



Please ask for Martin Elliott
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The Chair and Members of Overview
and Performance Scrutiny Forum

2 November 2015

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on TUESDAY, 10 NOVEMBER 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. Cabinet Member for Health and Wellbeing - Chesterfield Borough Council's new Health and Wellbeing Group (Pages 5 - 8)

5:05 – 5:20pm

4. Deputy Leader and Cabinet Member for Planning - Council Plan and Performance (Pages 9 - 30)

5:20 – 5:40pm

5. Cabinet Member for Business Transformation - Public, Private Partnership (Corporate Services) Progress Report (Pages 31 - 38)
5:40 – 6:00pm
6. Cabinet Member for Governance - Corporate Review of Overview and Scrutiny: Stage 2 Completion Report (Pages 39 - 68)
6:00 – 6:20pm
7. Forward Plan (Pages 69 - 84)
6:20 – 6:25pm
8. Scrutiny Monitoring (Pages 85 - 90)
6:25 – 6:30pm
9. Scrutiny Project Group Progress Updates
6:30 – 6:40pm
 - Concessions on Fees and Charges
10. Work Programme for the Overview and Performance Scrutiny Forum (Pages 91 - 94)
6:40 – 6:50pm
11. Joint Overview and Scrutiny
6:50 – 6:55pm
12. Overview and Scrutiny Developments
6:55 – 7:00pm
13. Minutes (Pages 95 - 110)
7:00 – 7:05pm

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

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FOR PUBLICATION

CHESTERFIELD BOROUGH COUNCIL HEALTH GROUP UPDATE

MEETING: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

DATE: 10 NOVEMBER 2015

REPORT BY: POLICY MANAGER

FOR PUBLICATION

1.0 **PURPOSE OF REPORT**

- 1.1 To report to the Overview and Performance Scrutiny Forum the progress in establishing a Health and Wellbeing group for Chesterfield Borough Council.
- 1.2 To clarify the role and remit of the group and how it links into the Chesterfield Health and Wellbeing Partnership.

2.0 **BACKGROUND**

- 2.1 The Health profile of Chesterfield Borough continues to be an issue of significant concern to Chesterfield Borough Council. In response to this our Council Plan 2015 – 2019 identified a clear outcome to improve the health and wellbeing of people in Chesterfield Borough. In order to achieve this outcome we play an active role in Derbyshire Health and Wellbeing Board. This board leads and advises on work to improve the health and wellbeing of the people of Derbyshire through the development of improved and integrated health and social care services. We also contribute to a range of specific partnerships which contribute to health and wellbeing in Derbyshire including Safer Derbyshire, Anti-Poverty Forum and the Schools Sports Partnership.

- 2.2 One of the key develops during 2015/16 has been the development of a Health and Wellbeing Partnership for Chesterfield Borough. This partnership develops and delivers the locality Public Health Plan for Chesterfield which includes five key areas:
- Poverty and financial inclusion
 - Mental health and wellbeing
 - Healthy lifestyles
 - Older people
 - Social Capital
- 2.3 Chesterfield Borough Council Borough Council makes a significant contribution to improving the health and well-being of our communities through both partnership and direct contributions. We felt that it is important that this work is co-ordinated to ensure maximum benefit and to reduce potential duplication. In response to this issue we established the Chesterfield Borough Council Health and Well-being Group in October 2015.

3.0 CBC HEALTH AND WELLBEING GROUP

- 3.1 This group is chaired by Cllr Helen Bagley – Assistant Executive Member for Health and Wellbeing. Membership of the group includes one of more officers from the following key services:
- Housing
 - Environmental Health
 - Environmental Services
 - Sport and Leisure
 - Development and Growth
 - Town Centre and Culture
 - Policy
 - arvato
- 3.2 Group members are:
- expected to take responsibility to influence their own service area and deliver actions agreed by the group
 - expected to feed back to their service level management and/or team meetings and feed in issues to this group
 - prepared to actively participate in the meetings and contribute to activities

- expected to encourage where appropriate partners agencies and colleagues to take part in working groups
- expected to look for opportunities to identify, share and help secure resources to support health and wellbeing activities

3.2 The objectives of the group are:

1. To raise awareness and activity use key health data and emerging trend information to inform policy development, project development and service delivery.
2. To identify and develop mitigating actions for legislative and service level changes which could negatively affect the health and wellbeing of our communities including CBC employees and maximise areas of potential benefit.
3. To co-ordinate Chesterfield Borough Council's contribution as an affiliate member to the UK healthy cities/communities network – linking via the Derbyshire healthy communities programme.
4. Provide oversight and challenge to Council plan priorities and projects relating to health and wellbeing.
5. To encourage co-ordination of health and wellbeing activity thereby reducing duplication and improving service delivery.
6. To co-ordinate CBC's contribution to the Derbyshire Partnership Forum Anti-Poverty Strategy and share best practice.
7. To identify, support and share best practice on health and wellbeing activity, feeding into and from the key relationships.
8. To consider and develop CBC funding bids for the Chesterfield Health and Wellbeing Partnership fund.
9. To provide a forum for raising issues and solving problems relating to health and wellbeing
10. Where necessary develop task and finish working groups to address specific priorities or action areas.

4.0 PROGRESS OF THE CBC HEALTH AND WELLBEING GROUP

4.1 Since the group's establishment in October 2015 a range of activities have already been undertaken or planned for the near future including:

- Co-ordinated a bid to the Healthy Cities programme. There will only be five pilot studies in the country. Chesterfield's bid focused on the design of properties, design of estates and improvement in home support for the Staveley Works Corridor development (initial feedback expected in December 2015)
- Progressing our application to become an affiliate member of the Healthy Communities Network (submission required in December 2015)
- Co-ordinated mapping of the Indices of multiple deprivation data to avoid duplication of effort and ensure consistency between services
- Promoted learning and development opportunities including mental health awareness training and healthy workplaces champion training
- Established a working group for the Healthy Workplaces initiative – this group have been tasked with developing proposals to improve health and wellbeing opportunities and choices at Chesterfield Borough Council. The group will report back to the December 2015 group meeting.

D. M. REDDISH
POLICY MANAGER

Further information on this matter can be obtained from Donna Reddish (Tel 01346 345307).

FOR PUBLICATION

PROGRESS ON THE COUNCIL PLAN – QUARTER 2

MEETING:	OVERVIEW AND PERFORMANCE SCRUTINY FORUM
DATE:	10 NOVEMBER 2015
REPORT BY:	POLICY MANAGER

BACKGROUND PAPERS FOR PUBLIC REPORTS:

- Indices of multiple deprivation data - <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>
 - Are you being served residents satisfaction survey 2015/16 headline report – available from the Policy Service
 - Service specific community engagement reports – available from the Policy Service
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1.0 **PURPOSE OF REPORT**

- 1.1 To report and discuss progress made during quarter 2 on the delivery of the Council Plan.
- 1.2 To discuss the development of the 2016/17 key Council Plan deliverables and the influencing factors.

2.0 **BACKGROUND**

- 2.1 The Council's new performance management framework was approved in July 2015 and is currently being implemented over an 18 month period. The new framework 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

2.2 In September 2015 Council Plan Quarter 1 performance data was presented and discussed at Overview and Performance Scrutiny Forum. Focus was given to the seven projects which were rag rated as amber which required mitigation to secure in-year improvement.

3.0 **COUNCIL PLAN PROJECT PROGRESS – QUARTER 2**

3.1 There are 34 Council Plan projects to be delivered during 2015/16. During the first quarter three projects had been completed. 28 projects were rag rated as green and expected to remain on track for full delivery during the year. Seven projects were rag rated at amber due to current or potential complications which could delay implementation.

3.2 At the end of the second quarter, eight of the 34 projects had been completed, 25 were rag rated as green, seven as amber and two as red. Progress information is available for all 34 projects in Appendix A. The red and amber exception information is highlighted below.

4.0 **COUNCIL PLAN PROJECT EXCEPTIONS – QUARTER 2**

4.1 **Canal infrastructure at Waterside (project number 4)**

This project remains amber rated due to the nature of this large and complicated project. Progress has been made with infrastructure funding being secured and the Lavers bridge planning application being approved, however further negotiation is required with DCC regarding their depot site.

4.2 Develop regeneration plans for Staveley and Rother Valley Corridor (project number 5)

This project has moved from green to amber rated during the second quarter. This rating reflects the size and complexity of this project and in particular the amount of stakeholder engagement and negotiation required. A board is currently being established to oversee development and implementation of the project.

4.3 New development partner for Northern Gateway (project number 6)

This project remains amber rated as the competitive dialogue for a new delivery partner remains “parked” while discussions continue with the developers interested in the co-operative site. The Council has appointed property consultants Cushman and Wakefield to carry out an options appraisal for the Northern Gateway, this will enable the Council to understand what mix of uses may work in viability terms (and demand) if the Co –op development comes forward with a leisure scheme as anticipated. This work will be complete by mid-December.

4.4 Improvements to the Council’s website (project number 11)

This project has moved from a green to amber rating due to contractual delays. Progress has however been made with the basic website shell being built and work is about to begin on migrating content from the existing website to the new one. A digital content editor started working for the council in October, which will help us to deliver content improvements and mitigate some of the project risks.

4.5 Agree a strategic approach to enable the Council to build housing for sale and rent (project number 15)

This is a complicated project which has been impacted upon by recent central government announcements relating to social housing. Further advice and viability discussions are required.

4.6 Improve the play area at Stand Road Park (project number 18)

This project has moved from amber to red rag status as the difficulties with securing external funding continue. A further funding bid has been submitted and notification of the outcome of this bid is expected in December 2015. Even if this bid is successful the project is unlikely to be completed during 2015/16 due to the delayed start.

4.7 Paying all Council staff a living wage (project number 27)

Work has been progressing on this project including an assessment of the numbers of staff affected by introducing the living wage and the costs associated. Further consideration is required regarding pay differentials and the impact of the summer budget “living wage” rate announcements.

4.8 Consult on options for current Queen’s Park Sports Centre land (project number 29)

This project has moved from amber to red rag status. Further scoping and impact work is being undertaken for demolition of the existing Queen’s Park Sports Centre. While consultation remains a commitment – it is unlikely to be possible during 2015/16.

4.9 Great Place: Great Service transformation programme (project number 30)

The GPGS programme has been thoroughly reviewed and refreshed during 2015, and a revised plan is due to cabinet in November 2015 for approval. There has been significant progress during 2015, but it’s the next 6 -12 months that will see the effect of that work with vast changes expected in the Town Hall and the way we work in general.

5.0 **COUNCIL PLAN AND OTHER KEY CUSTOMER SATISFACTION DATA**

5.1 Customer satisfaction data for 2015/16 with comparison to previous years where available is attached at Appendix B.

5.2 During 2015/16 the large “Are You Being Served” residents’ satisfaction survey has been undertaken. This data can be

compared directly to the 2013/14 survey data. Please note the data collection and verification ended towards the end of October so further investigation work is currently taking place. The key trends within the data so far are:

- Improvements on key measures including overall satisfaction with the Council, value for money and percentage of residents who speak positively of the Council
- Continue to have a very high resident satisfaction with Chesterfield as a place to live
- Community cohesion indicators have improved
- Crime and anti-social behaviour perception indicators show significant deterioration since 2013/14 despite a continuing trend of reduced crime
- Resident satisfaction with services and facilities has generally reduced since 2013/14 however the data shows that large numbers of respondents have never used the facilities

5.3 We are currently completing the data collection part of the large tenant “STAR” satisfaction survey with verification and reporting due in December 2015. This data can be directly compared to the 2013/14 data and will be available for quarter 3.

5.4 Throughout the year user satisfaction surveys are undertaken at our facilities. The cultural services results are now available. The data shows that user satisfaction data is consistently higher than residents’ general satisfaction for the same venues and that high satisfaction ratings are being maintained. Environmental and Leisure data will be available at quarter 4.

6.0 COUNCIL PLAN 2016/17 REFRESH

6.1 For 2015/16 the Council moved from a one year Council plan to a four year Council Plan (2015 – 2019). The plan defines the Council’s key priorities and aims, based on those identified by Executive Members and officers and taking account of a wide range of evidence. The plan is aimed at providing focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by service plans on an annual basis.

- 6.2 As well as aims for the whole four year period, commitments are made for key activity to be delivered each year. For 2015/16 there were 34 priority projects/activities to be delivered. The priority projects/activities for 2016/17 now need to be developed in order to be agreed at the February Council meeting for implementation from the 1st April 2016. The performance and satisfaction data within this report will be key considerations alongside the emerging budget position.
- 6.3 The recently released 2015 indices of multiple deprivation data is currently being analysed and will inform the 2016/17 Council Plan commitments. Emerging issues from the data so far include:
- Nationally deprivation has increased
 - Chesterfield has a higher deprivation score in 2015 than in 2010 and a drop from 91st most deprived local authority area in England to the 85th most deprived
 - Employment deprivation (43rd most deprived) and health and disability related deprivation (25th most deprived) are the largest areas of concern for Chesterfield Borough
 - Chesterfield Borough has strong scores and rankings for barriers to housing (reflects availability of housing costs and access to services) and the living environment
 - The deprivation factor ranking for lower super output areas (areas of between 400 and 1200 households) for Chesterfield Borough are currently being analysed. Initial analysis indicates that inequalities are growing between areas within the 10% most deprived in England e.g. Grangewood and Holmehall and areas within the 10% least deprived e.g. Somersall and Brookside
- 6.4 Officers are currently developing a long-list of potential 2016/17 projects and activities which take into consideration performance, satisfaction, budget and deprivation issues. These will be discussed with the Executive and Scrutiny Chairs at the Corporate Cabinet/Corporate Management Team away day on the 24th November.

