn 2015.

Our Priority – to improve the quality of life for local people

Key Project	RAG	Progress
13 - Complete and let Parkside Housing scheme		On schedule to complete on site on 25th September and expecting full letting by October 2015.
14 - Invest £32 million in Council Housing		This total figure is made up of the Capital Programme and Responsive Repair Budgets. Work is on site and progressing to schedule and in-line with profiled spend.
15 - Agree a strategic approach to enable the Council to build housing for sale and rent		Informal, independent legal advice had been obtained on current thinking – confident that an agreed approach will be in by March 2016.
16 - Open Eastwood Park sports pavilion	✓	This project is now complete.
17 - Estate regeneration in Barrow Hill		Estate improvement consultation with community has taken place and draft proposals developed for the CBC Housing areas. Development on site is expected in January 2016. CBC are currently working on a heritage

		lottery bid with the local school, Barrow Hill engine shed and Friends of St. Andrews Church. This project aims to restore heritage features and also improve the main gateway to Barrow Hill.
18 - Improve play areas at Circular Rd park and Stand Rd park	✓	<p>The improvements to Circular Rd play area are now complete.</p> <p>Currently working Friends of Group and Bowls Club to develop a scheme and secure funding. Some setbacks with regards to attracting external funding – we may need to consider a revised, scaled back scheme.</p>
19 - Masterplan for King George V		Initial consultation stage is complete and a draft masterplan has been developed.
20 - Open new Queen's Park Sports Centre		<p>The construction project remains on target for January 2016 opening. The schedule of works has been updated to reflect variances in progress in different areas of the original schedule; and is being carefully tracked by both the client project management team and the contractor Morgan Sindall. Regular design meetings are in place and board meetings are taking place to ensure key decisions and risks are managed appropriately.</p> <p>Work regarding mobilization of the new site is on going in tandem with construction and at this time there are no concerns with the January opening being met. All partners are fully engaged and up to date with project progress.</p>
21 - New outdoor gym at Langer field		External funding secured and tendering activity is now complete. Development is imminent.
22 - Membership of Healthy Communities Network		DCC have been successful with their application to become a member of the healthy communities' network. Work is currently taking place on our affiliate membership.

23 - Promote "Time to Change" mental health campaign		<p>Mental health issues have been a key focus of the Equality and Diversity Forum during 2015/16. So far this has included mental health awareness and dementia friend's events and training.</p> <p>CBC occupational health contract is being revised to put more emphasis on mental health. Work is currently underway on the healthy workplaces initiative to proactively respond to health and mental health challenges within our workforce.</p>
24 - Intensive support and financial advice in four key areas		A successful partnership programme has been delivered to one of the four areas – St. Helens. Plans are in place for the other three areas due for scheme roll out in 2015/16 – Holmehall, Grangewood and Middlecroft.
25 - Assess applicants ability to pay rent before home allocation		New allocations policy and procedures agreed in April 2015. The current restructure taking place within the Housing Customer Division will allocate resource to applicant assessments starting in Autumn 2015.
26 - Increased support for homeless people		The "no second night out" service is commissioned for the whole of Derbyshire by Derby City Council. We have worked with Derby City and provided additional funding secure increased provision for Chesterfield Borough from Autumn 2015.
27 - Paying all Council staff a living wage		<p>Work has been undertaken to assess the numbers of staff affected by introducing the living wage and the costs associated. Further work is being undertaken regarding pay differentials for other staff.</p> <p>Consideration also needs to be given to the impact of the summer budget wage rate announcements.</p>

Our Priority – to provide value for money services

Key Project	RAG	Progress
28 - Freeze council tax	✓	This project is now complete.
29 - Consult on options for current Queen's Park Sports Centre land		A plan is currently being developed for the consultation activity. It is important to consider the timing of this project as there are major consultation activities taking place between September and December (Are You Being Served Survey, STAR and new QPSC) and we need to avoid confusion and consultation fatigue.
30 - Great Place: Great Service transformation programme		Update will be available for Q2
31 - On-line booking facilities		<p>Online bookings have been successfully implemented at the two sports centres. Q1 figures are: QP = 2217 HLC = 2449</p> <p>Further online booking opportunities are currently being developed – squash will be available by the end of July and online membership will be available in Autumn 2015.</p>
32 - Maintain Investors in People standard and develop a new Workforce Strategy		The IIP bronze standard was achieved in June 2015. Currently using the information from the assessment and a range of other data to develop a new Workforce Strategy.
33 - Develop a new operating model for the council		Key stages of developing a target operational model have been identified and resource implications are being considered. Confident of progress is Autumn 2015.

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Great Place Great Service Scrutiny Update 8th September 2015

James Drury

Update

- Reviewed Great Place:Great Service (GP:GS) programme
- Recognised the successes
- Undertaken lessons learned workshops
- Made some changes
- Developed and updated the business case
- Final report and recommendations to GP:GS Board in September
- Then to Cabinet and Full Council



Proposed Priority Projects

- Establishing solid foundations (ESF)
- Smarter working
- Estate rationalisation
- Commercialisation
- Procurement



- Customer Relationship Management system (CRM) and Document Management System (DMS) to be reviewed following ESF



Establishing Solid Foundations

- Operating Model – supporting cultural change
- Developing strategies for Customer Services / ICT and Procurement
- Changing and improving our :
 - customer service
 - ICT
 - procurement
 - support services
 - rent collection
 - website
 - intranet



Operating Model

- Guiding and mandated principles for managing transformation and our services
- How does the Council need to work, think, act and behave
- A checklist to support decision making
- Will support our Vision and Values
- Work completed by October 2015



Developing our ICT Strategy

- Work underway (separate item on your agenda today)
- Aiming for increased corporate control and a checklist for future ICT commissioning, procurement and development
- Ensuring ICT is developed as an enabler of change
- Recognising the significance of data and information assurance / security
- Identifying and planning for more efficient and effective 'day to day' ICT provision
- Strategy document completed and approved by December 2015



Developing our Customer Strategy



CHESTERFIELD
BOROUGH COUNCIL

- Work currently being planned
- Will support our values
- Better understanding of our current services
- Aim to:
 - increase access to services via digital and self service
 - support customers to change how they contact and transact with us (channel shift)
 - improve first point of contact resolution
 - scalable solution to work with partners now and in the future
 - ‘Always think customer’ / ‘Our customers are never in the wrong place’
 - Performance indicators to focus on quality not just volumes
- Strategy completed and approved by March 2016



Developing our Procurement Strategy

- Work currently being planned
- Corporate One Council approach to secure:
 - Legal and policy compliance
 - Improved understanding of our current spend
 - Establish Council contracts register
 - Increased challenge to suppliers
- Completed and approved by March 2016



Changing and Improving

- customer service
- ICT
- support services
- procurement
- rent collection
- website and intranet

This suite of projects will deliver:

- a better understanding of our services
- improved service delivery for our customers
- an effective 'One Council' solution
- identify specific opportunities for savings

Projects will all being completed by December 2016

Smarter Working (completed March 2017)

- Town Hall restack
- Mobile working
- Telephony
- Printing

Estate rationalisation (ongoing)

- Making best use of our buildings
- Increasing our rental income
- Selling the right assets at the right time for the right price

Procurement (priority plan by September 2015)

- Improvement plan being designed
- Focus on compliance and savings



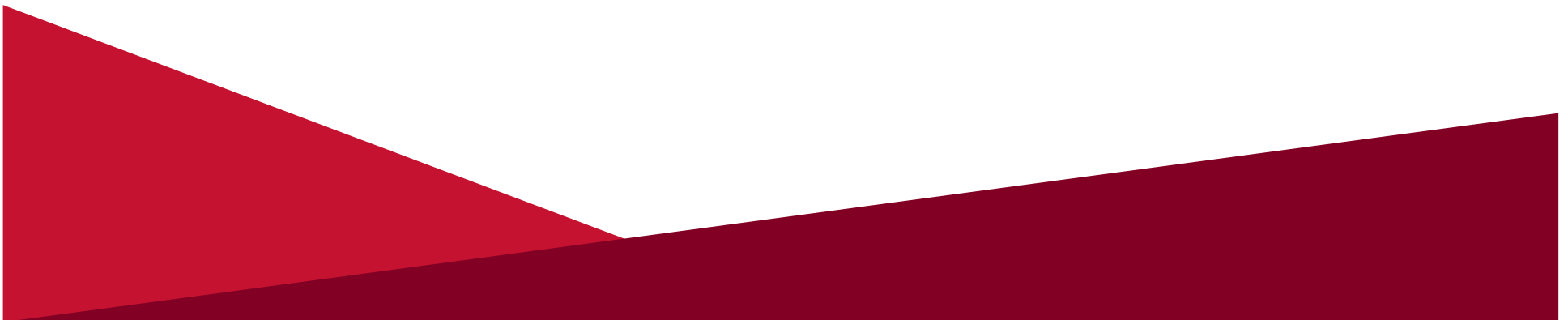
Commercialisation

- Aims to expand trading activities to make money for the Council
- Individual business cases to the Trading Board for consideration
- Possible areas include – housing repairs, gas servicing, commercial waste, grounds maintenance and building cleaning
- Costs / Benefits - from 2015/16 onwards