D. M. REDDISH
POLICY MANAGER

Further information on this matter can be obtained from Donna Reddish
(Tel: 345307)


Council Plan Project Progress Q2

1.1 Our Priority – to make Chesterfield a thriving borough

Key Project	RAG	Progress
1 - Apprenticeships Town		<p>We are continuing to develop a memorandum of understanding with Chesterfield College for a launch at the end of 2015. We are working with other partners to develop opportunities for apprenticeships in the Borough. These include:</p> <ul style="list-style-type: none"> • A 'Skills Made Easy' Programme providing SMEs across the city region with access to apprenticeships and bespoke training for their existing workforce. So far, over 160 Chesterfield based employers have engaged in the process with 270 training plans agreed. • Two programmes (Ambition SCR and Talent Match) to support 18-24 year olds not in training, education or employment to enter the labour market. Both schemes operate via a local delivery model, with each providing a key worker / coach in Chesterfield to offer intensive support to individuals.
2 - Local employment and skills plan for Peak resort		We have had the first Strategic Board meeting for the Peak Gateway and are working with Peak Resorts and other public and private sector partners to develop connectivity and employment and skills plan, and the business case for the infrastructure funding.
3 - Dedicated business support advisers	✓	Funding has been secured via D2N2 to make the existing business advisor post, which is currently part-time, into a full time position. We have now recruited into the post.
4 - Canal infrastructure at Waterside		The Lavers bridge planning application is now approved however the uncertainty surrounding the level of committed sum continues. Various

		<p>meetings have been held with DCC to try and impress upon them the wider benefits the scheme unlocks. This uncertainty, combined with the lack of certainty regarding the future acquisition of the DCC depot meant that bids did not come forward from house builders at this stage. Once these issues are resolved the site will be re-marketed to house builders.</p> <p>The GPF Loan is in place and Civic Engineers are preparing detailed designs for the canal infrastructure to inform a planning application to confirm the route of the canal. Land & Water has now been instructed by Arnold Laver (they are experts in canal delivery) and they are carrying out detailed surveys to move the proposed route of the canal forward. The riparian landowners of the canal remain engaged in the process. It is still the intention that this work will be carried out under licence.</p> <p>A reserved matters planning application is expected before December 2015 to fix the layout of the first phase of Basin Square to include a hotel, 310 private rented sector units, a 6 storey office block, MSCP and associated restaurants and retail use. The detailed permissions will then come forward once this is in place for the individual end users. The SCRIF grant funding to put in place the essential infrastructure for this first phase continues to progress through the SCR business case process.</p>
<p>5 - Develop regeneration plans for Staveley and Rother Valley Corridor</p>		<p>Meetings are being held with the key landowners to discuss co-operation on key issues, and the delivery of housing. A meeting has been arranged with DCC to discuss their role in delivering the required infrastructure. A proposal for a board structure, including terms of reference, arrangements and membership to oversee development and implementation of the project is</p>

		being prepared.
6 - New development partner for Northern Gateway		<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. 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 in October, following a public launch of the scheme. In tandem with parking the procurement process, we have been exploring a potential scheme with the existing landowners (Chelverton) 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 exercise. On this basis we have asked the landowners to propose a scheme to the Council and we will take further advice. Chelverton is currently in negotiation with a major retail anchor.</p> <p>The Council has appointed property consultants Cushman and Wakefield to carry out an options appraisal for the Northern Gateway, this will enable the Council to understand what mix of uses may work in viability terms (and demand) if the Co-op development comes forward with a leisure scheme as anticipated. This work will be complete by mid-December.</p>
7 - Develop plan for market upgrade		After consulting with market traders and members of the public, the IBI Group presented several options with various

		<p>levels of intervention, from low to high. The options addressed the key principles and priorities that were identified by the various consultees. The cost of these options, and their individual component elements, are being finalised by the consultants. Officers are now working on a business case for the reconfiguration projects which will include the potential income that could be earned from the remodelled market place plus the economic impact of the market on the town centre. Once both of these strands of work are completed a second phase of the consultation process will take place early in the New Year. The outcome of this will be presented to Cabinet and Council for a final decision on the preferred option and agreement on a funding package.</p>
8 - Adopt masterplan for town centre		<p>The revised masterplan was adopted by Cabinet on 14th July. An implementation plan is now in place to move the priority projects forward including the reconfiguration of the outdoor market, public realm strategy, digital strategy etc. This includes dialogue and liaison with other stakeholders.</p>
9 - Programme of events		<p>A programme of events that enhance the visitor experience have been delivered on time and within budget. Events have included a walking festival, a well dressing and the establishment of a monthly artisan market. More events are planned for the rest of the year. An agreement with Derbyshire County Cricket Club has also been approved which will secure the future of a week long Festival of Cricket at Queen's Park.</p>
10 - Digital connectivity in Council buildings and innovation centres		<p>The works are under way to upgrade the digital connectivity at the Innovation Centres. It will provide world class digital connectivity to our tenants. A model and business case is being developed to progress other sites.</p>

11 - Improvements to Council website		<p>Phase one of the website redevelopment project, which will see a responsive design introduced so the website can be viewed on mobiles and tablets, is due for completion in mid-November. This is a month behind schedule due to a delay in arvato signing a contract with the hosting company. The basic website shell has been built and work is about to begin on migrating content from the existing website to the new one.</p> <p>Phase two of the project, which will focus on improving content and navigation, will begin soon afterwards.</p> <p>A digital content editor started working for the council in October, which will help us to deliver content improvements and mitigate some of the project risks.</p>
12 - Develop digital inclusion strategy		A consultant has been commissioned using ERDF funds and consultation has begun with other stakeholders representing a range of sectors. A summit is being planned for November to present the draft strategy.

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

Key Project	RAG	Progress
13 - Complete and let Parkside Housing scheme		Parkside will be complete and occupied by March 2016. However progress on site has slipped, current completion date looking at 6th November (but having been on site this is not going to happen – I think we are looking at a completion prior to Christmas with occupancy in the new year). There have been issues with a mis-measure by the external QS Team, which meant the contractor was building something bigger than he put his project plan in for.
14 - Invest £32 million in Council Housing		Work is very much progressing to schedule, with an underspend against

		profile of only £629,000 at the end of August (2.5%).
15 - Agree a strategic approach to enable the Council to build housing for sale and rent		This has slipped, although we have taken some advice from HCA recently and they have refocussed us on site viability. We should still be able to agree an approach by March 2016.
16 - Open Eastwood Park sports pavilion	✓	This project is now complete.
17 - Estate regeneration in Barrow Hill		<p>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.</p> <p>Update report due to Cabinet hopefully 3rd or 17th November. In light of the rent reduction we are proposing taking £1 million out of budget and phasing work over two full financial years.</p> <p>The planning application will be submitted shortly.</p>
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 however further applications for funding have been made. Notification of funding outcomes is expected in December 2015 so the project is unlikely to be completed during 2015/16.</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		The project is on track and on budget for planned handover in late December. Soft opening planned for 5th January, official stakeholder event 7th January and a public celebration event 9th January. Current risks are managed other than inclement weather which could have an impact on car park and

		final landscaping completion but due to current stages of works the premise would still be able to open.
21 - New outdoor gym at Langer field	✓	The new accessible outdoor gym was completed in September 2015 and the community opening day has taken place.
22 - Membership of Healthy Communities Network		DCC have been successful with their application to become a member of the healthy communities' network. The CBC Health Group are currently developing our affiliate membership application to be submitted in December 2015.
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> <p>Our European Health and Safety Week 2015 campaign focused on mental health awareness and five steps to wellbeing. This included:</p> <ul style="list-style-type: none"> • Mental health awareness training for key officers and members • Five ways to wellbeing interactive display • Borough Bulletin promotion • Management behaviour style self-assessment with a particular focus on reduce stress
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. The Grangewood project will be taking place in November 2015 followed by Holmehall and Middlecroft in early 2016.

		Areas are being specifically targeted using the last 2015 indices of multiple deprivation information.
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		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. Consideration also needs to be given to the impact of the summer budget wage rate announcements.

1.3 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		Further scoping and impact work is being undertaken for demolition of the existing Queen’s Park Sports Centre. While consultation remains a commitment – it is unlikely to be possible during 2015/16.
30 - Great Place: Great Service transformation programme		The GPGS programme has been thoroughly reviewed and refreshed during 2015, and a revised plan is due to cabinet in November 2015 for approval.

		<p>The revised plan ensures that GPGS continues to have the correct focus to meet the council's priority transformational needs and to ensure compliance with the corporate plan priorities.</p> <p>As part of this review the councils governance arrangements and cost model relating to the project have also been reviewed to provide greater clarity to the decision making process and reporting / accountability processes associated with the programme of work.</p> <p>There has been significant progress during 2015, but it's the next 6 -12 months that will see the effect of that work with vast changes expected in the Town Hall and the way we work in general.</p>
31 - On-line booking facilities	✓	Online booking facilities are now available for the Winding Wheel, Pomegranate and the majority of sport centre provision.
32 - Maintain Investors in People standard and develop a new Workforce Strategy		The IIP bronze standard was achieved in June 2015. A draft Workforce Strategy has been developed and is currently out for consultation with the Workforce Strategy group including Trade Unions.
33 - Develop a new operating model for the council		<p>This is progressing swiftly. Key stakeholder engagement has begun with the Leader and Deputy Leader and the Senior Leadership Team taking part in development interviews in September 2015. A Corporate Cabinet/CMT workshop has taken place in October 2015.</p> <p>Development of recommendations and the draft TOM will then take place. These will be presented at the Corporate Cabinet/CMT away day in November 2015.</p>

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CUSTOMER SATISFACTION DATA

PI NO	Description	Previous performance (2013 unless otherwise stated)	2015 performance	Direction
CP08	User satisfaction with on-line Council services	New	Available at Q4	
CP11	Satisfaction with parks and open spaces	74%	68%	↓
CP12	Tenant satisfaction with their neighbourhood as a place to live	83%	Available at Q3	
CP18	Awareness of help and advice available on financial issues	90%	82%	↓
CC04	Satisfaction with the way the council runs things	74%	77%	↑
CC05	% agreeing that the council provides value for money	55%	60%	↑
CC06	Overall, how well informed do you think Chesterfield Borough Council keeps residents about the services and benefits it provides	59%	56%	↓
CC07	% of residents who would speak positively of the Council	43%	46%	↑
CC08	Overall satisfaction with the area as a place to live (all residents)	89%	87%	↓
CC09	Extent to which each statement applies to public services in your local area – promotes the interests of local residents	52%	42%	↓
CC10	Extent to which each statement applies to public services in your local area - working to make the area safer	60%	45%	↓
CC11	Extent to which each statement applies to public services in your local area - working to make the	60%	52%	↓

	area cleaner and greener			
CC12	Extent to which each statement applies to public services in your local area – acts on the concerns of local residents	50%	52%	↑
CC13	Extent to which each statement applies to public services in your local area – treat all groups of people fairly	55%	52%	↓
CC14	Whether you agree that you can influence decisions affecting your local area	24%	21%	↓
CC15	Residents agreeing that Council staff are generally helpful, friendly and polite	71%	69%	↓
CC16	% of people who find it fairly or very easy to get the information they need from the Council's website (large number of non-users – these have been taken out of the figures in brackets)	36% (64%)	33% (68%)	↓ ↑
CC17	% residents who read the Council's Your Chesterfield newsletter who are fairly or fully informed about the Council's services	80%	79%	↓
CC18	Residents satisfaction levels for the Winding Wheel (large number of non-users/don't knows – these have been taken out of the figures in brackets)	63% (84%)	51% (70%)	↓ ↓
CC19	Residents satisfaction levels for the Pomegranate Theatre (large number of non-users/don't knows – these have been taken out of the figures in brackets)	61% (84%)	52% (75%)	↓ ↓
CC20	Resident satisfaction levels for the Museum (large number of non-users/don't knows – these have been taken out of the figures in brackets)	43% (71%)	35% (63%)	↓ ↓
CC21	Resident satisfaction levels for the Revolution House	35%	26%	↓

	(large number of non-users/don't knows – these have been taken out of the figures in brackets)	(71%)	(63%)	↓
CC22	Resident satisfaction levels for the Visitor Information Centre (large number of non-users/don't knows – these have been taken out of the figures in brackets)	64% (86%)	50% (71%)	↓ ↓
CC23	Resident satisfaction with keeping public land clear of litter and refuse	90%	83%	↓
CC24	Resident satisfaction with refuse collection	61%	57%	↓
CC25	Resident satisfaction with kerbside recycling	90%	83%	↓
CC27	Satisfaction with Queen's Park Sports Centre (large number of non-users/don't knows – these have been taken out of the figures in brackets)	38% (60%)	36% (56%)	↓ ↓
CC28	Satisfaction with Healthy Living Centre (large number of non-users/don't knows – these have been taken out of the figures in brackets)	28% (64%)	36% (58%)	↑ ↓
CC29	Overall satisfaction with the Council as a landlord	88%	Available at Q3	
CC30	Community cohesion – residents feeling they belong to their local area	68%	72%	↑
CC31	Community cohesion – the local area is a place where people from different ethnic backgrounds get on well together	54%	59%	↑
CC32	Community cohesion – people in this local area pull together to improve the local area	43%	44%	↑
CC33	% residents feeling safe in local area during the day	95%	91%	↓
CC34	% residents feeling safe in local area after dark	75%	74%	↓

CC35	% residents feeling safe in Chesterfield Town Centre during the day	88%	86%	↓
CC36	% residents feeling safe in Chesterfield Town Centre after dark	38%	39%	↑
CC37	% residents stating that noisy neighbours or loud parties are a problem	13%	20%	↓
CC38	% residents stating that vandalism, graffiti and other deliberate damage to property or vehicles are a problem	12%	18%	↓
CC39	% residents stating that people using or dealing drugs are a problem	20%	28%	↓
CC40	% residents stating that people being drunk or rowdy in public places are a problem	15%	25%	↓
CC41	Satisfaction with overall quality of Council homes	83%	Available at Q3	
CC43	Satisfaction that Council home rent provides value for money	77%	Available at Q3	
CC44	Satisfaction with Housing repairs and maintenance	80%	Available at Q3	
CC45	% who believe Housing Service listens to their views and acts upon them	67%	Available at Q3	
CC46	Satisfaction with overall condition of Council home	81%	Available at Q3	
CC47	% agree the housing service provides an effective and efficient service	80%	Available at Q3	
CC48	% agree the Housing Service is providing the service I expect from my landlord	81%	Available at Q3	
CC49	% agree the Housing Service treats its residents fairly	80%	Available at Q3	
CC50	% agree the Housing Service has a good reputation in my area	69%	Available at Q3	

CC51	% agree the Housing Service has friendly and approachable staff	85%	Available at Q3
CC52	% agree they trust the Housing Service	78%	Available at Q3
CC53	Satisfaction with gas servicing arrangements	86%	Available at Q3
CC54	% tenants agreeing neighbourhood has improved over the last three years	23%	Available at Q3
CC55	Satisfaction with the overall estate services provided by the Housing Service	70%	Available at Q3
CC56	% satisfied that overall estate services provided by the Housing Service offer value for money	66%	Available at Q3
CC57	% satisfied that service charge provides value for money	55%	Available at Q3
CC58	Satisfaction with the support provided by staff on Housing ASB cases	47%	Available at Q3
CC59	Satisfaction with final outcome of Housing ASB case	35%	Available at Q3
CC60	Satisfaction with the way Housing ASB case was dealt with	37%	Available at Q3
CC61	% willing to report ASB	68%	Available at Q3
CC62	% agreeing Housing Service is good at keeping you residents informed	73%	Available at Q3
CC63	Satisfaction with The ability of staff to deal with queries quickly and efficiently	75%	Available at Q3
CC64	Satisfaction with outcome of enquiries	68%	Available at Q3
CC65	Satisfaction with advice and support in claiming housing benefit and other welfare benefits	63%	Available at Q3
CC66	Satisfaction with advice and support in Managing your finances and	62%	Available at Q3

	paying rent and service charges			
CC67	Satisfaction with advice and support for moving home	32%	Available at Q3	
CC68	Satisfaction with support and advice for new tenants	32%	Available at Q3	
CC69	Satisfaction with support and advice for vulnerable tenants	25%	Available at Q3	
CC70	Satisfaction with support and advice for moving or swapping your home (transfers and exchanges)	23%	Available at Q3	
CC72	User satisfaction with the Councils website	New	Available at Q4	
CC75	Net promoter score – Winding Wheel	43% (2014/15)	38%	↓
CC76	Net promoter score – Pomegranate Theatre	56% (2014/15)	57%	↑
CC77	Satisfaction levels for users of the Museum	98% (2014/15)	100%	↑
CC78	Satisfaction levels for users of the Visitor Information Centre	99% (2014/15)	98%	↓
CC79	Satisfaction with pest control service	New	Available at Q4	
CC80	Satisfaction with noise control service	New	Available at Q4	
CC81	Satisfaction with dog control service	New	Available at Q4	
CC84	Leisure net promoter score	New	Available at Q4	
CC85	Satisfaction with Community Assemblies	New	Available at Q4	

FOR PUBLICATION

PPP PERFORMANCE FOR THE PERIOD OCTOBER 2014 TO SEPTEMBER 2015

MEETING: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

DATE: 10 NOVEMBER 2015

REPORT BY: CLIENT OFFICER

WARD: ALL

COMMUNITY FORUM: ALL

KEY DECISION REFERENCE (IF APPLICABLE): NON KEY 41

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: LOCATION:

1.0 PURPOSE OF REPORT

1.1 To update scrutiny on the performance of the PPP contract with arvato and Kier between October 2014 and September 2015.

2.0 RECOMMENDATIONS

2.1 To consider the performance and activities undertaken during the period October 2014 to September 2015, and provide any comment.

2.2 To consider future reporting requirements to scrutiny.

3.0 BACKGROUND

3.1 The PPP contract began in October 2010 and is intended to last for ten years. We are, therefore, halfway through this ten-year period.

3.2 Scrutiny has received annual performance update reports since the start of the PPP contract.

3.3 In line with the contractual requirements, a strong governance structure is in place, including:

- Monthly operational board which deals with the delivery and operation of the partnership.
- Weekly partnership meetings to discuss day-to-day issues.
- Fortnightly meetings with HR and ICT, and other service area meetings held as and when required.

Please note that the quarterly strategic boards were paused during the second half of the reporting period whilst their purpose is reconsidered.

4.0 SERVICE IMPROVEMENTS AND UPDATES

4.1 The following service improvements were achieved during the period. The following information is not an exhaustive list, but covers the main areas of work and highlights.

Revenues and benefits

- The number of council tenants paying their rent by direct debit continued to increase in small increments with 27.36% of council tenants now using this method to pay, compared with 24.28% at the start of the reporting period.
- Council tax collection at the end of September 2015 was 57.5%. In cash terms, £24,783,815 of council tax was collected as at the end of September 2015, compared with £23,854,966 at the same point in 2014, an increase of £928,849.

- Welfare reform funding is agreed until the end of December 2015. A paper has been prepared for FPG to consider future funding.
- Benefits processing performance for the year to September was 13 days, compared to the annual target of 16 days.

HR

- A new HR manager joined arvato in March 2015 and started the process of reviewing the council's key policies.
- HR led the Investors in People process in June 2015, and the council was awarded bronze level.
- The workforce strategy has been reviewed and updated, with a draft submitted to scrutiny chairs in August 2015.
- Papers on holiday pay and the living wage were prepared and submitted to the council's senior leadership team and these are currently being considered.
- HR is working with the council to develop more accessible HR content and toolkits for the new intranet, as well as considering ways of delivering corporate training in a more efficient and cost-effective way.
- HR is playing a developing and increasingly important role in the consideration of health and safety policies and procedures across the council.
- The member development working group was re-established to support the 18 newly elected members and all existing members. A programme of training is being developed.

Payroll

- In December 2014, payroll made the non-consolidated payments under the pay award. Further work took place in January with the implementation of the pay award and the non-consolidated payments for zero hours' staff.

- The council transferred its bank accounts from The Co-operative Bank to Lloyds. The first submissions for payroll and accounts payable to Lloyds were successfully completed in July 2015.

ICT

- A flexible working technology solution was presented to the council in December 2014. It was rolled out during 2015, with some 100 flexible working laptops now being used across all service areas. Members of staff are now able to connect to the network, quickly and securely, from remote locations.
- PSN compliance was obtained in July 2015. The results of the council's IT health check in December 2014 showed that significant work was required to achieve compliance. Work has continued throughout 2015 to ensure that the council's ICT estate is ready for the next PSN submission in May 2016, including the decommissioning or upgrading of 40 x 2003 servers and their applications.
- The new virtual infrastructure was expanded, and legacy or unsupported software is being decommissioned where possible. COINS, the new system for housing repairs, went live in July 2015. This includes 65 mobile workers using tablets to increase their efficiency.
- New audio-visual equipment for presentations was installed in the committee rooms.
- Since the responsibility for GIS moved to arvato, the service has seen great improvements. The Authorities 'Address Improvement Schedule' moved from bronze to silver in 2014, and from silver to gold in March 2015.

Customer services

- In customer services, arvato achieved the Customer Service Excellence Accreditation in October 2014 and the team is working towards accreditation in 2015.

Kier

- Town centre retail occupancy levels regularly remain above the national average and buck the national trend. Occupancy was 96.39% in September.
- Business occupancy rates also continue to buck the national trend. At the end of the reporting period, occupancy levels remained significantly above the 87% target at 93.81%.

5.0 **PERFORMANCE EXCEPTIONS**

5.1 In summary, just one of the collectable KPI target measures fell below target or was not subject to a relief event during the reporting period, which was due to a staff member's accident. A relief event has been requested to cover this, and is likely to be approved. The following relief events were agreed during the reporting period:

- CS03–CS11 (excluding CS09) call centre measures (% of calls answered and % of calls answered in 20 seconds) continued to be subject to a relief event as a result of the increase in the number and complexity of calls as a result of welfare reform.
- ICT01 (service desk calls answered within 20 seconds) was subject to a relief event between June 2015 and September 2015. The relief event enabled ICT service desk staff to be freed up to implement the desktop refresh in order to achieve PSN compliance. Despite the relief event, the service desk only dipped below the KPI during July.

5.2 Full month-by-month results for all PPP contract measures have been provided.

6.0 RISK MANAGEMENT

Description of the risk	Impact	Likelihood	Mitigating action
1. The partnership is not monitored in a robust fashion	High	Low	<p>Appropriate resource is allocated to manage the performance and relationship</p> <p>Keep existing governance structure with a recommendation to strengthen the client role</p>
2. KPIs are not met	High	Low/ Medium	<p>Regular communication and governance</p> <p>Accelerate the service improvement plans</p> <p>Ensure the council strictly enforces the financial penalties</p>
3. Arvato and Kier do not focus on council work as a priority	High	Low/ Medium	<p>Any drop in performance will be penalised financially</p> <p>Discussions to be held relating to the impact of growth/external work</p>
4. Resource within arvato and Kier is not responsive enough to cope with complex and competing council projects	High	Medium	<p>Project planning and a corporate overview of resource demands is critical to ensure all partners are able to resource project work appropriately</p>

7.0 LOOKING AHEAD: NEXT SIX MONTHS

- 7.1 The Town Hall restack project is underway as part of the Great Place, Great Service programme. Kier has been contracted to lead the project with the support of the council's business transformation team. The arvato ICT team will be heavily involved, supporting decision-making and implementation related to the specification of network infrastructure, office moves and telephony.
- 7.2 In early January 2016, the new Queen's Park Sports Centre opens. Teams from Kier and arvato have already been involved in the project considering network infrastructure and connectivity, facilities maintenance and security. It is expected that this involvement will increase as the launch date approaches.
- 7.3 The council accepted a proposal from arvato to develop a replacement corporate website. The initial development work is almost complete and the website shell is due to be handed over to Chesterfield for content migration and further web development to begin.
- 7.4 Work will continue throughout the next six months to ensure that the council achieves PSN compliance in 2016. The main focus of work will be to decommission the council's 2003 servers. The next IT health check will be commissioned in January 2016 and the results of this will drive the other PSN compliance work.
- 7.5 Discussions will soon start with HR about implementation of a package of reforms on holiday pay and the living wage. This is expected to be a significant piece of work in addition to business as usual.
- 7.6 The council has started to engage with arvato's customer service lead about the development of the council's customer service strategy.
- 7.7 Work is being planned with arvato to improve the processes relating to council housing rent collection, which will improve collection rates.

8.0 SUMMARY

- 8.1 The PPP continues to deliver the services as established in the contract. A good working relationship exists between the council, arvato and Kier, which will be critical as the council rolls out its transformation programme and continues to operate in an increasingly fluid and financially restricted context.
- 8.2 Arvato and Kier continue to increase the amount of work they deliver for other local authorities and potentially putting this work into Chesterfield Borough Council to support the business plan and generate jobs within the borough. The council welcomes this but must ensure that this is not to the detriment of the services provided to the council and its customers.

9.0 RECOMMENDATION

- 9.1 To consider the performance and activities undertaken during the period October 2014 to September 2015, and provide any comment.
- 9.2 To consider future reporting requirements to scrutiny.

For further information, please contact Justine Kouppari (Tel: 345726).

FOR PUBLICATION

OVERVIEW AND SCRUTINY REVIEW – STAGE 2 COMPLETION REPORT

MEETING: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

DATE: 10 NOVEMBER 2015

REPORT BY: POLICY MANAGER - PROJECT MANAGER

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:

- Scrutiny Review Stage 1 competition report
 - Scrutiny Review baseline data
-

1.0 PURPOSE OF REPORT

1.1 To report to the Overview and Performance Scrutiny Forum the findings of Stage 2 of the Overview and Scrutiny Review.