Conclusion

- Work is still ongoing
- Final report and recommendations to GP:GS Board in September
- Then to Cabinet and Full Council



Recommendations

That the Committee:

- Notes the work to date
- Comments on the overall approach
- Comments on the proposed priority projects
- Provides a steer for any revisions
- Considers making any comments, suggestions for improvement or support to the GP:GS Board
- Considers and determines the approach for the Committee's ongoing consideration of the GP:GS programme

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AGENDA ITEM

FOR PUBLICATION

CHESTERFIELD BROUGH COUNCIL PROCUREMENT SERVICE – POSITION STATEMENT, SEPTEMBER 2015

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	8 SEPTEMBER, 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 manage immediate procurement need.
- 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 staffed 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 has explored options for the future provision of the Procurement Service, analysing how different delivery models can best meet the council's future procurement needs.

4.3 A cabinet report has been developed which can be summarised in the following key points.

- The Councils current arrangements are not suitable, sustainable or sufficient to meet the council's needs.
- Any future service needs to:
 - Ensure legal compliance at all times
 - Ensure compliance with the councils constitution at all times.
 - Manage day to day procurements
 - Provide and maintain:
 - A Procurement Strategy
 - A Procurement forward plan
 - A Contracts register
 - E tendering platform
 - Procurement training for key officers and members
 - A procurement template pack
 - Deliver efficiency savings through procurement reviews and smarter procurement.
 - Regularly analyse the Councils financial management system to identify potential areas of non compliant spend
- Procurement is now incorporated into the revised GPGS business case as a key enabler of change, and opportunity to transform the way the council operates.
- 4 service delivery options have been explored
 - Shared service with an established public sector partner
 - In-house with increased capacity / resource
 - Shared service with a Local Authority partner – this would be a new shared service
 - Full specification and market test of the service.

4.4 A completed paper with final recommendations will be presented to cabinet in late September.

5.0 RECOMMENDATION

- 5.1 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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A strategy for ICT and online services 2015–2019

Scrutiny Update

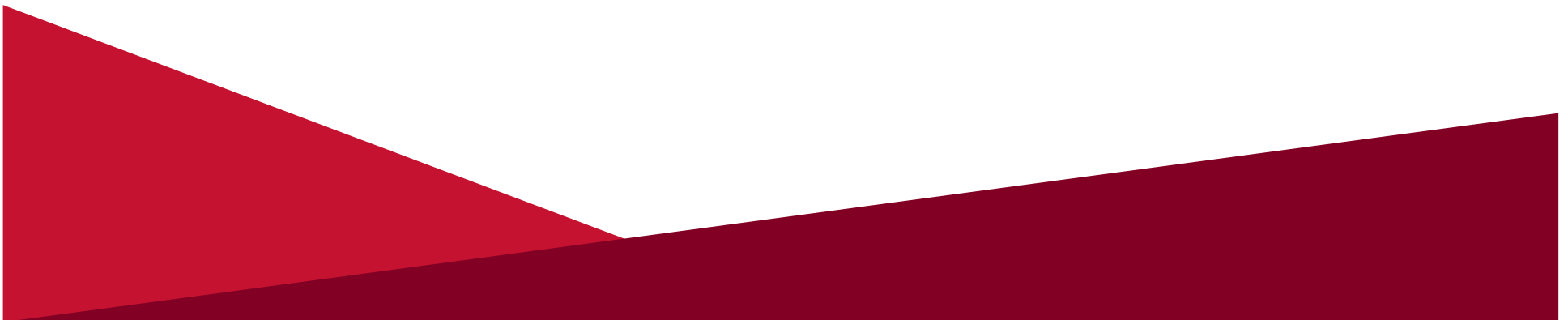
8th September 2015

James Drury

Vision



‘ICT is a key enabler for the development, delivery and transformation of Chesterfield Borough Council and the services we deliver to our citizens’



Our strategy

- ICT underpins all our services today and is the enabler of transformation tomorrow
- Must be service and outcome led
- Must be aligned to our corporate priorities
- Drives informed decision-making within ICT and our Council



‘Technology gives us power, but it does not and cannot tell us how to use that power. Thanks to technology, we can instantly communicate across the world, but it still doesn't help us know what to say’

Jonathan Sacks



Developing our ICT Strategy

- Aiming for increased corporate control
- Providing a checklist for future ICT commissioning, procurement and development
- Ensuring ICT is developed as an enabler of change
- Recognising the significance of data and information assurance / security
- Identifying and planning for more efficient and effective 'day to day' ICT provision
- Strategy document completed and approved by December 2015



What's in the strategy?

- Set of principles
- Governance
- Strategic themes with outcomes
- Key groups of ICT users
- Open standards and best practice
- Operational plan of activities
- One-year improvement plan



Context

- Rapid advances in technology
- People using/expecting technology
- Access to technology: digital divide
- New threats to security
- Increased value of information



Our key groups of users

- Residents
- Businesses
- Visitors
- Partners (public, private, third sector)
- Elected members
- Service delivery teams
- Members of staff
- Management



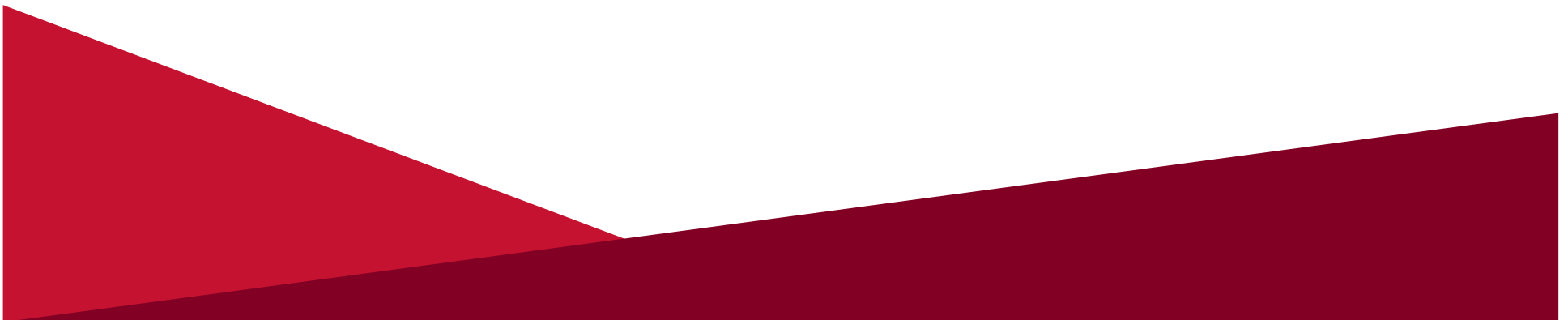
Key strategic themes

1. Improved access to technology
2. Business transformation
3. Business data
4. Workforce mobility and capability
5. Partnership working and shared services
6. Reliability and compliance



Principles of ICT delivery

- Governance and buying
- Creating a common ICT infrastructure
- Using ICT to enable and deliver change
- Managing risk and security



Risks of getting it wrong

- Ad hoc, short term development
- No alignment to corporate priorities
- Poor outcomes for customers
- Technical complexities and dependencies
- Resources under strain
- Increased long term costs
- Wasted investment
- Increased risk of security breaches