1.2 To recommend actions to continue to improve the Overview and Scrutiny function.

2.0 BACKGROUND

2.1 During 2011 an external review by the Institute of Local Government Studies (INLOGOV) was completed on the Overview and Scrutiny function at Chesterfield Borough Council. Since the 2011 review there have also been significant changes in the officer resource and direction due to major restructures in the Governance and Policy Services.

2.2 Members and Officers felt that the time was right to revisit the findings of the review and subsequent recommendations taken

forward to assess whether or not these arrangements are working as envisaged and if they are still appropriate, given the large number of changes impacting on the Scrutiny function.

2.3 The review of the Overview and Scrutiny function was commissioned on the 17th October 2014. Stage 1 of the review concentrated on the baseline position of Scrutiny and the significant changes that have occurred since the last review in 2011. Stage 1 findings were reported to the board in February 2015.

2.4 The second stage of the review – research and challenge focused on the areas for improvement identified during stage 1. This stage was completed in September 2015 and discussed at the review board on 17th September 2015.

3.0 **LEARNING AND DEVELOPMENT**

3.1 Stage 1 identified a clear need for enhancing learning and development for both members and officers. The new development programme will need to address the following issues identified during stage 1:

- Officer and member confusion regarding Scrutiny processes and requirements
- Clarification required on roles, responsibilities and expectations
- Cultural change required – Scrutiny to be viewed as a partner in improving services and decision making
- Preparation for Scrutiny's role in the emerging devolution agenda

3.2 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 and officers underpinned by a corporate development programme will help achieve this

3.3 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

- 3.4 The final agreed programme for overview and scrutiny learning will form part of the 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.
- 3.5 To further strengthen member development the Council recently relaunched the Corporate Member Development Group to develop and monitor member development opportunities. Overview and Scrutiny have an important role on this group – Cllr Tricia Gilby, Cllr Lisa-Marie Derbyshire and the Policy and Scrutiny Officer are members of the Corporate Member Development Group.
- 3.6 Alongside and interacting with the member development programme there are also opportunities for learning, development and awareness raising for Council Officers. This is attached at Appendix 2.
- 3.7 The learning and development activity has been costed and falls within the annual budget allocated to Scrutiny development. Where possible opportunities for joint member and officer development will be utilised and encouraged.

4.0 **INTRANET AND WEBSITE DEVELOPMENT**

- 4.1 Currently many elected members are unable to use the intranet as it is unavailable on their IPAD devices. The new Intranet is expected to launch in October 2015 which will improve both accessibility and functionality.
- 4.2 The Intranet offers a range of opportunities to help raise the profile of Scrutiny activity but to also address some of the issues raised at 3.1. The development of an Intranet presence for Overview and Scrutiny will be a key focus during the end of 2015/16 and start of 2016/17. The areas for development we are currently exploring with the Communications and Marketing Service are:
 - A central point for up to date policies and procedures

- Advice and support for officer and members including frequently asked questions, key contacts, timetabling assistance, key dates etc.
- Awareness raising activity including case studies, videos, a day in the life of.....etc.
- Utilising new features such as the team work section which will be positive for Scrutiny project groups

4.3 A number of updates and improvements have been to the Overview and Scrutiny pages on the CBC website including ensuring that annual reports are published and the updated information about the three Scrutiny Committees, their membership and political balance are also available. Further improvements are planned during 2015/16.

4.4 Increased website and Intranet presence will also promote Scrutiny added value, activity and outcomes to a larger audience. Opportunities for promotional activity via Community Assemblies, Your Chesterfield and the Borough Bulletin will also be utilised.

5.0 PRE-AGENDA MEETINGS AND SUPPORT

5.1 Officers are being encouraged to attend the pre-agenda meetings a few weeks before the Committee meetings to informally discuss with the Scrutiny Chairs and Officers their agenda items.

5.2 Officer attendance at these meetings is increasing and feedback has been extremely positive in particular officers like the opportunity clarify what will be expected of them at the meeting, the focus, timings etc. These meetings also offer the Chairs the opportunity to request a particular focus or to request that more time is devoted to member discussion than officer presentation.

5.3 Pre-agenda meetings are viewed as very beneficial to both members and officers and in particular for Chairs and Scrutiny staff as issues can be discussed and clarified before moving into the Committee environment.

5.4 The Committee and Scrutiny Co-ordinators have been developing new guidance and templates for reports and clarifying the key milestones of activity. This work will also benefit Scrutiny committees and reinforce expectations and responsibilities.

- 5.5 Stage 1 of the review highlighted that the new staffing arrangements for Scrutiny have been working well and this has been further enhanced by the Policy and Scrutiny Officer and Committee and Scrutiny Co-ordinators meeting every three weeks for team meetings. These team meetings are effectively used to consider emerging issues with committees, Scrutiny project progress, discuss ideas and suggestions for improvement, lessons learned and celebrating success etc.
- 5.6 There are however ongoing concerns about the resilience of Scrutiny support as is the case with many of CBC's smaller teams. The potential changes highlighted in this report and the emerging issues around devolution may require a change in emphasis for Scrutiny officer roles and new or enhanced skill sets. Subject to the outcomes of the forthcoming Corporate Management Team restructure the Policy Manager and Democratic Services Manager propose to work together to consider these roles with a view to strengthening resilience and clarifying roles, responsibilities and skills required to respond to these emerging areas.

6.0 **WORK PROGRAMMING**

6.1 **Background**

- 6.1.1 The Centre for Public Scrutiny (Cfps) emphasise the importance of work programming "Effective work programming is the bedrock of an effective scrutiny function. Done well, it can help to lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal".
- 6.1.2 Currently Scrutiny work programmes are live documents which are updated after each Scrutiny Committee meeting. The programme sets out the key items for forthcoming agendas and updates on the status including reporting frequency.
- 6.1.3 The following concerns relating to the current work programming approach were raised at Stage 1 of the Scrutiny review:
- More focus required on policy development role and identifying policy areas where Scrutiny could lead

- Desire for focus on quality rather than quantity on Scrutiny activity
- Timetabling issues linked to Forward Plan usage
- Capacity of members and officers to effectively undertake a number of simultaneous Scrutiny Review Projects at the same time.

6.1.4 Cfps also have concerns that in some authorities work programming can be officer led rather than member led, sometimes members may be involved right at the beginning and sign the end document off but officers lead on longlisting and shortlisting. Members should lead the longlisting and shortlisting with support from officers but such work should, however, recognise the possible constraints for both members and officers in carrying out concurrent, and/or technically complex, pieces of work.

6.2 Developing a work programme

6.2.1 The LGIU suggest the following ways to maximise the benefit of scrutiny work programming:

- It must not be packed with so many separate scrutiny activities that none of them can be done properly.
- One major scrutiny and perhaps two shorter reviews in the course of a year is realistic per committee
- A certain amount of flex should also be built into the scrutiny programme to allow for unexpected developments
- Timeliness in scrutiny is key. Activities need to be timetabled in such a way as to gel with executive decision-making schedules. This allows scrutiny to intervene at appropriate junctures for maximum impact. For example, pre-decision scrutiny must conclude well prior to the time when a relevant executive decision is to be made, allowing the executive time to factor the scrutiny's findings into their subsequent decision
- Horizon-scanning scrutiny is most productive when sufficient information is available about developments on the horizon to ask informed questions about them
- In selecting topics, a scrutiny committee should ordinarily avoid re-examining topics which have been scrutinised in the recent past, drawing on the council's institutional memory

6.2.2 Cfps consider that it is important to set aside time at a given time of the year – usually in February to decide on some key issues for

Scrutiny to investigate in the following year. Many authorities hold away days for Scrutiny members to review performance data, emerging issues, public consultation data and Council priorities (Council Plan) and then collaboratively develop a draft work programme. Events like these can help define the tone and purpose of Scrutiny work for the forthcoming year and improve engagement levels. A example timetable for this activity and how it could work at CBC is attached at Appendix 3.

6.2.3 Some flexibility should however be retained as it is important to ensure that scrutiny is not tied in to carrying out projects that might become less relevant because of an unexpected policy change – or equally, doesn't miss out on the opportunity to look at something which crops up over the course of the year.

6.2.4 Many authorities retain separate work programmes for their various Scrutiny committees but others are moving towards a single unified work programme for all committees. With a unified Scrutiny work programme each committee still has its own areas of responsibility but it is easier to see, at a glance, where resources and time are being allocated. The programme is a results-focused and living document, with updates on its progress being submitted appropriate Scrutiny Committee. These are however available to all Scrutiny members via the Intranet or other sharing mechanism.

6.3 **Criteria for inclusion in the work programme**

6.3.1 With the increasingly challenging financial and resourcing position it is now more important than ever that Scrutiny can demonstrate added value. Many authorities have introduced feasibility criteria for selecting Scrutiny topics. This approach aims to show clear justification for expending resources. There are however pros and cons to this approach:

Pros:

- It is more transparent and it is clear to all stakeholders how the work programme is developed
- It is more objective and less emotive – easier to avoid “hobby horse” activity
- It can help to improve the scoping process for Scrutiny reviews

- Being more certain that you are choosing the right topics means that scrutiny is surer of adding value, using its resources more effectively.

Cons:

- This system is not as flexible
- Some members may feel it takes their judgement out of the decision
- More time is considering which items should go on the work programme and may involve a fair amount of research being carried out into various projects that don't lead anywhere

6.3.2 CBC's current feasibility criteria for establishing a Scrutiny Review is attached at Appendix 4. This appears to be one of the more comprehensive/complicated systems in use by authorities. This criteria is not used when deciding whether or not to add items to the rolling work programme. Some common alternative approaches to feasibility criteria are also included in Appendix 4.

6.4 **Public involvement in work programming**

6.4.1 At CBC there is a large community engagement programme providing key data on customer experience, resident satisfaction and aspirations for the future. Evidence from ward work, where available, also gives an excellent indication of areas of public concern. It is important that this information is considered during the development of Scrutiny work programmes. Many authorities use an annual away day style event as detailed in section 3 to consider this wealth of information and develop their programme.

6.4.2 Councils are starting to use a variety of means to engage the community in Scrutiny work programming including social media activity via Facebook and Twitter, asking specific Scrutiny questions on the biennial resident's satisfaction surveys. Sometimes this activity is prior to the work programme being developed (particularly with the surveys) but social media could be effectively used to test a draft work programme and encourage debate.

6.5 **Discussion Points for Overview and Performance Scrutiny Forum to consider**

1. Should we continue with the rolling Scrutiny Work Programme approach or move to an annual planning cycle from 2016/17 with some flexibility for in-year change? *This would include the development of an annual or biannual annual away day to consider key data and priorities (performance management framework data, community engagement data, ward work concerns, the Council Plan) and collaboratively develop a work programme.*
2. Should we set a limit on the number of Scrutiny Review Projects which can be established per annum?
3. Should we consider moving towards a single united work programme with activities assigned to the appropriate committee but updates available to all via the Intranet?
4. Should we continue with the current feasibility criteria approach, adopt an alternative criteria approach for both work programming for meetings and reviews or stop the usage of criteria altogether?
5. Would Scrutiny work programming at CBC benefit from increasing the public profile and involvement with social media activity and/or specific consultation activities via the large biennial “Are you being served” survey?

7.0 RECOMMENDATIONS

- 7.1 That the member development programme for Overview and Scrutiny is approved.
- 7.2 That the Officer development programme for Overview and Scrutiny is approved.
- 7.3 That the opportunities to increase Scrutiny presence on the Intranet, Internet, public meetings and publications are pursued during 2015/16 and early 2016/17 and that Intranet new features are utilised where possible to aide Scrutiny project working.

- 7.4 That the Policy Manager and Democratic Services Manager review Scrutiny staff roles and responsibilities to strengthen resilience and to respond to emerging issues.
- 7.5 That the working programming actions agreed at section 6 are implemented for 2016/17.

8.0 REASON FOR RECOMMENDATIONS

- 8.1 To continue to improve the Council's Overview and Scrutiny function and to prepare for emerging areas of work.