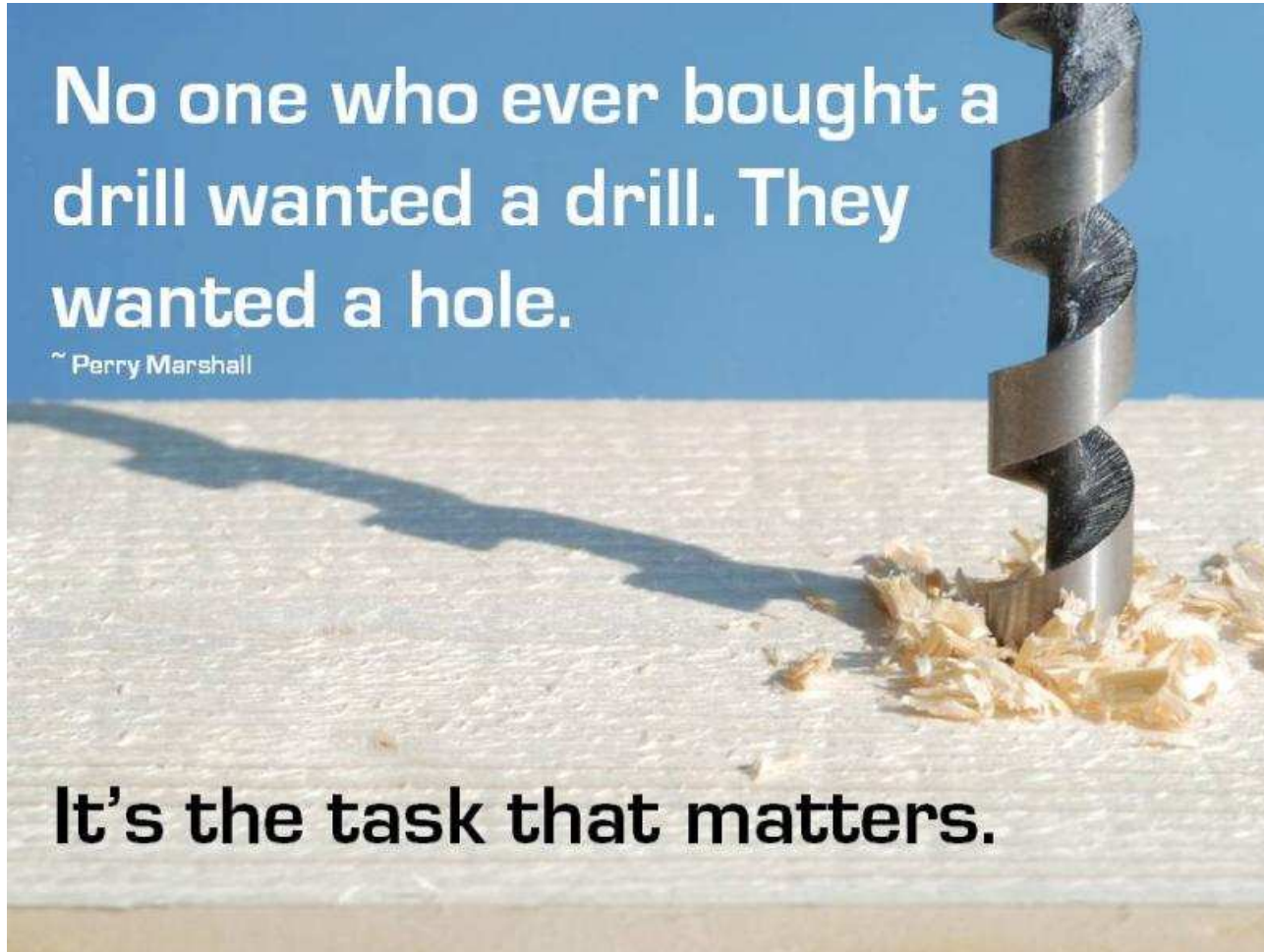




**No one who ever bought a
drill wanted a drill. They
wanted a hole.**

~ Perry Marshall

It's the task that matters.



Recommendations

That the Committee :

- Notes the work to date
- Comments on the overall approach
- Comments on the vision, strategy and themes outlined in the draft strategy
- Provides a steer for any revisions to the draft
- Considers and determines any appropriate follow up of the ICT Strategy



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FOR PUBLICATION

AGENDA ITEM

CORPORATE MEMBER DEVELOPMENT PROGRAMME FOR OVERVIEW AND SCRUTINY

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	8 SEPTEMBER 2015
REPORT BY:	POLICY AND SCRUTINY OFFICER
WARD:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	N/A

FOR PUBLICATION

BACKGROUND PAPERS
FOR PUBLIC REPORTS:

1.0 PURPOSE OF REPORT

- 1.1 To share with the Forum a proposed development programme to enable continued elected member learning and development of the overview and scrutiny role.

2.0 RECOMMENDATION

- 2.1 To consider and comment on the proposed programme.

3.0 BACKGROUND

- 3.1 Chesterfield Borough Council has a strong policy commitment to organisation wide, continued learning and development to ensure ongoing improvements in all that it does.

- 3.2 The ongoing learning and development of our elected council members (councillors) is an essential element, particularly in helping ensure effective delivery of our overview and scrutiny function.
- 3.3 Overview and scrutiny is a key function of the council's executive decision making system, and has an important role in policy development and review, and in scrutinising key council decisions to help ensure the best outcomes are achieved for local people.
- 3.4 And as national plans develop for the greater devolvement of powers and responsibilities to local councils, we need to ensure that our overview and scrutiny function remains fit for purpose. Maintaining a supportive and ongoing learning culture for members underpinned by a corporate development programme will help achieve this.

4.0 MEMBER DEVELOPMENT PROGRAMME

- 4.1 The draft Member Development Programme for Overview and Scrutiny is attached for consideration (Appendix 1) and is divided into 3 sections :
1. Scheduled Development for Civic Year 2015/16
 2. Ongoing Development
 3. Optional Further Development
- 4.2 The final agreed programme for overview and scrutiny learning will be part of the agreed Corporate Member Development Programme for all elected members. This will help facilitate the most efficient use of resource whilst providing comprehensive learning opportunities for all members.
- 4.3 For example this programme, though essentially designed for Overview and Scrutiny practitioners, may overlap with, and can also provide for, other members to be involved. (Note that a separate plan for officers is being developed but this programme can also provide for some officer involvement). And this approach to shared learning will help inform a wider understanding of members' roles and responsibilities to each other.

5.0 NEXT STEPS

- 5.1 The Council's recently renewed Corporate Member Development Group has already seen the draft programme and will keep a 'watching-brief' over delivery. Councillors Tricia Gilby and Derbyshire, and the Policy and Scrutiny Officer are members of the Corporate Member Development Group.

5.2 Following consideration by the Forum, the Member Development Programme for Overview and Scrutiny will be considered at the Corporate Scrutiny Review Project Board on 17 September for a corporate view and support.

5.0 CORPORATE CONSIDERATIONS

5.1 There are no risk, legal or equalities considerations arising from the contents of this report. Depending on the final programme agreed however, there could be a limited amount of training cost to be incurred (see Appendix).

9.1 RECOMMENDATION

9.2 To consider and comment on the proposed programme.

10.0 REASON FOR RECOMMENDATION

10.1 To ensure ongoing and comprehensive elected member development to maintain effective delivery of the council's Overview and Scrutiny function.

ANITA CUNNINGHAM
POLICY AND SCRUTINY OFFICER

You can get more information about this report from
Anita Cunningham (Tel: 01246 345273)

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OVERVIEW AND SCRUTINY

Proposed Member Development Programme (2015/16)

Development Type	Content	Date	Time	Target Attendees	Delivery
Scheduled Development :					
1. Member Induction : Introduction to Overview and Scrutiny	Summary of Overview and Scrutiny function / roles / responsibilities / legislation / current committee structure arrangements in place . Potential developments in pipeline / looking forwards.	June 15	1 hour	<ul style="list-style-type: none"> - Scrutiny Ctte Members - Cabinet Member(s) for Overview and Scrutiny Arrangements - All other Members who may be involved with Overview and Scrutiny (ie through Project Groups). 	In-house (Policy Manager, Policy & Scrutiny Officer, Committee & Scrutiny Co-ordinators). COMPLETED
2. Chairing Skills for Scrutiny Ctte Chairs	Skills for Chairing Statutory Overview and Scrutiny Committees.	June 15	1 Day	Scrutiny Committee Chairs and Vice Chairs	External : INLOGOV (Cost £385 total) COMPLETED
3. Scrutiny Project Groups (SPGs)	Workshop session on Scrutiny Project Groups. Includes introduction to CBC/Forum SPG adopted guidance / policy and working arrangements. Focus on setting SMART	June 15	1.5 hr	<ul style="list-style-type: none"> - Scrutiny Ctte Members Optional : - All other Members who may be involved with Overview and 	In-house : (Policy & Scrutiny Officer, Committee & Scrutiny Co-ordinators)

Development Type	Content	Date	Time	Target Attendees	Delivery
	objectives for scrutiny reviews and evidence gathering.			Scrutiny (ie through Project Groups). - Cabinet Member(s) for Overview and Scrutiny Arrangements - Other Cabinet Members	COMPLETED
4. Scrutiny Work Programming	Introduction to basics / origins re scrutiny work programming and necessity. Covering current issues, previous approaches CBC (including use of Forward Plan). Workshop for improvements / solutions to Work Programming 'process'.	Sept 15	2 hr	- Scrutiny Ctte Members Optional : - Cabinet Member(s) for Overview and Scrutiny Arrangements - All other Members who may be involved with Overview and Scrutiny (ie through Project Groups). - (Cabinet Members / officers) ?	In-house : Policy & Scrutiny Officer (Invite SO or Cllr from other LA(s) ?)
5. Scrutiny and the Budget	PSO to discuss content with Chief Finance Officer, Barry Dawson. Should cover general budget setting process, timetable, and opportunities / options for scrutiny involvement and influence. [May need a further session to look at best practice / different approaches by other LAs].	Sept / Oct 15	1.5 hr	- Scrutiny Ctte Members - All other Members who may be involved with Overview and Scrutiny (ie through Project Groups).	Chief Finance Officer / Policy & Scrutiny Officer

Development Type	Content	Date	Time	Target Attendees	Delivery
6. Scrutiny and Performance	To include scrutiny's role and influence on performance management. Also the relationship with and use of performance statistics and data, triangulated with data from other key sources to inform scrutiny work.	Nov 15	1.5 hr	<ul style="list-style-type: none"> - Scrutiny Ctte Members - All other Members who may be involved with Scrutiny Project Groups. 	Policy Manager / PSO
7. Reporting to Cabinet and Cabinet Role and Responsibilities to Scrutiny. Access to Information Rights for Scrutiny	Briefing session / presentation covering reporting process from SPG through to Cabinet. Covering Cabinet role / responsibility. Covering scrutiny ctte Monitoring role. Covering Access to Information Rights for Scrutiny.	Dec 15	1.5 hr	<ul style="list-style-type: none"> - Scrutiny Ctte Members - Cabinet Members Optional : <ul style="list-style-type: none"> - All other Members who may be involved with leading Scrutiny Project Groups. - 	In-house : Policy & Scrutiny Officer / Committee and Scrutiny Co-ordinators / Monitoring Officer / Democratic Services Manager
8. Call-in	Introduction to CBC adopted call-in procedure. Work through example call-in. Suitable for role play learning / interactive group work.	Jan 16	2 hr	<ul style="list-style-type: none"> - Scrutiny Ctte Members Optional : Other non executive members. 	Policy & Scrutiny Officer / Monitoring Officer / Ctte & Scrutiny Co-ordinators
9. Chairing /Leadership Skills for Scrutiny Project Groups	Chairing and leadership skills for members leading SPGs. Could be suitable for role play / workshop method learning. [NB Training will be available on a 1 : 1 basis for Members	Feb 16	1.5 hr	<ul style="list-style-type: none"> - Scrutiny Ctte Members. Optional : <ul style="list-style-type: none"> - All other Members who may be involved with leading Scrutiny Project Groups. 	Could be linked to Questioning Skills session below TBC Or PSO / MO / Or external Scrutiny

Development Type	Content	Date	Time	Target Attendees	Delivery
	appointed as SPG Lead Members before this scheduled training. This will be a requirement].				Chair
10. Scrutiny and Effective Challenge	<p>EMC course for scrutiny practitioner members and officers covering scrutiny fundamentals.</p> <p>(EMC programme delivery date is Sept 17th. I am currently enquiring re poss in house delivery and cost. If agreed this could be at some time other than sept TBC)</p>	Preferred dates 2016 requested	½ day	<ul style="list-style-type: none"> - Scrutiny Ctte Members - All other Members who may be involved with Overview and Scrutiny (ie through Project Groups). - Ctte and Scrutiny Co-ordinators 	EMC commissioned in-house delivery (informal cost estimate £780)
11. Evidence Gathering and Questioning Skills	To include different questioning styles and their effectiveness and preparation for OSC meetings. To include different options for evidence gathering and their potential benefits. May need to be 2 separate sessions. Suitable for role play / workshop method learning.	Preferred dates 2016 requested	½ day	<ul style="list-style-type: none"> - Scrutiny Ctte Members. <p>Optional :</p> <ul style="list-style-type: none"> - All other non executive Members . 	Possible INLOGOV commissioned. (equiry and cost element TBC)

Development Type	Content	Date	Time	Target Attendees	Delivery
Ongoing Development :					
12. Member Mentor / Action Learning Set	Set up arrangements for and introduce member mentors / buddies and/or Members' Action Learning Set	Proposed 2016		<ul style="list-style-type: none"> - Scrutiny Ctte Members - All other Members who may be involved with Overview and Scrutiny (ie through Project Groups). 	In-house : Policy & Scrutiny Officer with HR Development Officer
13. East Midlands Region Scrutiny Network	Attendance at EMC facilitated scrutiny network for the region to facilitate member and officer learning and development, and information sharing / working together opportunities.	Quarterly	½ day	Scrutiny Ctte Chairs and/or Vice Chairs as agreed.	EMC (free provision). Travel cost element.
14. CfPS Annual Conference & Development Day	Attendance at Conference Day and/or Development Day. (Usually held in London).	Annual in June	1 or 2 days	Scrutiny Ctte Chairs and/or Vice Chairs	CfPS (high cost element involved)
15. Routine General Awareness Raising	Email circulars : <ul style="list-style-type: none"> - CfPS website and guidance (Practice Guides and links to good practice examples). - Work Programmes status and management, Monitoring programme status, and Pre Agendas. 	Ongoing	N/A	<ul style="list-style-type: none"> - Scrutiny Ctte Members - All other Members. - All CBC Managers 	Policy & Scrutiny Officer

Development Type	Content	Date	Time	Target Attendees	Delivery
Optional further development :					
16. Scrutiny Project Groups (SPGs) (Session No 2)	Follow up workshop session on Scrutiny Project Groups. Consider CBC/Forum SPG adopted guidance / policy and working arrangements. Members to work through completing a scoping document.	TBC	1.5 hr	As for session No 1.	In-house : (Policy & Scrutiny Officer, Committee & Scrutiny Co-ordinators)
17. Scrutiny and the Budget (Session No 2)	PSO to discuss content with Chief Finance Officer, Barry Dawson. Look at best practice / different approaches by other LAs.	TBC	1.5 hr	As for session No 1	Chief Finance Officer / Policy & Scrutiny Office
18. Scrutiny role in Councillor Call for Action and Petitions	(To be discussed)	TBC			
19. Scrutiny and Health Improvement	(To be discussed)	TBC			
20. Scrutiny and Commissioning/ procurement/ contract management	(To be discussed)	TBC			

Development Type	Content	Date	Time	Target Attendees	Delivery
22. Raising the Bar in Scrutiny and Effective Challenge	EMC course (for scrutiny leaders – members and officers)	14 Oct 15	½ day	Councillors (and officers) leading scrutiny.	EMCs, Melton Mowbray. £95 pp.
23. Scrutiny's Policy Development Role	To be discussed.				
24. Project Management	To be discussed				

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 SEPTEMBER 2015 TO 31 DECEMBER 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>
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	22 Sep 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 Sep 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 Council	Cabinet Member - Business Transformation	22 Sep 2015 14 Oct 2015	Report of HR and Payroll Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@chesterfield.gov.uk	Public	
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	22 Sep 2015 14 Oct 2015	Report of Strategic Planning and Key Sites Manager	Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk	Public	

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	6 Oct 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	8 Sep 2015	Report of Housing Service Manager – Business Planning & Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3	
Key Decision 537	Procurement Options A paper providing options for the future service delivery method for the procurement service	Cabinet	Cabinet Member - Business Transformation	22 Sep 2015	Report of Business Transformation Manager	Karen Brown Tel: 01246 345293 karen.brown@chesterfield.gov.uk	Public	
Key Decision 539	Barrow Hill Environmental Improvements Update To update members on progress and provide details of next stages	Cabinet	Cabinet Member - Housing	3 Nov 2015	Report of Housing Manager - Business Planning and Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	

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 540	Asbestos Compliance Report Asbestos management compliance review and action plan	Cabinet	Cabinet Member - Housing, Cabinet Member - Governance	6 Oct 2015	Report of Housing Manager - Business Planning and Strategy and Business Transformation Manager	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 541	Cultural Venues Fees and Charges 2016 To review the scale of charges for lettings at the Pomegranate Theatre, the Winding Wheel, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2016.	Cabinet	Cabinet Member - Town Centre and Visitor Economy	17 Nov 2015	Report of Cultural and Visitor Services Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Public	
Key Decision 543	Housing Related Support – an update	Cabinet	Cabinet Member - Housing	20 Oct 2015	Report of Housing Manage - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3	
Key Decision 545	Budget Monitoring for 2015/16 and Updated Medium Term Financial Plan	Cabinet Council	Deputy Leader & Cabinet Member for Planning	8 Sep 2015 14 Oct 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	