D. M. REDDISH
POLICY MANAGER

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

Appendix 1 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 objectives for scrutiny reviews	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 Scrutiny (ie through Project 	In-house : (Policy & Scrutiny Officer, Committee & Scrutiny Co-ordinators)

Development Type	Content	Date	Time	Target Attendees	Delivery
	and evidence gathering.			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
6. Scrutiny and	To include scrutiny's role and	Nov 15	1.5 hr	- Scrutiny Ctte Members	Policy Manager /

Development Type	Content	Date	Time	Target Attendees	Delivery
Performance	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.			- All other Members who may be involved with Scrutiny Project Groups.	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	- Scrutiny Ctte Members - Cabinet Members Optional : - 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	- 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 appointed as SPG Lead	Feb 16	1.5 hr	- Scrutiny Ctte Members. Optional : - 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 Chair

Development Type	Content	Date	Time	Target Attendees	Delivery
	Members before this scheduled training. This will be a requirement].				
10. Scrutiny and Effective Challenge	EMC course for scrutiny practitioner members and officers covering scrutiny fundamentals. (EMC programme delivery date is Sept 17 th . I am currently enquiring re poss in house delivery and cost. If agreed this could be at some time other than sept TBC)	Preferred dates 2016 requested	½ day	- 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	- Scrutiny Ctte Members. Optional : - All other non executive Members .	Possible INLOGOV commissioned. (equiry and cost element TBC)
12. Combined Authorities / Devolution	To raise general awareness, understanding and develop role of scrutiny.	TBA		- Scrutiny Ctte Members Optional : - All other Members	Leader & CEX and/or other external provider.
Ongoing Development :					

Development Type	Content	Date	Time	Target Attendees	Delivery
13. Combined Authorities/Devolution	Ongoing preparation and support for Scrutiny Chairs for combined authority/devolution Scrutiny activity.	Ongoing		Scrutiny Chairs	Policy and Scrutiny Officer and Development and Growth Manager
14. Corporate Cabinet/ CMT Away days	Raising awareness of key corporate issues including devolution, budget planning, corporate planning etc.	One per month		Scrutiny Chairs	SLT
15. Member Mentor / Action Learning Set	Set up arrangements for and introduce member mentors / buddies and/or Members' Action Learning Set	Proposed 2016		- 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
16. 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.
17. CfPS Annual Conference & Development Day	Attendance at 1.Conference Day and/or 2.Development Day. (Usually held in London). Development Day usually free.	Annual in June	1 or 2 days	Scrutiny Ctte Chairs and/or Vice Chairs	CfPS (1. £239 pp + travel, ie upto £150 train fare. 2. Travel cost only).
16. Routine	Email circulars :	Ongoing	N/A	- Scrutiny Ctte Members	Policy & Scrutiny

Development Type	Content	Date	Time	Target Attendees	Delivery
General Awareness Raising	<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. - Intranet Scrutiny Toolkit (CBC adopted guidance, templates etc). 			<ul style="list-style-type: none"> - All other Members. - All CBC Managers 	Officer
17.	One to One Learning & Support	Ongoing	TBA	All Members	Policy and Scrutiny Officer
Optional further development :					
18. 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)
18. 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

Development Type	Content	Date	Time	Target Attendees	Delivery
19. Scrutiny role in Councillor Call for Action and Petitions	(To be discussed)	TBC			
20. Scrutiny and Health Improvement	(To be discussed)	TBC			
21. Scrutiny and Commissioning/ procurement/ contract management	(To be discussed)	TBC			
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. Certificate in Overview and Scrutiny	INLOGOV 3 day course for scrutiny officers (and scrutiny councillors). Certificate can be awarded as accredited Masters module. Covers all aspects of scrutiny. (The content covered can also be commissioned and tailored for delivery in-house).	4.11.15 (1 st day of 3) (and usually delivered annually)	3 days	Scrutiny Chairs	INLOGOV Birmingham University £500 per person £650 with accreditation.
24. Project Management	To be discussed following the Project Management Office review activity.			Scrutiny Ctte Members	Business Transformation Manager
25. Media Skills	Consider the potential to offer the media skills course (currently available to Executive			Scrutiny Ctte Members	Communications and Marketing Manager

Development Type	Content	Date	Time	Target Attendees	Delivery
	Members) to Scrutiny members and key officers.				
26. Data and research skills	Consider potential of an in-house short course on accessing data, research and facilitating engagement.	Annually		Scrutiny Ctte Members	Policy Manager
Report Writing	The current report template is currently being revised – they may be an opportunity for joint officer/member training on report writing skills.			Scrutiny Ctte Members	Democratic Services Manager

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OVERVIEW AND SCRUTINY

Proposed Employee Development Programme (2015/16)

Development Type	Content	Date	Time	Target Attendees	Delivery
Scheduled Development :					
1. Employee Introduction to Overview and Scrutiny function.	Summary of Overview and Scrutiny function / roles / responsibilities / legislation / current committee structure & remits / corporate policy approach / call-in.	TBA	1 hr	Senior / Middle Managers Other Employees	In-house (Policy Manager, Policy & Scrutiny Officer, Committee & Scrutiny Co-ordinators).
2. Scrutiny Work Programming ?	Introduction to basics / origins re scrutiny work programming. Covering current issues, previous approaches CBC (including use of Forward Plan). Workshop for improvements / solutions to Work Programming 'process' ?	TBA	2 hr	Senior / Middle Managers	In-house : Policy & Scrutiny Officer
3. Employee Involvement and Support in Scrutiny	<ul style="list-style-type: none"> - Scrutiny reporting to Cabinet and Cabinet & officer role & responsibility to scrutiny. - Access to Information Rights for Scrutiny. - Scrutiny Project Groups. - Scrutiny Ctte Monitoring role. - Call-in. 	TBA	1.5 hr	Senior / Middle Managers	In-house : Policy & Scrutiny Officer / Committee and Scrutiny Co-ordinators / Monitoring Officer / Democratic Services Manager. And/Or External

Development Type	Content	Date	Time	Target Attendees	Delivery
					Trainer for part
4. Scrutiny and Effective Challenge	EMC course for scrutiny practitioner members and officers covering scrutiny fundamentals. (EMC programmed delivery date is Sept 17 th . Am currently enquiring re in-house delivery and cost for 2016, TBC)	Preferred dates 2016 TBA	½ day	Ctte and Scrutiny Co-ordinators	EMC commissioned in-house delivery (informal cost estimate £780)
The Adaptable & Effective Scrutiny Officer	Association Democratic Services Officers training for officers supporting scrutiny.	Jan 15	1 day	Ctte and Scrutiny Co-ordinators	ADSO £60 pp + travel cost. COMPLETED
Ongoing Development :					
5. Scrutiny Team Meetings	To provide leadership, support and management for scrutiny support officers and scrutiny service (meetings include learning and development).	¾ weekly	1 ½ hr	Ctte and Scrutiny Co-ordinators.	Policy and Scrutiny Officer
6. Officers Mentor / Action Learning Set	Consider introduction of officer mentors / buddies and/or Officer' Action Learning Set for scrutiny. (Details to be considered).	Proposed 2016 TBA		Ctte and Scrutiny Co-ordinators Senior and Middle Managers Other employees.	In-house : Policy & Scrutiny Officer with HR Development Officer
7. East Midlands Councils Scrutiny Network	Attend EMC Scrutiny Network for the region for member and officer learning and development, information sharing /	Quarterly	½ day	Ctte and Scrutiny Co-ordinators (alternate attendance together with	EMC (free provision). Travel cost element.

Development Type	Content	Date	Time	Target Attendees	Delivery
	working together opportunities.			Policy and Scrutiny Officer who is currently Network Vice Chair).	
8. CfPS Annual Conference & Development Day	Attendance at Conference Day and/or Development Day. (Usually held in London).	Annual in June	1 or 2 days	Policy and Scrutiny Officer Ctte and Scrutiny Co-ordinators	CfPS (Conference Day c£239 pp plus travel / Development Day is free plus travel).
9. Routine General Awareness Raising	Email circulars : - CfPS website and guidance (Practice Guides and links to good practice examples). - Work Programmes status and management, Monitoring programme status, and Pre Agendas. - Annual Reports - Intranet Scrutiny Toolkit (CBC adopted guidance, templates etc).	Ongoing	N/A	All CBC Managers	Policy & Scrutiny Officer / Ctte & Scrutiny Co-ordinators.
10. Action Learning Set (East & West Midlands)	Provides opportunity amongst officers supporting and leading on scrutiny to problem share and solve, and opportunity share and discuss.	Quarterly	½ day	Policy and Scrutiny Officer	Member self-facilitated - Free + cost of any travel.
11. One to One Learning & Support	Opportunity for CBC officers to have one to one time to help awareness raising and information on scrutiny function, role and delivery.	As agreed.	½ to 1 hr	CBC managers and officers referred by managers.	Policy and Scrutiny Officer

Development Type	Content	Date	Time	Target Attendees	Delivery
Further development :					
10. Project Management	To help project manage Scrutiny Project Groups.			Ctte and Scrutiny Co-ordinators	Internal – Business Transformation Manager
11. Facilitation Skills	To help facilitate Scrutiny Project Groups.			Ctte and Scrutiny Co-ordinators	Internal – Policy Manager
12. Report Writing	To help report writing on behalf of Scrutiny Project Groups / OSC			Ctte and Scrutiny Co-ordinators	External provider (EMC / other) ?
13. Raising the Bar in Scrutiny and Effective Challenge	EMC course for those involved in leading scrutiny (members and officers).	14.10.15	½ day	Policy and Scrutiny Officer	EMC £95 plus any travel.
14. Certificate in Overview and Scrutiny	INLOGOV 3 day course for scrutiny officers (and scrutiny councillors). Certificate can be awarded as accredited Masters module. Covers all aspects of scrutiny. (The content covered can also be commissioned and tailored for delivery in-house).	4.11.15 (1 st day of 3) (and usually delivered annually)	3 days	Ctte and Scrutiny Co-ordinators	INLOGOV Birmingham University £500 per person £650 with accreditation.

Annual Work Programming Example Timetable and Key Activities

Stage and date	Activity
Stage 1 – November/ December 2016	<ul style="list-style-type: none"> • Developing a draft away day programme • Invite list • Confirming date for Scrutiny away day • Inviting speakers • Considering key information that should be available on the day/ before the event
Stage 2 – January 2016	<ul style="list-style-type: none"> • Gathering key data including Council Plan year 2 deliverables, demographic data, performance information, public satisfaction data etc. • Preparing documents, presentations etc. for Scrutiny Away Day • Considering member and officer resources available develop an optimum level for the number of Scrutiny items and in particular projects – some flexibility will be required for issues emerging in-year. • Start writing the scrutiny annual report, using it as an opportunity to evaluate previous performance and identify any follow-up work on previous reviews
Stage 3 – Late February 2016	<p>Scrutiny Away Day</p> <p>Interactive away day for Scrutiny Members and where appropriate Executive Members and key officers.</p> <p>Long listing exercise for Committee items and Scrutiny projects.</p>
Stage 4 – March 2016	<ul style="list-style-type: none"> • Consult officers, Cabinet members, and partners (as appropriate) on the long list and publicise it for further feedback • Identify where some suggestions are duplicates or could be combined with other suggestions • Make assessment of likely resource implications and apply feasibility criteria (if using)
Stage 5 – Early April 2016	<ul style="list-style-type: none"> • Chairs confirm shortlist • Engage closely with officers, partners and other stakeholders likely to be affected by the decision to proceed items • Develop timetable of where work will fall in the year

	<ul style="list-style-type: none"> • Draft work programme developed
Stage 6 – May 2016	<ul style="list-style-type: none"> • Agree work programme and annual report at the same meeting (the documents should go hand in hand) at the May Overview and Performance Scrutiny Forum • Signoff project order and draft timescales
Stage 7 – October/ November	<ul style="list-style-type: none"> • Six month review to the Overview and Performance Scrutiny Forum to update on progress on all ongoing reviews. (Of course, this would not mean that updates would not be provided on reviews outside this timescale).

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Scrutiny Feasibility Criteria

1. CBC's current criteria

SCRUTINY REVIEW SELECTION / PRIORITISATION

Business Item / Issue :	Suggested by:
	Date:

STEP 1: Selection Criteria:	
<ul style="list-style-type: none"> ▪ Improvements / benefits likely for Community / customer groups <input style="float: right;" type="checkbox"/> ▪ Corporate/Community priority area <input style="float: right;" type="checkbox"/> ▪ Key issue for public <input style="float: right;" type="checkbox"/> ▪ Poor performing service <input style="float: right;" type="checkbox"/> ▪ High level of dissatisfaction with service <input style="float: right;" type="checkbox"/> 	
Any reason(s) for rejection:	

STEP 2: Reason(s) for Selection

Reason(s) for Selection	Evidence	Desired Outcome/Benefits
<ul style="list-style-type: none"> ▪ How does the issue link to Council's and Community's Key Aims and Priorities? 	<ul style="list-style-type: none"> ▪ What evidence is there to support the need for scrutiny inquiry / review? 	<ul style="list-style-type: none"> ▪ What would we wish to achieve, is it likely and why?

STEP 3: Prioritise - Score for **IMPORTANCE** and **IMPACT** against Corporate Plan and Community priorities.

Scoring Guide					
'IMPORTANCE' Score Indicator		✓	'IMPACT' Score Indicator		✓
Score 0	NO evidence that topic is related to the Council or Community priorities. Reject		Score 0	NO potential benefits likely to result. Reject.	
1	SOME evidence that topic is linked to Council OR Community priorities.		1	MINOR potential benefits affecting only one ward OR stakeholder group	
2	GOOD evidence linking topic to Council OR Community priorities.		2	MINOR potential benefits affecting two or more wards/stakeholder groups; OR MODERATE potential benefits affecting only one ward/stakeholder group.	
3	GOOD evidence linking topic to both the Council AND Community priorities.		3	MODERATE potential benefits affecting more than one ward/stakeholder group; OR SUBSTANTIAL potential benefits affecting one ward/stakeholder group.	
4	STRONG evidence linking topic to both the Council AND Community priorities.		4	SUBSTANTIAL potential benefits community wide OR for a significant proportion or section of the community.	