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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 546	Car Park Investment Plan To present a planned programme of investment in Chesterfield town centre car parks over the next five years.	Cabinet	Cabinet Member - Town Centre and Visitor Economy	3 Nov 2015	Report of Town Centre Operations Manager Medium Term Parking Strategy 2013/2016	Andy Bond Tel: 01246 345991 andy.bond@chesterfield.gov.uk	Public	
Key Decision 547	Great Place: Great Service Update To approve the focus and activity of the Great Place: Great Service Programme for the next 18 months.	Cabinet	Cabinet Member - Business Transformation	20 Oct 2015	Report of Executive Director	James Drury james.drury@chesterfield.gov.uk	Public	
Key Decision 548	Review Statement of Licensing Policy To adopt the revised statement of licensing policy to regulate licensable activities on licensed premises, by qualifying clubs and at temporary events in accordance with section 5 of the Licensing Act 2003.	Cabinet Council	Cabinet Member - Health and Wellbeing	1 Dec 2015 16 Dec 2015	Report of Licensing Manager	Trevor Durham Tel: 01246 345203 trevor.durham@chesterfield.gov.uk	Public	
Key Decision 549	Environmental Health Fees and Charges 2016-17 To approve the fees and charges for environmental health services for 2016-17.	Cabinet	Cabinet Member - Health and Wellbeing	15 Dec 2015	Report of Environmental Health Manager	Russell Sinclair Tel: 01246 345397 russell.sinclair@chesterfield.gov.uk	Public	

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 550	Parkside – Allocations/Charges and Support	Cabinet	Cabinet Member - Housing	20 Oct 2015	Report of Housing Services Manager - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3 relating to financial or business affairs	
Key Decision 551	Review of Transport Code of Practice	Cabinet	Cabinet Member - Housing	22 Sep 2015	Report of Operational Services Division Manager	Martyn Bollands Tel: 01246 345020 martyn.bollands@chesterfield.gov.uk	Public	
Key Decision 552	VAT treatment of Venue Hire	Cabinet	Cabinet Member - Town Centre and Visitor Economy	22 Sep 2015	Report of the Arts and Venues Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Public	
Key Decision 553	Health and Safety Policy	Cabinet	Cabinet Member - Governance	22 Sep 2015	Report of Business Transformation Manager	Karen Brown Tel: 01246 345293 karen.brown@chesterfield.gov.uk	Public	

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 Decisions)								
Non-Key 363	Application for Home Repairs Assistance	Cabinet Member - Housing	Cabinet Member - Housing	31 Aug 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's information relating to financial affairs	
Non-Key 367	Lease of Commercial and Industrial Properties	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Sep 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	
Non-Key 373	Election Service Staffing To review the staffing structure of the Electoral Services Team within Democratic Services following a vacancy in the post of Elections Assistant.	Employment and General Committee	Cabinet Member - Governance	24 Aug 2015	Report of Democratic Services Manager	Sandra Essex Democratic Services Manager Tel: 01246 345227 sandra.essex@chesterfield.gov.uk	Public	

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 Decisions								
Non-Key 40	Review of Members Allowances- Arrangements for the Independent Remuneration Panel For Cabinet to raise on any relevant issues for the Panel to consider.	Cabinet	Cabinet Member - Governance	8 Sep 2015	Report of Committee and Scrutiny Co-ordinator	Donna Cairns Committee & Scrutiny Co-ordinator donna.cairns@chesterfield.gov.uk	Public	
Non-Key 41	Public Private Partnerships (PPP) Update To note performance and ongoing work.	Cabinet	Cabinet Member - Business Transformation	20 Oct 2015	Report of Executive Director	James Drury james.drury@chesterfield.gov.uk	Public	
Non-Key Page 70	Treasury Management Report 2014/15 and Monitoring Report 2015/16	Cabinet Standards and Audit Committee Council	Deputy Leader & Cabinet Member for Planning	22 Sep 2015 23 Sep 2015 14 Oct 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 71	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 & CCO2	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	Agreed by OP on 16.06.15 that CCO will monitor corporate progress.	Progress report received 23.04.15. Date for next EW5 leisure progress report TBA. Date for CCO2 corporate progress TBA.

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 Decision making body resolution <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 <i>(6 monthly progress reports)</i>
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 Cabinet 27.01.15	<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 06.10.15

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 73			<p>Engagement Strategy with regard to University of Nottingham students' engagement workshop model.</p> <ol style="list-style-type: none"> 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.	Monitoring report expected 08.09.15.
OP4	Review into External Communications (SPG)	OP 19.06.14 Cabinet 29.07.14	<ol style="list-style-type: none"> 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 report received 16.06.15. Next due 12.01.16.

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. Progress provided to EW on 28.7.15	Monitoring (due June 2015) deferred to 28.07.15. Further information requested for 06.10.15
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. Progress provided to EW on 28.7.15	Monitoring due 28.07.15. Further information requested for 06.10.15
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. Further information requested for

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 75			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. Progress provided to EW on 28.7.15	06.10.15
	CCO1			Meeting held 08.01.15.		Next 6 monthly meeting due 26.01.16.
	“ “	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. And also on 07.07.15.	Agreed on 08.01.15 that 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.	Cabinet Member attended and responded to CCO meeting held on 07.07.15.	CCO requested progress report to next meeting of CCO on 15.09.15.

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

SCRUTINY PROGRESS MONITORING REPORT ON : ICT

Progress report on Ref: OP5 of the Scrutiny Monitoring Form. To provide progress in implementing the recommendation of the Overview and Performance Scrutiny Forum on ICT. The recommendation was considered by Cabinet on 02.12.14.

Recommendation :

That the Council employ an ICT specialist to represent the Council's ICT needs / requirements.

(Cabinet resolved (i) that the recommendation be noted and (ii) that officers be asked to prepare a report for consideration by the Forum and Cabinet setting out how the Council should best represent its future ICT needs and requirements as part of the public-private partnership arrangements with arvato).

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Action	Responsibility / Implementation by:	Resources Needed / Available	Target Date	Achievement / Completed
As recommendation and Cabinet resolution.	Cabinet Member for Business Transformation, Councillor Huckle Executive Director James Drury	To be assessed.		Appointment of new Client Officer has provided additional knowledge regarding ICT and this is already making a positive difference. Part of the Great Place Great Service priority work being undertaken relating to ICT is considering the resources required to effectively provide arvato with direction in running the service. The revised ICT Strategy will also be relevant to addressing the resourcing required.

Additional Information :

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Overview and Performance Scrutiny Forum

Scrutiny Project Group (Scope / Brief)

Group Members :	Cllr Jeannie Barr (Lead Member) Cllr Ray Catt Cllr Kate Caulfield Cllr Kate Sarvent Cllr Andy Slack
Subject to be reviewed:	Concessions on Fees and Charges
Reason for the Review / Terms of Reference: (why are we doing this)	<p>This issue was originally raised by Russell Sinclair, Environmental Health Manager as an area for Scrutiny to look at in 2012. The issue was again raised as an area for Scrutiny work in 2015 by Executive Director, James Drury and the Deputy Leader, Cllr Terry Gilby</p> <p>There is currently no corporate policy on the application of reduced rates (subsidies) for chargeable services regarding the rate of discount or eligibility criteria. There is also no guidance available on when it is appropriate to apply concessions.</p> <p>Services have historically developed their own rates. It is opportune to review these (a) in light of need to raise income / reduced service costs and (b) provide clear and appropriate concessions to those considered most in need, having regard to equalities</p>
How the review aligns with the Council's priorities and vision:	<p>The review links into the following priorities in the Chesterfield Borough Council Corporate Plan 2015 – 2019</p> <ul style="list-style-type: none"> • Our priority: to improve the quality of life for local people (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: To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

<p>Aims and Objectives of the Review: (what do we want to achieve / what will success look like) - consider Equalities issues)</p>	<ul style="list-style-type: none"> • To produce recommendations and guidance that will contribute to the development of a clear corporate policy on setting concessions that ensures equality of access to services but which also does not harm the financial position of the Council. • To ensure that services use a consistent approach to setting concessions on fees and charges. • To ensure equality of access to Council services to all residents and visitors. • For the policy on concessions and fees and charges to be informed by, and to reflect the changes to benefits happening with the introduction of Universal Credit in Chesterfield.
<p>Method of Review: (how the work will be undertaken)</p>	<ul style="list-style-type: none"> • Member and Officer interviews • Desktop research • Project Group meetings • Benchmarking against other comparable authorities.

Research & Evidence: (information that needs to be gathered)	The SPG needs to establish what services the Council charges for, what concessions (if any) are offered, what basis these are offered on and if these concessions are related to other benefit entitlements. Benchmarking against other comparable authorities can then take place.
Witnesses : (who to invite, information and answers needed)	Russell Sinclair, Environmental Health Manager (who raised the issue in 2012) Fran Rodway, Customer Services and Revenues Manager and Colin Hampton, Derbyshire Unemployed Workers Centre (guidance on universal credit) Cabinet Member for Health and Wellbeing Cabinet Member for Governance (equalities implications) Service Managers for areas that offer chargeable services and concessions. Cabinet Member for Town Centre and Visitor Economy James Drury, Executive Director
Review Group Meetings & Site Visits:	9 July and then fortnightly.
Resource Requirements: (what resources will be used)	Councillor and officer time including administrative support for meetings arrangement and note taking. Technical support for research, information gathering and report writing.
Project Start Date:	July, 2015
Scrutiny Project / Report Completion Date (Group to agree final report)	02/11/15
Scrutiny Report to Scrutiny Committee on: (allow for public notice period)	10/11/15
Cabinet (or other body) Reporting Deadlines (ie, WBR / Executive Member)	WBR: w/c 16/11
Scrutiny Report to Cabinet (or other body) on : (allow for Public notice period)	01/12/15

Cabinet Member(s) / Service Manager Consulted on project brief :	Date :
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Scrutiny Project Group Agreed project brief on :	Date :
Project brief signed off at Scrutiny Business Meeting on :	Date :

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME : OVERVIEW AND PERFORMANCE SCRUTINY FORUM for 8 SEPTEMBER 2015

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
1	08.09.15	Council Corporate Plan	Received 17.01.13. 30.01.14. 19.03.15.	O&P	<i>Deputy Leader / Cabinet Member Planning</i>
2	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 and scheduled.	O&P Chairs	<i>Cabinet Member Business Transformation</i>
3	08.09.15	ICT Strategy and Action Plan	Strategy approved December 2012. Report received 30.01.14. Part report received 11.09.14 under GPGS. Further progress received 16.06.15.	O&P Chairs	<i>Cabinet Member Business Transformation</i>
4	08.09.15	Corporate Member Development Programme for Overview and Scrutiny	To consider the draft Member Development Programme.	O&P Chairs	<i>Cabinet Member Governance</i>

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
5	08.09.15	Consideration of Scrutiny Project Groups appointment on : 1. Public Space Protection Orders. 2. Deprivation in the Borough.	Agreed to consider at meeting held 19.03.15. Consideration deferred on 16.06.15.	<i>O&P</i>	
6	08.09.15 or 10.11.15 TBC	Chesterfield Procurement Service	New arrangements pending scrutiny monitoring. Report received 30.01.14. Written update requested 11.09.14, circulated 28.10.14. Progress report received 16.06.15.	<i>O&P Chairs</i>	<i>Cabinet Member Business Transformation</i>
7	10.11.15	New Performance Management Framework	Report on draft framework was considered on 16.06.15.	<i>O&P Chair</i>	<i>Deputy Leader / Cabinet Member Planning</i>
8	10.11.15	Public, Private Partnership (Corporate Services) Performance Report	Verbal progress report received 13.11.14. Next Annual progress report due November 2015.	<i>O&P (carried forward)</i>	<i>Cabinet Member Business Transformation</i>

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
9	12.01.16	1.External Communications Strategy Progress Report; and 2.Internal Communications Strategy Progress Report.	1.Pending implementation of scrutiny recommendations / corporate action plan. Progress reports received 13.11.14 and 16.06.15. 2. Progress report received 16.06.15.	O&P	<i>Leader / Cabinet Member Regeneration</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>Cabinet Member Business Transformation</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 / Cabinet Member Regeneration</i>
	TBC	Council Corporate Performance	Report for 6 monthly monitoring. Last received 19.06.14.	O&P	<i>Deputy Leader / Cabinet Member Planning</i>

CHESTERFIELD BOROUGH COUNCIL

Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
TBC	Public Space Protection Orders	Report received 19.03.15. (Replaced Dog Control Orders).	O&P	<i>Cabinet Member Health and Wellbeing</i>
Scrutiny Project Groups (SPG) :				
<i>Every Meeting</i>	Services Fees and Charges Concessions.	Appointed 16.06.15, pending consideration of detailed SPG brief / scope.	O&P	
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 08.09.15 meeting, is 10.11.15).

FOR PUBLICATION

AGENDA ITEM 11

AGENDA ITEM 12

CONSIDERATION OF RECOMMENDATIONS FROM THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	8 SEPTEMBER 2015
REPORT BY:	POLICY AND SCRUTINY OFFICER COMMITTEE AND SCRUTINY CO-ORDINATOR
WARD:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	N/A

FOR PUBLICATION

BACKGROUND PAPERS
FOR PUBLIC REPORTS:

1.0 PURPOSE OF REPORT

1.1 To provide supporting information to aid the Forum's consideration of recommendations from the Enterprise and Wellbeing Scrutiny Committee.

2.0 RECOMMENDATION

2.1 To consider the recommendations of the Enterprise and Wellbeing Scrutiny Committee with the supporting information detailed in this report, and agree any further action Members wish to take.

3.0 BACKGROUND

- 3.1 At its meeting on 23 April 2015 the Enterprise and Wellbeing Scrutiny Committee considered the interim report from the Scrutiny Project Group on Leisure Facilities.
- 3.2 The Cabinet Member for Leisure was of the view that the Project Group and its work had been an excellent example of how Scrutiny could positively improve the implementation of projects and that it had been an excellent example of best practice for scrutiny work, adding value to the project and its implementation.
- 3.3 Members noted that by having scrutiny involvement from the start of the project had been a productive way of working and that it had enabled Members to be involved and have an impact before and part of the implementation.
- 3.4 The Committee agreed the following recommendations which were initially considered and deferred, pending further supporting information, at the last Forum meeting on 16 June :

Recommendation 1. 'That the Forum 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 that 'Cabinet be recommended that this evaluation be undertaken working jointly with Cabinet'.

Recommendation 2. 'That consideration on adopting the continued use of the scrutiny approach used by the Leisure, Sport and Culture Activities Scrutiny Project Group for other Project Group work be deferred to the September meeting of the Forum'.

4.0 SUPPORTING INFORMATION FOR RECOMMENDATION 1

- 4.1 The Project Group recognised that there were a number of areas of its work where issues and strategies involved input from different teams, services and Cabinet portfolios, eg Parks and Open Spaces. It noted that such integrated working was likely to become more prevalent and important in the future across the Council in line with the Council's value of 'One Council, one team' and updated management structure.
- 4.2 The Group proposed the Forum undertake an evaluation in order to :

- i) Enable the impact and effectiveness of integrated working across different service areas and teams to be considered and evaluated; and,
- ii) Inform and support the potential for cross service working going forwards under new corporate values and management arrangements.

4.3 It was proposed that this be undertaken jointly with Cabinet as it recognised that this was an issue which Cabinet (with the Senior Leadership Team) would most probably be intending to consider in any case.

5.0 SUPPORTING INFORMATION FOR RECOMMENDATION 2

5.1 The following information is provided to help consider the need to secure corporate support for the scrutiny approach used by the Leisure Scrutiny Project Group.

5.2 Members of the Scrutiny Project Group, the relevant Cabinet Member and Leisure Service Manager all gained benefits from the way this project group worked and felt it could be a standard, adopted approach.

5.3 However learning and support for this would need to be wider than the adoption by Overview and Scrutiny Committees / scrutiny practitioners alone. The collaborative style of the approach also requires a level of understanding, commitment and support by Cabinet Members and Managers, and adopted and developed as 'corporate' policy, aligning with our 'one-council, one team' value.

5.4 It is intended, having initially received support of this Overview and Performance Scrutiny Forum, that the further development, use and embedding of the approach be then proposed and considered at a corporate level to ensure organisation wide understanding and buy-in. It is further hoped this will assist the embracing of important cultural changes to the way we work.