Scoring Key			
Total Score	Priority Level		✓
0	N/A	REJECT topic for scrutiny	
1	LOW	REJECT or RESERVE topic for scrutiny	
2	LOW	REJECT or RESERVE topic for scrutiny	
3	MEDIUM	SELECT or RESERVE topic for scrutiny	
4	MEDIUM	SELECT or RESERVE topic for scrutiny	
5	MEDIUM	SELECT or RESERVE topic for scrutiny	
6	HIGH	PRIORITY topic for scrutiny	
7	HIGH	PRIORITY topic for scrutiny	
8	HIGH	PRIORITY topic for scrutiny	

OUTCOME:	<input type="checkbox"/> Select	<input type="checkbox"/> Reserve List	<input type="checkbox"/> Reject
Date:		

2. Nottingham City Council

Nottingham City Council uses the following feasibility criteria to add items to the work programme and establish Scrutiny review panels:

Aim	Criteria
Decision making and being a critical friend	Is it a topic/key decision which requires consultation with Overview and Scrutiny prior to the decision being taken?
Public Interest and relevance	Is the topic still relevant in terms of it still being an issue for citizens, partners or the council in terms of performance, delivery or cancellation of services?
Ability to change or influence	Can the Committee actively influence the council or its partners to accept recommendations and ensure positive outcomes for citizens and therefore be able to demonstrate the value and impact that scrutiny can have?
Range and scope of impact	<p>Is this a large topic area impacting on significant areas of the population and the council's partners or significant impact on minority groups.</p> <p>Is there interest from partners and colleagues to undertake and support this review and will it be beneficial?</p>
Avoidance of duplication of effort	Is this topic area very similar to one already being scrutinised in another arena or has it already been investigated in the recent past?

3. South Cambridgeshire District Council

South Cambridgeshire use the PAPER system of criteria:

- **Public Interest:** the concerns of local people should influence the issues chosen for scrutiny
- **Ability to change:** priority should be given to issues that the Committee can realistically influence
- **Performance:** priority should be given to the areas in which the Council, and other agencies, are not performing well
- **Extent:** priority should be given to issues that are relevant to all or large parts of the district
- **Replication:** work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort

4. Adur District Council and Worthing District Council

A number of councils including Adur and Worthing use the PICKET system of criteria:

- Public interest
- Impact
- Council performance
- Keep it in context
- Executive request
- Timescale

5. South Somerset District Council

Some authorities like South Somerset use a criteria and scoring mechanism during the short-listing stage for work programming:

Subject / Issue	Score out of 10 (Where 10 indicates strong agreement)	Comments
1.This topic has not recently been or is due to be reviewed or by another group of members and/or officers		
2. The Scrutiny work can be delivered within existing resources.		
3. This is an issue of local concern that has been identified through or has been discussed at the Area Committees.		
4.This issue supports the delivery of the Corporate Plan (Local Strategic Partnership)		
5. The involvement of Scrutiny will lead to improved value for money.		
6. New Government guidance or legislation means a major change to service delivery. Scrutiny involvement will aid this process.		
7. This issue has been raised by External Auditors and will now be included in the Corporate Improvement Plan.		

8. Scrutiny Involvement in this subject will improve member understanding of a complex but important issue and will consequently lead to improved decision making.		

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CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 DECEMBER 2015 TO 31 MARCH 2016

What is the Forward Plan?

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

What is a Key Decision?

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

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

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

Are any other decisions included on the plan?

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

How much notice is given of forthcoming decisions?

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

What information is included in the plan?

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

How is consultation and Community Engagement carried out?

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

Notice of Intention to Conduct Business in Private

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

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

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

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

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

Huw Bowen
Chief Executive

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



CHESTERFIELD
BOROUGH COUNCIL

Meeting Dates 2015/16

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

Cabinet members and their portfolios are as follows:

Leader and Cabinet Member for Regeneration	Councillor John Burrows	
Deputy Leader and Cabinet Member for Planning	Councillor Terry Gilby	
Cabinet Member for Business Transformation	Councillor Ken Huckle	Assistant Member Councillor Keith Brown
Cabinet Member for Governance	Councillor Sharon Blank	Assistant Member Councillor Mick Wall
Cabinet Member for Health and Wellbeing	Councillor Chris Ludlow	Assistant Member Councillor Helen Bagley
Cabinet Member for Housing	Councillor Tom Murphy	Assistant Member Councillor Sarah Hollingworth
Cabinet Member for Town Centre and Visitor Economy	Councillor Amanda Serjeant	Assistant Member Councillor Jean Innes

In addition to the Cabinet Members above, the following Councillors are voting Members for Joint Cabinet and Employment and General Committee

Councillor Helen Elliott
Councillor Gordon Simmons
Councillor John Dickinson
Councillor Jean Innes
Councillor Maureen Davenport

*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	3 Nov 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 Oct 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	1 Dec 2015 16 Dec 2015	Report of HR and Payroll Lead	Jane Dackiewicz Tel: 01246 345257 jane.dackiewicz@chesterfield.gov.uk	Public	
Key Decision 513	Approval to Dispose of Miscellaneous Housing Stock	Cabinet	Cabinet Member - Housing	1 Dec 2015	Report of Housing Service Manager – Business Planning & Strategy	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Exempt 3	

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 537	Procurement Options A paper providing options for the future service delivery method for the procurement service	Joint Cabinet and Employment & General Committee	Cabinet Member - Business Transformation	3 Nov 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	Exempt 1	
Key Decision 540	Asbestos Compliance Report Asbestos management compliance review and action plan	Cabinet	Cabinet Member - Housing, Cabinet Member - Governance	3 Nov 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	

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 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	15 Dec 2015	Report of Housing Manage - Customer Division	Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk	Exempt 3	
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 Council	Cabinet Member - Business Transformation	Not before 1st Dec 2015 16 Dec 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	

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 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	
Key Decision 550	Parkside – Allocations/Charges and Support	Cabinet	Cabinet Member - Housing	1 Dec 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 554	Approval of the Council's Safeguarding Children and Vulnerable Adults Policy and Procedures	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	1 Dec 2015	Report of Policy Manager	Donna Reddish Tel: 01246 345307 donna.reddish@chesterfield.gov.uk	Public	
Key Decision 557	Review of Fees and Charges for Outdoor Recreation 2016/17	Cabinet	Cabinet Member - Health and Wellbeing	17 Nov 2015	Report of Environmental Services Manager	Mel Henley melhenley@chesterfield.gov.uk	Public	
Key Decision 558	Review of Cemeteries Fees and Charges for 2016/17	Cabinet	Cabinet Member - Health and Wellbeing	17 Nov 2015	Report of Environmental Services Manager	Mel Henley melhenley@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 559	Review of Fees and Charges for Waste and Recycling 2016/17	Cabinet	Cabinet Member - Health and Wellbeing	17 Nov 2015	Report of Environmental Services Manager	Mel Henley melhenley@chesterfield.gov.uk	Public	
Key Decision 559	Outstanding Debts For Write Off Including insolvency related debts and other bad debts	Cabinet Member for Business Transformation	Cabinet Member - Business Transformation	3 Nov 2015	Report of Chief Finance Officer	Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk	Exempt 3 Relating to financial or business affairs	
Key Decision 560	Review of crèche services	Joint Cabinet and Employment & General Committee	Cabinet Member - Health and Wellbeing	3 Nov 2015	Report of Sports and Leisure Manager	Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk	Exempt 3, 4	
Key Decision 562	Review of the Council's Car Parking Policy To review the Council's Parking Policy and agree an investment plan	Cabinet Council	Cabinet Member - Town Centre and Visitor Economy	17 Nov 2015 16 Dec 2015	Report of Town Centre Operations Manager and Parking and CCTV Manager	Andy Bond Tel: 01246 345991 andy.bond@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 563	Review of Car Parking Charges To review car parking prices and agree prices for 2016	Cabinet	Cabinet Member - Town Centre and Visitor Economy	17 Nov 2015	Report of Town Centre Operations Manager and Parking and CCTV Manager	Andy Bond Tel: 01246 345991 andy.bond@chesterfield.gov.uk	Public	
Key Decision 564	Zero Hours Contracts at Chesterfield Venues To introduce annualised contracts at the Venues in order to comply with the Council's Zero Hours Policy	Joint Cabinet and Employment & General Committee	Cabinet Member - Town Centre and Visitor Economy	3 Nov 2015	Report of Arts and Venues Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Exempt 1, 4 Information relation to individuals and staff negotiations	
Key Decision 565	Visitor Information Centre Staffing Reorganisation To reorganise the staff based at the Visitor Information Centre so that they can provide 'one' service for sales and information.	Joint Cabinet and Employment & General Committee	Cabinet Member - Town Centre and Visitor Economy	3 Nov 2015	Report of Arts and Venues Manager and Tourism, Museums and Events Manager	Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk	Exempt 1, 4 Information relation to individuals and staff negotiations	
Key Decision 566	General Fund Revenue and Capital Budget Monitoring Report and Updated Medium Term Financial Forecast – Second Quarter 2015/16	Cabinet Council	Deputy Leader & Cabinet Member for Planning	1 Dec 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 567	Leader and Cabinet Member for Regeneration Revenue Budget 2015/16 - 2018/19	Cabinet	Leader & Cabinet Member for Regeneration	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 568	Deputy Leader and Cabinet Member for Planning Revenue Budget 2015/16 - 2018/19	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 569	Cabinet Member for Business Transformation Revenue Budget 2015/16 - 2018/19	Cabinet	Cabinet Member - Business Transformation	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 570	Cabinet Member for Governance Revenue Budget 2015/16 - 2018/19	Cabinet	Cabinet Member - Governance	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 571	Cabinet Member for Health and Wellbeing Revenue Budget 2015/16 - 2018/19	Cabinet	Cabinet Member - Health and Wellbeing	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 572	Cabinet Member for Housing General Fund Revenue Budget 2015/16 - 2018/19	Cabinet	Cabinet Member - Housing	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 573	Cabinet Member for Town Centre and Visitor Economy Revenue Budget 2015/16 - 2018/19	Cabinet	Cabinet Member - Town Centre and Visitor Economy	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 574	General Fund Revenue Budget Summary	Cabinet	Leader & Cabinet Member for Regeneration	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 575	Local Council Tax Support Scheme 2016/17	Cabinet Council	Cabinet Member - Business Transformation	17 Nov 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 576	Collection Fund revised estimates 2015/16	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision Page 77 80	Risk Management – Mid year review	Cabinet Council	Deputy Leader & Cabinet Member for Planning	1 Dec 2015 16 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk	Public	
Key Decision 578	General Fund Capital Programme Budget Monitoring	Cabinet	Deputy Leader & Cabinet Member for Planning	15 Dec 2015	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 579	Housing Repairs Budget 2016/17	Cabinet	Cabinet Member - Housing	9 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 580	Housing Revenue Account Budget 2016/17 - 2021/22	Cabinet	Cabinet Member - Housing	9 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 581	Housing Capital Programme - NEW PROGRAMME FOR 16/17, 17/18 AND 18/19 NEW PROGRAMME FOR 16/17, 17/18 AND 18/19	Cabinet Council	Cabinet Member - Housing	9 Feb 2016 25 Feb 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS, PLANNING & 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 582	Annual Housing Revenue Account - Rent and Service Charge Increase TO SET RENT AND SERVICE CHARGE LEVELS	Cabinet	Cabinet Member - Housing	26 Jan 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING AND STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Key Decision 583	Housing Revenue Account Business Plan	Cabinet	Cabinet Member - Housing	26 Jan 2016	REPORT OF HOUSING SERVICE MANAGER - BUSINESS PLANNING & STRATEGY	Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk	Public	
Private Items (Non Key Decisions)								
Non-Key 363	Application for Home Repairs Assistance	Cabinet Member - Housing	Cabinet Member - Housing	30 Nov 2015	Report of Business Planning and Strategy Manager - Housing Services	Jane Thomas jane.thomas@chesterfield.gov.uk	Exempt 1, 3 Information relating to an individual Information relating to financial affairs	

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 367	Lease of Commercial and Industrial Properties	Deputy Leader & Cabinet Member for Planning	Deputy Leader & Cabinet Member for Planning	30 Nov 2015	Report of Kier Asset Management	Christopher Oakes Tel: 01246 345346 christopher.oakes@chesterfield.gov.uk	Exempt 3 Information relating to financial or business affairs	
Key Decision 375	Proposed Restructure of the Personal Assistants	Joint Cabinet and Employment & General Committee	Cabinet Member - Governance	3 Nov 2015	Report of the Support Services Manager	David Wallace	Exempt 1	Special Urgency Exception Notice completed.
Non Key Decisions								
Non-Key 41	Public Private Partnerships (PPP) Update To note performance and ongoing work.	Cabinet	Cabinet Member - Business Transformation	Not before 17th Nov 2015	Report of Executive Director	James Drury james.drury@chesterfield.gov.uk	Public	
Non-Key 46	Calculation of Tax Base 2016/17	Employment and General Committee		25 Jan 2016	Report of Chief Finance Officer	Barry Dawson Tel: 01246 345451 barry.dawson@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 47	Approval of Business Rates Estimates 2015/16	Employment and General Committee		25 Jan 2016	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 85	Dog Fouling	EW 05.02.15 Cabinet 10.03.15	<ol style="list-style-type: none"> 1. Review of staff resources – enforcement team. 2. Realise potential of neighbourhood wardens. 3. Purchase new mobile phones for street scene team. 4. Borough wide review of provision of dog bins. 5. Change signage wording re fine limit / introduce more innovative imagery for signs. 6. Introduce co-ordinated and structured communication and engagement with communities. 	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. EW Progress report received 23.04.15.	Next EW5 leisure progress report TBA. CCO2 - corporate progress due CCO on 24.11.15

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 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.	Progress report received 6.10.15. Further progress requested for recommendation No 2 in July 2016.	Monitoring due July 2016.
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. 		Progress report received EW on 6.10.15. Agreed to remove item from Monitoring.	MONITORING COMPLETED 6.10.15.
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.	Progress report received 6.10.15. Agreed to remove from Monitoring.	MONITORING COMPLETED 6.10.15.

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 87			<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.	Progress received 8.9.15 - OP resolved to reword recommendation.	Monitoring (to be agreed). OP to agree new recommendation
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 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 (6 monthly progress reports)
EW4	Hackney Carriage Licence Limit (SPG)	EW 16.01.14 Appeals & Regulatory Cttee 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 Cttee consider other options to reduce number of Hackney licences when new legislation permits. 	6 month progress report.	Information circulated 30.12.14. Progress provided to EW on 28.7.15 and 6.10.15.	Monitoring due July 2016.
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. To EW Members sent on 22.01.15. Progress to EW on 28.7.15 and on 6.10.15 Agreed to remove item from Monitoring.	MONITORING COMPLETED 6.10.15.
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 	6 months	Further SPG review / recommendations approved	Monitoring due 8.12.15 to receive information

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 89			<p>signed and again after 1 year.</p> <p>3. Support review of Tenant's information.</p> <p>4. Provide 6 month update on number of evictions for water rates.</p> <p>5. Amend Policy wording.</p>		<p>29.07.14. Progress requested EW on 18.12.14 and sent 28.01.15. Progress received EW on 28.7.15 and 6.10.15. Agreed monitoring complete subject to specific info. being provided.</p>	<p>regarding responsibility for contract management and monitoring.</p>
CCO1	Statutory Crime & Disorder Scrutiny Ctte			6 monthly meetings		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.

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)
	“ “	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.
Page 90	“ “	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 requested for 24.11.15 Meeting	Cabinet Member attended and responded to CCO meeting held on 07.07.15. Progress reported 15.09.15	CCO requested progress report to next meeting on 24.11.15.

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.

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME: OVERVIEW AND PERFORMANCE SCRUTINY FORUM for 10 November 2015

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
1	10.11.15	Council Plan and Performance	To receive progress in implementing the New Performance Management Framework (last received 16.6.15). Reports under this business item to also include, as available (1) Performance Management Monitoring results (last received 8.9.15) (& to include Deprivation in the Borough); and (2) Council Plan Review and Development (last received 19.3.15).	O&P Chairs	<i>Deputy Leader / Cabinet Member Planning</i>
2	10.11.15	Public, Private Partnership (Corporate Services) Performance Report	Verbal progress report received 13.11.14. Next Annual progress report due November 2015.	O&P (carried forward)	<i>Cabinet Member Business Transformation</i>
3	10.11.15	Public Space Protection Orders	Report received 19.03.15. (Replaced Dog Control Orders). Briefing report requested on 8.9.15 to inform consideration of creating a project group to look at the issue.	O&P	<i>Cabinet Member Health and Wellbeing</i>
4	10.11.15	Council's new Health and Wellbeing Group	Briefing report requested on 8.9.15 on function of the group to help inform on integrated working across services and health and wellbeing scrutiny.	O&P	<i>Cabinet Member Health and Wellbeing</i>

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
5	10.11.15	Project Group Report: Services Fees and Charges Concessions.	Appointed 16.06.15, Scope approved 8.09.15	O&P	
6	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>
7	08.03.16	Great Place, Great Service (GPGS) (<i>council transformation programme</i>)	Ongoing. Considered Joint Cabinet / Employment & General Committee 03.12.13. Last progress reported 08.09.15. 6-monthly progress requested and scheduled.	<i>O&P Chairs</i>	<i>Cabinet Member Business Transformation</i>
8	10.05.16	<i>[Business items to be agreed.]</i>			
<i>Items Pending Reschedule or Removal</i>					
	TBC	Budget Scrutiny and Monitoring	Ongoing. Last reported 12.02.15.	O&P	<i>Leader / Cabinet Member Regeneration</i>

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
	-	Council Plan Performance Monitoring (including considering deprivation in the Borough)	Council Plan (Formerly Corporate Plan) Corporate Performance Monitoring last received 19.06.14 & 8.9.15. <i>NB. In future this item will be included within business item reports requested on 'Council Plan and Performance'.</i>	O&P	<i>Deputy Leader / Cabinet Member Planning</i>
	-	Review and Development of Council Plan 2015-2019	<i>Council Plan (Formerly Corporate Plan) reports received 17.01.13. 30.01.14. 19.03.15.</i> <i>NB. In future this item will be included within business item reports requested on 'Council Plan and Performance'.</i>	O&P	<i>Deputy Leader / Cabinet Member Planning</i>
	TBC	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 and 8.09.15.	O&P <i>Chairs</i>	<i>Cabinet Member Business Transformation</i>
Scrutiny Project Groups (SPG) :					
	<i>Every Meeting</i>	Services Fees and Charges Concessions.	Appointed 16.06.15, Scope approved 8.09.15.	O&P	

CHESTERFIELD BOROUGH COUNCIL

	Scheduled Meeting Date(s):	Business Items :	Status :	Raised by:	Cabinet Member Responsibility
<i>New Business Items Proposed :</i>					
		Corporate Overview and Scrutiny Review : Stage 2 Completion Report	Proposed for 10.11.15 meeting.	O&P Chairs / Scrutiny Project Board	Cabinet Member Governance

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 10.11.15 meeting, is 12.01.16).

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Tuesday, 8th September, 2015

Present:-

Councillor P Gilby (Chair)

Councillors J Barr Borrell Callan Catt V Diouf Slack	Councillors Derbyshire Dyke Miles Perkins Sarvent
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T Gilby ++
 Huckle +++++

Karen Brown, Business Transformation Manager +++
 Donna Cairns, Committee and Scrutiny Co-ordinator
 Anita Cunningham, Policy and Scrutiny Officer
 James Drury, Executive Director ++
 Michael Rich, Executive Director ++

+ Attended for Minute Nos. 1-3
 ++ Attended for Minute Nos. 1-6
 +++ Attended for Minute Nos. 4-5
 +++++Attended for Minute Nos. 4-6

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

No declarations were received.

14 APOLOGIES FOR ABSENCE

No apologies for absence were received.

15 **DEPUTY LEADER AND CABINET MEMBER FOR PLANNING -
COUNCIL CORPORATE PLAN - PROGRESS REPORT**

The Deputy Leader and Cabinet Member for Planning and the Executive Director, Michael Rich, presented a report on the progress made in the delivery of the Council Plan (formerly referred to as the Corporate Plan) during the first quarter of 2015/16.

The progress report was part of the initial delivery of the new Performance Management Framework that was approved by Cabinet in July 2015.

The Executive Director advised that, after the first quarter, 28 of the 35 Council Plan projects to be delivered during 2015/16 remained on track for full delivery during the year. Six projects had an amber status due to current or potential complications which could delay implementation. Details of the progress achieved on all of the projects were appended to the report.

The Executive Director highlighted some of the risks and delays in the implementation of the projects with an amber status and the next steps in investigating and enacting mitigating actions to tackle these.

Members asked whether any options for the use of the current Queen's Park Sports Centre land had already been developed. The Deputy Leader advised that consultation activity would be carried out before any options were proposed so that the views of the public would inform their development.

Members discussed the new challenge mechanism for the Council's performance management and asked how this was likely to be developed. The Executive Director explained that the new approach was to review performance quarterly rather than annually and to cover a range of performance indicators to monitor how well the Council is achieving organisational priorities, considering key management information such as governance indicators, income streams and risk management. The next quarter's review would begin to look at the deliverables for year two of the Council Plan.

It was agreed that the Cabinet report relating to the approval of the new performance management framework would be shared with the Committee members.

The Deputy Leader also invited the Chairs of the Overview and Performance Scrutiny Forum to take part in the Corporate Performance Review meetings. It was noted that the Performance Management mechanism would be discussed further at the next meeting of the Overview and Performance Scrutiny Forum.

Members asked whether the local proposals regarding devolution were identified as a risk in the implementation of the Council Plan. The Executive Director advised that the Council Plan explicitly recognised the need for the Council to work with partners, including those the devolution proposals were being developed with, such as the Combined Authorities and Local Enterprise Partnerships. The Executive Director recognised that the Council's recent work in contributing to the devolution proposals could have impacted upon the progress in the management of some of the Council Plan priority projects in the short term. However he explained that the delivery of many of the Council Plan projects depended upon the Council being engaged with these partnerships as they were likely to be the routes via which regeneration funding could be accessed.

Members asked whether the recent Government announcements on the new national living wage had any impact on the Council Plan priority project to introduce the living wage, which would match a rate recommended by the Living Wage Foundation. The Deputy Leader confirmed that the Council was still committed to introducing the living wage and that the new national living wage was not expected to have an effect on this project as this proposed rate would be lower than the living wage which would be adopted by the Council.

The Deputy Leader advised that work was on-going to assess the number of staff that would be affected by the introduction of the living wage, particularly in relation to pay differentials. Members commented that its introduction could have an impact at several grade levels within different services and could result in much greater staffing costs. The Executive Director advised that the Council was considering how other local authorities had introduced the living wage to learn lessons from how this could be controlled.

Members thanked the Deputy Leader and the Executive Director for providing the progress report and answering their questions.

RESOLVED –

That the progress report be noted.

16 **CABINET MEMBER FOR BUSINESS TRANSFORMATION - GREAT PLACE, GREAT SERVICE - PROGRESS REPORT**

The Cabinet Member for Business Transformation and the Executive Director, James Drury, gave a presentation on the progress with the Great Place: Great Service (GP:GS) programme. The presentation included a commentary on the work achieved so far and the following priority projects proposed for this year:

- Establishing solid foundations
- Smarter working
- Estate rationalisation
- Commercialisation
- Procurement

Establishing solid foundations

The Executive Director explained that the GP:GS programme needed to be supported by solid foundations which would inform and support the changes or investments that may be required with the Council. This included the development of an Operating Model that would guide the way the Council works including support for decision making and the Council's vision and values. Members commented that this work may be relevant to the recommendation of the Enterprise and Wellbeing Scrutiny Committee to review integrated working across the Council. This was discussed further under the Work Programme agenda item.

To establish the foundations of the GP:GS programme, strategies were being developed which would cover Customer Services, ICT and Procurement. The Executive Director described the focus and aims of the development of the Customer Services Strategy. This work was being carried out in negotiation with arvato as this was likely to impact on them, for example the performance indicators would be reviewed in order to measure quality as well as volumes. The development of the ICT Strategy and the Procurement Strategy were discussed further under their separate agenda items.

Smarter working

These projects included the flexible working arrangements, the proposals for the Town Hall restack and improved telephony and printing access.

Estate rationalisation

This would be an on-going area of work, to make the best use of the Council's assets and to increase the Council's rental income.

Commercialisation

The GP:GS Board had approved the appointment of an officer Trading Board for supporting and approving trading activities to expand or create services on a commercial basis to make money for the Council. Depending on the level of risk, proposals may be referred to the GP:GS Board for approval. The Board would consider business cases considering the costs and benefits to the Council of any such proposal. Officers had received training from the Association for Public Service Excellence on the preparation of business cases.

Procurement

The proposals for the procurement service were discussed further under its separate agenda item.

The GP:GS programme and updated business case were due to be considered by the GP:GS Board in September, before being submitted to Cabinet and Full Council.

Members asked about whether there was a positive attitude from staff in relation to the changes that had already taken place and those proposed for the future. The Executive Director advised that lessons learned workshops had taken place with staff which had suggested that there was general acceptance amongst Council staff that some changes were necessary but there were concerns about uncertainty and the pace of the implementation of the changes. Members agreed that transparency and consultation with staff were important to ensure that their suggestions and concerns would be listened to and that responses would be given when decisions are made.

Members supported the aims of the Customer Service Strategy, including the principle that the customer is never in the wrong place. Members agreed that it was important to assess the demand for services so that resources could be targeted efficiently and effectively.

Members were encouraged to speak to the Cabinet Member or the Executive Director if they wished to find out more about any aspect of the

GP:GS programme or to speak to the Chairs of the Forum if they wished for a particular matter to be covered in future reports to the Forum.

Members thanked the Cabinet Member for Business Transformation and the Executive Director for the presentation and for answering their questions.

RESOLVED –

- (1) That the hard work put into the GP:GS programme and the benefits of bringing GP:GS within the Business Transformation team be recognised.
- (2) That the overall approach to the GP:GS programme development and the proposed priority projects be supported.

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

The Cabinet Member for Business Transformation and the Business Transformation Manager presented a report on the proposals for the future of the Council's procurement service.

The report explained the challenges that the Council's current procurement service faced and outlined the future service needs which included the management of day to day procurements, ensuring legal compliance with regulations and the Council's constitution at all times, and more strategic goals to deliver efficiency savings and smarter methods of working. A new E-tendering platform also needed to be introduced, which was a requirement of the EU Procurement Directive 2015.