5.5 What Worked for both Members and Officers ?

5.5.1 Scrutiny was pro-actively engaged at the very beginning of the process / project – ie at the initial 'ideas' and before 'options planning' stages (which will often be months before entry into the Forward Plan). Cabinet Members and Service Managers made scrutiny aware well in advance of key forthcoming policy and strategy developments, and corporate projects for the year and even further ahead.

- 5.5.2 The Scrutiny Project Groups (SPGs) (internal working groups) once appointed by Scrutiny Committee, involved and worked closely with relevant Service Managers / Service Leads. At the outset the relevant Cabinet Member and Service Manager(s) were consulted / engaged in the drawing up of the working group's brief and scope of work.
- 5.5.3 The SPG meetings and project plans – as far as possible - were scheduled to accommodate service delivery and project plan timescale and timetable so as to complement and not impede agreed Executive delivery plans.
- 5.5.4 The SPGs 'real time' involvement helped avoid the need for some written scrutiny / executive communications (formal reporting) making many smaller communication matters instant, avoiding usual time lapses and added bureaucracy. (This was very effective in scrutiny monitoring delivery of the corporate project / contract, ie after Cabinet decision, but did not replace important scrutiny reports and recommendations to Cabinet).
- 5.5.5 Similarly the SPGs 'real time' involvement in challenging and informing actions and decisions, avoided duplication and extra workload through the need to attend and supply information / documents to separate executive / scrutiny led meetings – ie many key documents were shared/accessible electronically from a central folder location on the server.
- 5.5.6 The SPGs approach helped inform Service Manager / officer led decisions and actions, providing a wider understanding of elected Members' expectations in ensuring the best outcomes for their communities, including (for example) any necessary stakeholder consultations needed, and if so suitable timing and design. The collaborative approach further assisted officers through the general endorsement of intended plans and actions, providing more robust accountability and quality outcomes.
- 5.5.7 The collaborative approach assisted the building of Member and officer relationships which added value in terms of Member / officer connectivity more generally (ie outside of scrutiny in wider council day to day working).

- 5.5.8 The SPGs approach helped to facilitate better cross service communications and identify needs for cross service actions and service delivery. This inclusive 'whole system' scrutiny approach helped enable a stronger focus on service outcomes needed for communities, and the need for teams to engage, plan and deliver across individual service delivery boundaries to achieve outcomes more effectively and efficiently. (This also links closely with Recommendation 1).
- 5.5.9 The 'whole system' approach also included the opportunity to work easily with and involve other public sector partners and teams, such as in this particular project, Public Health and the voluntary sector eg Accessibility Derbyshire. There are additional benefits also in enhancing officer learning and innovation whilst also making their work more interesting and fulfilling.

6.0 CORPORATE CONSIDERATIONS

- 6.1 There are no risk, legal, financial or equalities considerations arising from the contents of this report.

7.0 RECOMMENDATION

- 7.1 To consider the recommendations of the Enterprise and Wellbeing Scrutiny Committee with the supporting information detailed in this report, and agree any further action Members wish to take.

8.0 REASON FOR RECOMMENDATION

- 8.1 To respond to the recommendations of the Enterprise and Wellbeing Scrutiny Committee.

ANITA CUNNINGHAM
POLICY AND SCRUTINY OFFICER

BRIAN OFFILER
COMMITTEE AND SCRUTINY CO-ORDINATOR

You can get more information about this report from
Anita Cunningham (Tel: 01246 345273) and Brian Offiler (Tel: 01246
345229)

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM MEETING

Tuesday, 16th June, 2015

Present:-

Councillor Slack (Chair)

Councillors	J Barr	Derbyshire
	Burrows+	Huckle++++
	Borrell	Miles
	Callan	Perkins
	Catt	Sarvent
	V Diouf	

Anita Cunningham, Policy and Scrutiny Officer
 Martin Elliott, Committee and Scrutiny Coordinator
 John Fern, Communications and Marketing Manager+
 Donna Reddish, Policy Manager+++
 Michael Rich, Executive Director++

+ Attended for Minute No.3
 ++ Attended for Minutes Nos. 3 and 4
 +++ Attended for Minute No.4
 ++++ Attended for Minute Nos. 5 and 6

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

No declarations were received.

2 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Dyke and Tricia Gilby.

3 LEADER AND CABINET MEMBER FOR REGENERATION - EXTERNAL AND INTERNAL COMMUNICATIONS STRATEGY PROGRESS REPORT

The Leader and Cabinet Member for Regeneration and the Communications and Marketing Manager presented a progress report on the internal and external communication strategies.

The progress report on the external communication strategy included progress made in implementing the recommendations of the Overview and Performance Scrutiny Forum from its scrutiny project work, approved by Cabinet in July 2014.

The Communications and Marketing Manager advised that teams within the Council were being asked to identify how they could work towards a “digital first” approach. It was noted that when services approached the communications and marketing team for advice on particular issues that they were taken through a process that encouraged them to think about, and use, different digital channels. Only when this has been looked at, were they asked to consider whether paper based communication was needed as well. It was also noted that the new corporate branding had now been rolled out and was giving a more consistent approach in look and feel to the materials produced by the Council. The branding had already been applied in areas including new council publications, social media and some signage and official documents.

Members enquired about the roll out of signage with the new branding. The Leader advised that old signage would be replaced as and when it wore out and that the new branding would be extended to other areas such as signs and vehicles when they were due to be replaced.

The Communications and Marketing Manager advised Members on the progress being made to develop the Chesterfield Borough Council website. There had been progress on the implementation of a new content management system which would improve the website user experience by making the web page fit the screen when viewed on different devices such as tablets and phones. It was also noted that the Council’s social media accounts were experiencing a steady growth, and had been attracting more followers. Members asked about the growing number of social media followers and whether it was known exactly how many unique followers there were for the various accounts which the Council had. The Communications and Marketing Manager advised that it

was difficult to know exactly how many unique followers the accounts had as some people followed both the corporate and individual service area accounts. It was also noted that growth had been gradual as the accounts had not yet been widely promoted.

The Leader and Cabinet Member for Regeneration noted the rapid changes and improvements that had been made to the way that Chesterfield Borough Council communicated with the public by employing a professional communications team. The Leader explained that the new professional approach to communication and the adoption of the new Council logo were already delivering benefits and savings for the Council. The Leader also advised Members that he was making real effort to engage with, and use social media to communicate.

The Communications and Marketing Manager provided a progress report to Members on the implementation of the internal communications strategy of which a major part was the launch of the new intranet in the summer.

It was noted that currently half the Council's employees had no access to the intranet that the new intranet would be accessible to all staff from any computer or mobile device. The new intranet would also make it easier for teams based at different locations or sites to collaborate on projects. The Communications and Marketing Manager advised that as the intranet solution was cloud based it had presented problems regarding data security and that it had taken time for these to be resolved. The new intranet's functionalities would also be phased in over time. Members thought that the phased introduction of the intranet was a good idea and also welcomed that the intranet would now be available not just to those employees that were office based.

Members thanked the Leader and the Communications and Marketing Manager for providing the progress report and answering their questions.

RESOLVED

1. That the progress report be noted.
2. That a progress report on the implementation of the internal and external strategies be requested for the January 2016 meeting of the Overview and Performance Scrutiny Forum.

4 DEPUTY LEADER AND CABINET MEMBER FOR PLANNING - NEW PERFORMANCE MANAGEMENT FRAMEWORK

The Policy Manager and Executive Director, Michael Rich presented a report to consult the Overview and Performance Scrutiny Forum on the development of the new Performance Management Framework.

The Policy Manager advised members of the Committee that Council's no longer had formal assessments by external bodies and that performance management was voluntary. It was also noted that since 2010 the Council's performance management framework had been eroded and that it was no longer considered to be effective in challenging and improving performance.

The Policy Manager informed members that the proposed new Performance Management Framework set out a high level approach to performance management ensuring that all services and employees would be;

- Clear about what the Council is 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 audience
- Able to access effective performance management improvement and support.

The Policy Manager also provided information to members on the Performance Management Cycle that would be employed, which would be to Plan, Do and Review, as well as on the Corporate Performance Scorecard which would be used to monitor and manage performance.

The Policy Manager noted that the information being monitored was not information that was not already being monitored but that currently the recording and monitoring of the information is done disparately and in a way that made improving performance "in year" difficult. The Policy Manager also noted that the new framework and the Corporate Performance Scorecard would not change the way "red light" issues would be dealt with, but would flag up issues so that any problems, or potential problems could be dealt with sooner.

Members asked several questions regarding the collection and monitoring of the performance management data. The Policy Manager advised that the Policy section would be responsible for coordinating and bringing the information together. It was noted that a 6 monthly full data report would be available for scrutiny and cabinet, and that quarterly data may also be available for meetings depending on timetabling.