The Business Transformation Manager discussed the need for a Procurement Strategy to be adopted to enhance the service. The Strategy would seek to ensure legal compliance, such as upholding the requirements of the Social Value Act 2012, and compliance with the transparency agenda, as well as including the Council's principles such as conditions for the use of local labour or suppliers.

A comprehensive procurement forward plan was proposed in order to move away from the current reactionary process and to allow sufficient time for more contracts to be put to open tender to ensure best value would be obtained and to look for opportunities for rationalisation and the

potential for shared procurement across the Council's services or with local partners.

The Business Transformation Manager advised that training would be provided for key officers and members on the procurement process and contract management.

The Business Transformation Manager advised the Committee of the options that had been explored for the future provision of the procurement service, having analysed how different models could best meet the Council's future procurement needs.

The options included joining a shared service with an established public sector partner, such as the NHS, creating a new shared service with another local authority partner such as Derbyshire County Council, increasing in-house capacity and staffing resource, or putting out a full specification and market test for the service.

The recommended option was to join the shared service with the NHS, based at Chesterfield Royal Hospital, which would be able to support the delivery of the strategic elements of the service needs as well as the day-to-day service management.

Members asked whether this option offered the best value to the Council and if shared services in other areas had been explored. They also asked whether there was much overlap in the services being procured by the NHS compared to the Council.

The Business Transformation Manager advised that the cost of this NHS procurement service was such good value that the viability of the cost was challenged to ensure it was realistic. It was confirmed that the other Councils already using the service had not been required to pay any additional costs, however it was still recommended that a pool be held in reserve from the savings made to mitigate the risk of any additional future costs. The Business Transformation Manager advised that the Council did not have the resources to investigate shared procurement services in a wider area and this was not thought necessary as this local service offered good value and had the added benefit of contributing to the local economy, which Members supported.

It was also confirmed that the NHS shared service was used by Bolsover District Council, Derbyshire Dales District Council and North East Derbyshire District Council, so this service had a lot of local authority

experience and had also received positive feedback from these service users.

The possibility of a shared service with Derbyshire County Council was not recommended as it was a more costly option and would only include the day-to-day management of the service.

Members asked whether small businesses and community organisations would be offered training or support in accessing the tendering or procurement process. The Business Transformation Manager confirmed that support would be available and advised that the NHS shared service had a registry service for small businesses which improves their ease of access.

Members thanked the Cabinet Member for Business Transformation and the Business Transformation Manager for providing the progress report and for answering their questions.

RESOLVED –

- (1) That the current position of the Council's procurement service be noted.
- (2) That the proposal for joining a shared procurement service with the NHS Chesterfield Royal Hospital be supported.

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

The Cabinet Member for Business Transformation and the Executive Director, James Drury, gave a presentation on the progress of the development of the ICT Strategy and Action Plan.

The Executive Director reported that the vision of the Strategy was that ICT should be a key enabler for the development, delivery and transformation of Chesterfield Borough Council and the services it delivers. The new Strategy would focus on service and business outcomes rather than on the delivery of technology for its own sake. The Executive Director advised that the current ICT provision and day-to-day service also needed to be improved in the short term and an action plan was being designed to monitor this as well as looking at longer term strategic improvements aligned with the Council's corporate priorities.

The development of the new ICT strategy included aiming for increased corporate control as well as officer governance around commissioning, procurement and budget control.

The significance of data and information assurance and security would also be reflected in the Strategy as challenges were constantly developing and the regulations were becoming stricter.

The Executive Director advised that open standards and the use of standardised systems, where appropriate, would be important features to ensure that the Council's ICT systems would allow for secure and efficient shared working and information exchange with partners, such as the Department for Work and Pensions for benefits systems.

The Executive Director explained that the Strategy development was required to take into account the context in which it would operate, including the pace of advancement in technology; the range of people using the Council's ICT and their expectations; new threats to security, and the increased value of information.

The key themes of the Strategy would link with other elements of the Great Place: Great Service programme through supporting the channel shift of customer service to online or digital services; business transformation; and workforce mobility and capability.

The Executive Director advised that the Strategy development should be completed by December 2015. The draft Strategy could be made available to Members of the Forum on request.

Members asked whether the Council has sufficient ICT expertise in-house to ensure the Council is getting the best service from the partnership arrangement with arvato, rather than relying on their advice alone. The Executive Director advised that the Council was in a stronger position than it used to be and that there are officers who have sufficient expertise and knowledge to devise the strategic level approach to the ICT service however at a technical level, there are occasions when arvato's advice has to be relied upon.

Where this may not be appropriate, the Council could consider obtaining independent advice on a case-by-case basis on these specialist areas. The Executive Director believed it would not be possible for one officer of the Council to have specialist knowledge and experience in all areas of

ICT provision and that it may be more cost-effective to obtain expert advice as required.

Members discussed that it was important for sufficient time to be allowed to design the specifications and to analyse the requirements for ICT services before new technology or software is introduced and that staff would need support and training to embrace new ways of working.

Members commented that equalities issues needed to be addressed within the Strategy as technology offers opportunities to address some inequalities in society, such as access issues for people with some types of disabilities, however there was also the danger for other people with particular needs to be excluded. The Executive Director confirmed that a full Equalities Impact Assessment would be completed alongside the Strategy development.

Members agreed that the pace of change with technology was a challenge for the development of the Strategy and for the design of ICT services. Members supported the approach and direction of travel being taken with the development of the Strategy. Members also agreed that this was an important project for the Council that needed to be done well to underpin the Council's priority projects and the delivery of services to a high standard, which needed to be progressed with caution.

Members thanked the Cabinet Member for Business Transformation and the Executive Director for the presentation and for answering their questions.

RESOLVED –

- (1) That the progress report and the work achieved to date be noted.
- (2) That the overall approach to the ICT Strategy development and direction of travel be supported and progressed with caution.
- (3) That the comments of the Overview and Performance Scrutiny Forum be taken into consideration in the development of the ICT Strategy.

19 **CORPORATE MEMBER DEVELOPMENT PROGRAMME FOR OVERVIEW AND SCRUTINY**

The Policy and Scrutiny Officer submitted a report to share with the Forum a proposed development programme to enable continued elected member learning and development of the overview and scrutiny role.

The draft Member Development Programme included scheduled development sessions and activities for 2015/16, other ongoing development opportunities and optional further development opportunities.

The Member Development Programme for Overview and Scrutiny was proposed to form part of the Corporate Member Development Programme for all elected Members.

Councillor Derbyshire had been appointed by the Forum, as a representative of the Overview and Scrutiny Committees, together with Councillor P Gilby, to take part in the Corporate Member Development Group that would monitor the delivery of this programme. The Policy and Scrutiny Officer was also a member of this group.

The Policy and Scrutiny Officer confirmed that topics from development sessions that had been held in recent years, before the current term of office for new Members, had also been incorporated into the draft programme.

Members requested that the information provided through the sessions could be made available to Members who could not attend the specific dates scheduled.

Members also requested that the training session on the budget be split into shorter sections to be scheduled throughout the year in line with the budget process timetable.

Members' comments that all the training in the Members' induction programme could be improved by being spread out over a longer period to avoid members being overwhelmed with a lot of information would be passed on to the Corporate Member Development Group.

RESOLVED –

That the draft Member Development Programme for Overview and Scrutiny be supported taking into account the comments made by Members.

20 FORWARD PLAN

The Forward Plan was considered by the Forum.

It was noted that a report on Non-Key Decision 41 on the Public Private Partnerships (PPP) would be considered at the next meeting of the Forum.

RESOLVED –

That the Forward Plan be noted.

21 SCRUTINY MONITORING

The Forum considered the Implementation Monitoring Report for Scrutiny Committee Recommendations.

The Forum received and considered a progress monitoring report on ICT (OP5). Members discussed the comments made by the Executive Director in relation to this subject at Minute No.18 above and noted that the appointment of the new Client Officer who provided additional ICT knowledge had made a positive difference to the Council's position.

Members agreed that it was not appropriate for the Council to employ one individual officer as an ICT specialist to represent all the Council's ICT needs and requirements as such specialist knowledge was too broad for a single person. Members agreed that the recommendation should be amended and that rewording of the recommendation should be considered at the next meeting of the Forum.

RESOLVED –

- (1) That the Scrutiny Monitoring Report be agreed.
- (2) That an amendment to the recommendation on ICT (reference OP5) be considered at the next Forum meeting.

22 **SCRUTINY PROJECT GROUP PROGRESS UPDATES**

The draft scope for the Project Group on Concessions on Fees and Charges was submitted to the Forum for comment and approval.

Councillor Jean Barr, as Lead Member of the Project Group on Concessions on Fees and Charges, advised the Committee that a full report on the group's work and recommendations was scheduled for consideration at the next Forum Meeting.

The Chair commented that the group had stimulated a lot of positive discussion about its work amongst Members, particularly those who had given evidence to the group. The Chair also reminded all Members to ensure Project Group scopes are signed-off by the relevant committee Chair(s) and Policy and Scrutiny Officer before submission to committee for approval.

RESOLVED –

- (1) That the Project Group on Concessions on Fees and Charges scoping document be approved.
- (2) That it be noted the report of the Project Group on Concessions on Fees and Charges is scheduled for consideration at the next meeting.

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

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

The Policy and Scrutiny Officer and the Committee and Scrutiny Co-Ordinator, Brian Offiler, submitted a report to provide supporting information on the recommendation from the Enterprise and Wellbeing Scrutiny Committee, held on 23 April 2015 at Minute No. 70, that the Forum consider undertaking an evaluation of the impact and effectiveness of integrated working across different service teams across the Council and to recommend to the Cabinet that this be a joint review between Cabinet and Scrutiny.

Members discussed that the development of an Operating Model as part of the Great Place: Great Service (GP:GS) programme, as referred to

under an earlier agenda item, was likely to consider this issue and could be reviewed by the Forum as part of the consideration of further GP:GS progress reports. Whether this approach to this issue was sufficient would be reconsidered after the next GP:GS progress reports. The Forum would consider, through these progress reports, whether the issue raised was being sufficiently addressed and review the matter again in 6 months.

As this recommendation had arisen from the experience of the Leisure, Sport and Cultural Activities Scrutiny Project Group, Members also considered whether the new Health and Wellbeing Group that was being established by the Council may be in a position to consider the integrated working of the leisure and environment service areas, and any other relevant services, in relation to the promotion of health and wellbeing. The Executive Director would be requested to present a report on this new Health and Wellbeing Group and to discuss as part of this report whether this issue would be relevant to it.

Members discussed that the Leisure, Sport and Cultural Activities Scrutiny Project Group had covered a wide remit and that it may benefit from a more targeted focus. It was agreed that the Enterprise and Wellbeing Scrutiny Committee would be recommended to reconsider the scope of this project group.

The Forum considered the appointment of a Project Group on Public Space Protection Orders. It was agreed that more information was required on the proposal and the issues that may be raised in relation to Public Space Protection Orders. A briefing report would be requested to be considered at the next Forum meeting.

The Forum also considered the appointment of a Project Group on how the Council Plan was working at addressing deprivation in the borough. It was agreed that the Executive Director would be asked to discuss this issue in the next report on the monitoring of performance of the Council Plan.

RESOLVED –

- (1) That the Work Programme be approved.
- (2) That a report on the purpose and function of the Council's new Health and Wellbeing Group be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum if it will be available by that time.

- (3) That a progress report on the new Performance Management Framework be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (4) That a progress report on the Public Private Partnership (PPP) Performance be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (5) That the report of the Project Group on Concessions on Fees and Charges be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (6) That a briefing report on Public Space Protection Orders be considered at the next meeting of the Overview and Performance Scrutiny Forum.
- (7) That the recommendation of the Enterprise and Wellbeing Scrutiny Committee be considered under future GPGS progress reports on the Operating Model and reviewed again in 6 months.
- (8) That the Enterprise and Wellbeing Scrutiny Committee be recommended to consider reviewing the scope of the Leisure, Sport and Cultural Activities Scrutiny Project Group.

24 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer and the Committee and Scrutiny Co-Ordinator, Brian Offiler, submitted a report to provide supporting information on the recommendation from the Enterprise and Wellbeing Scrutiny Committee held on 23 April 2015 at Minute No. 70, that the Forum considers adopting the continued use of the scrutiny approach used by the Leisure, Sport and Cultural Activities Project Group for other Project Group work.

It was discussed that this method of working involved the Scrutiny Project Group meeting 'real-time' with the decision-making process and project management as it progressed which enabled scrutiny to take place at a point when issues could be addressed.

The Forum supported the Chairs raising this method of working with the Corporate Scrutiny Review Project Board to seek support for it from across the Council.

The Forum also considered the recommendation of the Community, Customer and Organisational Scrutiny Committee held 7 July which requested the Forum to consider the wider involvement of scrutiny in county wide health scrutiny (lead by Derbyshire County Council's Overview and Scrutiny Committee on Health). Members agreed that this could be considered following the receipt of the report on the role and function of the Council's new Health and Wellbeing Group.

RESOLVED –

- (1) That the 'real-time' scrutiny approach be supported and raised by the Chairs with the Corporate Scrutiny Review Project Board to recommend its adoption as a corporate approach.
- (2) That the Council's scrutiny function's involvement in county-wide health scrutiny be considered following the receipt of the report on the Council's new Health and Wellbeing Group.

25 MINUTES

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 16 June 2015 were presented.

RESOLVED –

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