Members also asked questions regarding the systems that would be used to gather and collate the data needed for the new framework. The Executive Director noted that the framework would use existing systems and reporting methods and that the framework was about monitoring and improving performance not about putting new IT systems in place for collating information. The Executive Director advised that new IT systems may come later but that these would need to follow the structure of the Performance Management Framework, rather than define the structure of the Framework. The Policy Manager also noted that IT systems used for Performance Management in other organisations had been problematic and that the point of the new Framework was not new IT systems, but to gather and monitor existing data in a more effective way and to develop communication between staff and managers to facilitate effective performance monitoring.

Members also asked about how staff would be engaged in the new Performance Management process. The Policy Manager advised that staff would be engaged via their Personal Development Reviews and that these would then feed into individual area service plans. There would also be opportunities to engage via team meetings and the service performance reviews.

The Committee thanked the Policy Manager and the Executive Director for attending and answering their questions.

RESOLVED -

1. That the report on the development of the new Performance Management Framework be noted and the Forum's comments be taken into consideration during its development.
2. That a progress report on the new Performance Management Framework be requested for the November meeting of the Overview and Performance Scrutiny Forum.

5 CABINET MEMBER FOR BUSINESS TRANSFORMATION - ICT STRATEGY AND ACTION PLAN PROGRESS REPORT

The Cabinet Member for Business Transformation presented a progress report on the ICT Strategy and Action Plan.

The current Chesterfield Borough Council ICT strategy was produced to cover the period 2012–2014 but now needed to be updated to reflect the Council's current ICT needs. The Cabinet Member noted that work had begun to understand and map the Council's current ICT systems and infrastructure in order to ensure that there was an accurate baseline and asset list moving forward. The new ICT Strategy would be focussed on service and business outcomes rather than focussing on delivery of technology for its own sake. The key outcomes that were being considered in the shaping of the new strategy included improved ICT access, mobile and agile working and reliability and compliance.

The Cabinet Member noted that ICT provision at the Council was not as good as it needed to be and that changes in how ICT was provided had to happen. The Cabinet Member advised that he wanted to see ICT as a key enabler for the changes that needed to be made to make Chesterfield Borough Council effective and able to cope with current and upcoming challenges.

Members enquired for clarification that the new ICT Strategy would cover all aspects of ICT delivery. The Cabinet Member advised that all aspects of ICT provision would be looked at in order to enable a better service to be provided and change in how services are delivered, for example by channel shifting customer interactions on-line where possible

Members asked if the PPP contract with arvato was a roadblock to changing ICT provision and making it responsive to the Council's current and future needs. The Cabinet Member advised that arvato were open to discussion and that as the Council was five years through the 10 year contract with arvato that now was a good time to look at how the contract could be best delivered to meet the Council's current needs. The Cabinet Member also noted that while it was essential that ICT provision needed to change it was important that any changes made were considered and done correctly rather than being done quickly.

Members asked if there was any possibility of ICT provision coming back in-house to Chesterfield Borough Council. The Cabinet Member advised that this was not an option being considered.

Members felt that currently the service provided through ICT was not as good as it should be, and that this made the work of Members and employees more difficult than if the technology functioned as it should, and service was provided in a better and more responsive way.

The Cabinet Member advised that he was happy to attend any future meeting of the Overview and Performance Scrutiny Forum to provide further ICT progress reports. Members thanked the Cabinet Member for attending and answering their questions.

RESOLVED

1. That the progress report be noted.
2. That a progress report on the ICT Strategy be requested for the September meeting of the Overview and Performance Scrutiny Forum.

6 CABINET MEMBER FOR BUSINESS TRANSFORMATION - CHESTERFIELD PROCUREMENT SERVICE PROGRESS REPORT

The Cabinet Member for Business Transformation presented a progress report on the Chesterfield Procurement Service.

The Procurement team currently consists of an external consultant as Procurement Manager working three days per week, supported by a full time project academy officer assisting with the procurement officer role. The Business Transformation Manager, along with James Drury, Executive Director, is currently exploring options for the future provision of the Procurement Service, analysing how different delivery models could best meet the council's future procurement needs, taking into consideration the budget position and current procurement recruitment market. The Cabinet Member advised that a report containing options would be prepared and presented to Cabinet in due course.

Members asked what options were being considered for the future of the Procurement Service. The Cabinet Member advised that a move to corporate level procurement was being looked at as currently

departments throughout the Council were purchasing separately which caused inefficiencies. Members also asked whether the option to work with others was also being considered as the Council could benefit from the savings provided by jointly buying larger amounts of goods and services. The Cabinet Member advised that all possible options were being looked at to provide the best, and best value procurement solution for Chesterfield Borough Council.

Members thanked the Cabinet Member for attending and answering their questions.

RESOLVED -

1. That the progress report be noted.
2. That a further progress report be brought to either the September or November meetings of the Overview and Performance Scrutiny Forum, dependent on when there are significant developments to report to members for consideration.

7 FORWARD PLAN

The Forward Plan was considered by the Committee.

RESOLVED -

That the Forward Plan be noted.

8 SCRUTINY MONITORING

The Committee considered the Implementation Monitoring Form for Scrutiny Committee Recommendations.

RESOLVED -

1. That the Monitoring Report be noted.
2. That the monitoring remit in relation to reference EW5 on the Monitoring form (regarding the corporate consultation and engagement elements) be transferred to the Community, Customer and Organisational Scrutiny Committee.

3. That the item on ICT Developments (under Great Place, Great Service) be moved to September, 2015 for a progress report.
4. That the rescheduling of a progress report on External Communications (monitoring reference OP4) to January 2016 be noted.

9 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 a Scrutiny Project Group be appointed to look at how the Council offers concessions on fees and charges with Councillor Jeannie Barr as Lead Member and Councillors Catt, Sarvent and Slack to be members of the group. It was also resolved that non-Scrutiny members be invited to join the project group.
3. That the consideration of appointing Scrutiny Project Groups to look at the implementation of Public Space Protection Orders (PSPO's) across the borough, and on how the Corporate Plan is working at addressing the problem of deprivation across the borough be deferred to the September meeting pending further information and delivery of Scrutiny Project Groups member development.
4. That consideration of the recommendation of the Enterprise and Wellbeing Scrutiny Committee held 23 April 2015 at Minute No 70 "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", be deferred to the September meeting of the Overview and Performance Scrutiny Forum pending further information to inform consideration.
5. That the Tenant Consultation Results item be moved to the work programme for the Enterprise and Wellbeing Scrutiny Committee.

6. That a progress report on Great Place, Great Service (including a progress report on ICT Strategy and Action Plan) be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
7. That a progress report on the implementation on the Council's Corporate Plan be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
8. That the item on Council Corporate Performance be moved to the November meeting of the Overview and Performance Scrutiny Forum.

10 JOINT OVERVIEW AND SCRUTINY

The Policy and Scrutiny Officer advised new members of the Forum on the remit and role of the Joint Scrutiny Panel with Bolsover and North East Derbyshire District Councils. The Policy and Scrutiny Officer also advised that the Overview and Performance Scrutiny forum would need to reappoint Chesterfield Borough Council's members on the Panel and that those members were normally both Scrutiny Committee Chairs and the Minority Group Vice-Chair.

RESOLVED –

That Councillors Borrell, Tricia Gilby and Slack be appointed to be Chesterfield Borough Council's representatives on the Joint Scrutiny Panel.

11 OVERVIEW AND SCRUTINY DEVELOPMENTS

Pursuant to the recommendation of the Enterprise and Wellbeing Scrutiny Committee held 23 April 2015, Minute No.70 (2014/15) the committee was asked to consider adopting a continued use of the scrutiny approach that was used for the delivery of the Leisure, Sport and Culture Activities Scrutiny Project Group work.

Due to unavoidable circumstances the paper explaining the detail of this approach was not yet available for consideration.

The Committee and Scrutiny Coordinator advised the committee that meetings of the Member Development Group would be restarting in the

near future. It had been suggested that a member of the Overview and Performance Scrutiny Forum join the group to represent scrutiny members and help ensure Member training met the needs of Scrutiny members.

RESOLVED -

1. That consideration on adopting the continued use of the scrutiny approach used by the Leisure, Sport and Culture Activities Scrutiny Project Group for other Project Group work be deferred to the September meeting of the Overview and Performance Scrutiny Forum.
2. That Councillor Derbyshire be the Scrutiny representative on the Member Development Working Group.

12 MINUTES

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 19 March, 2015 were presented.

RESOLVED -

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

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